



UTAH SYSTEM OF
HIGHER EDUCATION

MEMORANDUM

TAB K

March 25, 2021

USHE Shared Services RFP

Over the last several months, the Finance and Facilities Committee discussed shared services in the Utah System of Higher Education and how the Utah Board of Higher Education can respond to the statutory charge to “maximize efficiency through the Utah System of Higher Education by identifying and establishing shared administrative services.” In January, the committee reviewed a proposed scope of work for an RFP to engage a shared services consultant. Commissioner’s office staff used that scope of work to finalize an RFP that was issued on March 9. We anticipate reviewing RFP solicitations and selecting a vendor in May 2021. The final RFP is attached for additional committee discussion and comment.

Commissioner’s Recommendation

This is a discussion item only; no action is required.

Attachments

Solicitation UU140049200

Consulting Services - Assess Utah System of Higher Education Shared Services

Bid Designation: Public



University of Utah

Bid UU140049200

Consulting Services - Assess Utah System of Higher Education Shared Services

Bid Number	UU140049200
Bid Title	Consulting Services - Assess Utah System of Higher Education Shared Services
Bid Start Date	In Held
Bid End Date	Apr 26, 2021 2:00:00 PM MDT
Question & Answer End Date	Mar 26, 2021 2:00:00 PM MDT
Bid Contact	Terri O'Toole Associate Director Purchasing 801-581-8992 totoole@purchasing.utah.edu
Contract Duration	1 year
Contract Renewal	Not Applicable
Prices Good for	120 days
Pre-Bid Conference	Apr 6, 2021 2:00:00 PM MDT Attendance is optional Location: University of Utah Virtual Zoom Meeting Contact totoole@purchasing.utah.edu to schedule the preproposal meeting.
Bid Comments	Purpose of RFP: The Utah Board of Education is seeking to contract with a qualified consultant to work with the Utah System of Higher Education to explore, identify, and assess achievable opportunities for common System processes and improved shared services in the context of mission and culture. The Board seeks to quantify the impact, ability, and opportunities for common processes and shared services in the System to enhance academic excellence and improve affordability through efficiency of operations and improved service level in business functions. Pre-Proposal Meeting: A virtual meeting will be held on April 6, 2021 at 2:00 pm current mountain time. Contact Terri O'Toole at totoole@purchasing.utah.edu for meeting information.

Item Response Form

Item	UU140049200-01-01 - Complete attached documents.
Quantity	1 each
Prices are not requested for this item.	
Delivery Location	University of Utah <u>No Location Specified</u>
Qty	1

Description

Complete attached documents.

Request for Proposal for Consulting Services to Assess Utah System of Higher Education Shared Services Opportunities

RFP #UU140049200

Issued March 9, 2021

Utah System of Higher Education Contact:

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Questions regarding this RFP should be submitted through Periscope S2G (formerly BidSync):
<https://www.periscopeholdings.com>
in the Question and Answer section

Request for Proposal for Consulting Services to Assess Utah System of Higher Education Shared Services Opportunities

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Instructions: Vendors must respond to all sections of this RFP, including sections 1 through 7. When a section does not request specific information and you agree to what it contains, you may use language such as “Sections 1.01 through 1.05, Understood and Agreed” in your response. State of Utah Procurement Code requires pricing be submitted separately from the technical proposal. Refer to Section 5 for instructions on how to organize your response.

SECTION 1 - PURPOSE OF RFP

- 1.01 Purpose of the RFP. The Utah Board of Higher Education is interested in engaging a consultant to work with the Utah System of Higher Education to explore, identify, and assess achievable opportunities for common System processes and improved shared services in the context of mission and culture. The Board seeks to quantify the impact, ability, and opportunities for common processes and shared services in the System to enhance academic excellence and improve affordability through efficiency of operations and improved service level in business functions. The deliverables may be used in a future RFP to create a plan of action and implementation strategy to deploy common processes and associated shared services throughout the system. The System is open to all common process and shared services opportunities that make business sense including, but not limited to information technology, finance and accounting, and human resources. The Supplier may propose other areas to review and assess including, but not limited to purchasing, facilities, and student financial aid. The Supplier shall (1) review the current state of business processes and business services in the System, (2) present a realistic future state of common processes and associated shared services for the System, (3) identify gaps between the current state and the future state, and (4) identify the costs and benefits in moving from the current state to the future state.

The System is examining several alternatives for obtaining this consulting service and may decide, after reviewing proposals submitted, to award one or more proposals in part or in whole, or not to enter into any agreement.

1.02 Definitions

- 1.02.1 This service is to be obtained for the Utah Board of Higher Education (“Board”) by the Office of the Commissioner of Higher Education (“Commissioner’s Office”) for the Utah System of Higher Education (“USHE” or “the System”).
- 1.02.2 “System Entities” include the nineteen entities listed in the Background section comprising the Utah System of Higher Education.
- 1.02.3 The companies submitting proposals in response to this RFP will hereafter be referred to as “Supplier.”
- 1.02.4 “Peers” refers to systems of state public higher education institutions. The System is especially interested in comparisons to peer systems that have a broad range of academic missions including: Doctoral Universities with Very High Research, Master’s Colleges and Universities, and Associates Colleges as designated by the Carnegie Classification of Institutions of Higher Education.
- 1.02.5 “Benchmark” refers to the comparison data and methodology proposed by the Supplier

against which to measure USHE, as described in Section 4.06.

1.03 Background. The Utah System of Higher Education comprises nineteen entities:

- Research Universities
 1. University of Utah (Very High Research)
 2. Utah State University (High Research)
- Regional Masters Universities
 1. Weber State University
 2. Southern Utah University
 3. Dixie State University
 4. Utah Valley University
- Community Associate's Colleges
 1. Snow College
 2. Salt Lake Community College
- Technical Education Colleges
 1. Bridgerland Technical College
 2. Davis Technical College
 3. Dixie Technical College
 4. Mountainland Technical College
 5. Ogden-Weber Technical College
 6. Southwest Technical College
 7. Tooele Technical College
 8. Uintah Basin Technical College
- Supporting Organizations
 1. Utah Higher Education Assistance Authority (servicer of federal student loans)
 2. My529 (educational savings plan administrator)
 3. Office of the Commissioner

A detailed description of the nineteen System Entities is provided in Appendix A including student population, financial information, mission, and roles. Appendix B provides additional information on the level and size of System Entities' business functions that may be considered for common processes and shared services.

SECTION 2 – RFP DETAILS

- 2.01 Issuing office and RFP Reference Number. The Purchasing Department of the University of Utah (“Purchasing Department”) is the issuing office for this RFP and all subsequent addenda relating to it. The reference number for the transaction is **UU140049200**. This number must be referenced on all proposals, correspondence, and documentation relating to the RFP.

2.02 Important Dates. The following dates are significant for this RFP:

RFP Dated and Issued	March 9, 2021
RFP Inquiry Questions Due	March 26, 2021, 2:00 pm MDT
Pre-Proposal Meeting	April 6, 2021, 2:00 pm MDT
Proposal Due Date	April 26, 2021, 2:00 pm MDT
Oral Presentations	Approximately week of June 14

2.03 Pre-Proposal Conference. A pre-proposal conference will be held on April 6, 2021 at 2:00 pm via Zoom. All Vendors responding to this RFP are requested to have at least one representative of their organization in attendance. Contact Terri O'Toole at totoole@purchasing.utah.edu for Meeting information.

The meeting is for informational purposes only and information provided is not binding. If the RFP needs to be modified or clarified, a written addendum will be issued.

2.04 Inquiries. Questions arising subsequent to the issuance of this RFP that could have a significant impact on the responses to the RFP, should be submitted in the RFP Question and Answer Section, Solicitation #UU140049200 in Periscope S2G. All such questions should be received by **the Questions Due Date listed in Section 2.02.** Answers to questions will be posted on the Periscope S2G site. Bidders who select 'Notify me about this Bid' or 'Download Bid Packet' will receive email notification of any addenda, changes, or updates to the bid.

2.05 Submission Due Date. **Submit your proposal electronically through Periscope S2G by the Proposal Due Date and Time listed in Section 2.02.**

Proposals submitted electronically through Periscope S2G may require uploading of electronic attachments. The Periscope S2G site will accept a wide variety of document types as Word, Excel, and PDF attachments but not all. You **MAY NOT** submit documents that are embedded (zip files), movies, wmp and mp3 files or password protected files, etc. Such actions may cause your proposal(s) to be deemed as "non-responsive". All cost documents must be attached as separate files.

Proposals received after this deadline will be late and ineligible for consideration. Following the deadline, the names of those responding to the RFP will be made public. All other information will remain confidential, as required by law (please see section 7.01 herein).

2.06 Time for Evaluation. All proposals shall remain valid for a minimum of 120 calendar days after the Proposal Due Date to allow adequate time for evaluation.

2.07 Multiple Stage Process. The System will conduct the RFP in a multiple stage process and narrow the number of offerors that will move on to a subsequent stage and oral presentation or Best and Final Offer (BAFO).

2.08 Second Stage and Oral Presentation. Up to three (3) highest scoring proposals will be invited to a second stage where the Supplier will provide a detailed project plan, a project charter, and will present their proposal orally (see section 4.05). The oral presentations will be scheduled by the Purchasing Department after proposals are received and prior to the award of the Contract (see section 6.02). In this stage the Supplier will orally present the details of their proposal including a required project plan and project charter. Information regarding the virtual oral presentation will be sent to the eligible firms.

All costs incurred by a Supplier in any aspect of an oral presentation including the presentation will be the responsibility of the Supplier.

2.09 Best and Final Offer. Each initial proposal should be submitted with the most favorable price and service available. However, at the option of the System, a Best and Final Offer (BAFO) may be requested.

2.10 Award of the Contract. Upon completion of the evaluation process, the System may award the contract ("Contract") to the supplier whose proposal is determined to be most advantageous to the System. The Purchasing Department is the only entity authorized to award a Contract for the proposed purchases.

The final award is dependent upon the completion and execution of a mutually acceptable contract during the contract negotiation phase. Proposal responses and contents provided by the Supplier will be considered contractual obligations. It should be understood that obligations of confidentiality will be an important condition of any resulting contractual arrangement. The selected Supplier and all employees performing duties on this project will be required to keep all aspects of this project in confidence.

2.12 Contract Period and Effective Date. The anticipated Contract term will be for a period of one (1) year. The anticipated effective date of the Contract is on or around July 1, 2021.

2.13 **Cost and Fees.** **Attachment B:** Consultation cost matrix. Cost must be firm and considered as "all-inclusive" to include travel for the full term of this agreement.

SECTION 3 – SCOPE OF WORK

3.01 Detailed Scope of Work. The Supplier shall explore, identify, and assess achievable

opportunities for improved common System business processes and shared services in the Utah System of Higher Education. As part of that work, the Supplier shall review, assess, and evaluate the current state of business operations for each System Entity including business processes and workflows, organizational structure, technical skillsets, challenges, opportunities, and total annual spend. This will be followed by future state recommendations based on higher education system best practices for the potential organization and development of common process and System shared service operations. The future state may include changes to institutional processes, workflows, and ERP or other software systems, but must leverage a foundation of common process. A gap analysis will then be performed documenting gaps between the current System state and the recommended future System state and making suggestions for next steps, including a gap analysis of institutional and System culture, autonomy, and capacity for change to maximize the probability of success. The Supplier will further identify the costs and benefits of moving from the current state to the future state including a detailed analysis of fiscal impact. The business operations and processes that shall be included in the business case are finance and accounting, human resources, and information technology. Other business operations and processes may also be included at the discretion of the Supplier including but not limited to procurement, facilities, and student financial aid.

The Supplier shall include for review specific examples of similar scale and scope where such change proved successful, highlighting conditions that facilitated success. Additionally, the Supplier shall also provide examples of similar scale and scope where objectives were not adequately achieved, highlighting conditions that contributed to failures in achieving efficiencies and service improvement.

The Supplier shall document current processes and workflows of System Entities similar to USHE and identify specific areas where shared services will result in operational and financial efficiencies to the System. The categories of focus will include, but are not limited to:

1. Staff, Organization, and Culture

- a. Employee functions and general skillsets
- b. Gaps in organization skillsets
- c. Organizational structure
- d. Facilities and workspace
- e. Organizational culture and the capacity for change

2. Processes and Workflow

- a. Business process review
- b. Automated and manual processes and workflow
- c. Budgeting, financial management, and rate structure comparisons
- d. Governance structure and processes
- e. Business intelligence and analytics
- f. Accountability and performance management

- g. Change and innovation management
- h. Customer service management and operations
- i. Business operational model
- j. Internal and external communications
- k. Strategic planning and management

3. Technology

- a. Enterprise Resource Planning (ERP) systems
- b. Automated systems

4. Budget and Expenditures

- a. Annual spend by central business units
- b. Annual spend by business and academic units outside of central business units
- c. Duplicative spending
- d. Duplicative services

EXCLUSIONS FROM BIDDER RESPONSE

The bidder proposals shall not include University of Utah Hospital and Clinics, but may include some support functions that serve both the University of Utah and the University Hospital and Clinics.

DELIVERABLES

The following comprise the deliverables for this Statement of Work. All data and work products collected, analyzed, or otherwise used shall be delivered to the Board in a mutually agreeable format and shall be owned by the Board.

Deliverable A, Current State Assessment: A comprehensive assessment of the current state of business operations and processes in the nineteen System Entities including an assessment of the business operations and processes that could become shared services. At a minimum, as part of this deliverable, the Supplier shall:

1. Review and assess specific System Entity business objectives, processes, and operations, as determined by the project charter, but at a minimum to include:
 - a. Finance and accounting including, but not limited to: accounting, accounts receivable, expense processing, accounts payable, financial reporting and analytics, and budget development.
 - b. Human resource including, but not limited to: employee data management, benefits administration, timekeeping administration, payroll operations, and HR reporting and analytics.
 - c. Information technology including, but not limited to: security, analytics, network administration, desktop support, hosting services, application maintenance, and application development.
2. Document personnel and budgets related to specific business functions at each System Entity.
3. Document and understand the common business processes at each System Entity

- and provide comparisons of business processes across the System.
4. Create an internal SWOT Analysis of Strengths, Weaknesses, Opportunities, and Threats in the Utah System of Higher Education
 5. At a minimum or as modified through the project charter, answer the following key questions:
 - a. What is the cost baseline of in-scope business operations services?
 - b. How similar are the business processes across System Entities?
 - c. What are the priorities for the System over the short term? Long-term?
 - d. What is working well and what are key areas of opportunity?
 - e. What are unique qualities and needs of business services in each System Entity?
 - f. What are key observations in the operating model and landscape to support positive change in business operations services?
 - g. How ready is each System Entity for this type of change?
 - h. What cultural and organizational concerns may impede change?
 - i. What examples outside of USHE, both successful and unsuccessful, might prove helpful to understand and review (see #4 and #5 above)?

Acceptance criteria: The System will accept a free-standing fully-documented narrative report containing findings.

Deliverable B, Future State Recommendations: Specific recommendations for how the Utah System of Higher Education can develop and deploy a range of shared services operations and processes across the System based on other higher education system best-practices and Utah-specific processes and statutory requirements. At a minimum, as part of this deliverable, the Supplier shall:

1. Provide an external environmental scan of American higher education that shall include for review specific examples of similar scale and scope to USHE where such change proved successful, highlighting conditions that facilitated success.
2. As part of the external environmental scan in #1, include examples of similar scale and scope to USHE where objectives were not adequately achieved, highlighting conditions that contributed to failures in achieving efficiencies and service improvement.
3. Using best practices in existing higher education systems and the current state assessment from Deliverable B, provide recommendations for creating shared services in the Utah System of Higher Education:
 - a. Describe which business operations and processes should be considered and why.
 - b. Describe the level at which the organizational structure, operations and/or processes should be changed and/or consolidated across the System, within regions, and/or within larger System entities.
 - c. Provide realistic and achievable options.
4. At a minimum or as modified through the project charter, answer the following key questions:
 - a. What are the best shared services delivery models for USHE?

- b. What specific business processes can benefit from moving to a common process or shared services model?
- c. What process standardization, automation, or IT systems can be used to reduce costs or increase effectiveness?
- d. What types of services should be conducted by System Entities, in a region, or by the System and why?
- e. What infrastructure, organization, leadership, processes, etc. need to be in place so the System can move forward to deploy shared services?
- f. What are the next steps for the System to implement shared services?

Acceptance criteria: The System will accept a free-standing fully-documented narrative report containing recommendations.

Deliverable C. Cost-Benefit and Gap Analysis: A quantitative and qualitative assessment and gap analysis between the current state of USHE business operations practices and the future state recommendations. The analysis shall include a discussion of specific costs of implementation and projected short-term and long-term savings and/or service enhancements associated with the transition to the future state outlined in deliverable B. At a minimum, as part of this deliverable, the Supplier shall:

1. Detail the costs and benefits of the various options proposed in Deliverable C.
2. Provide a range of options for Board consideration
3. Order the options in #2 from high-value/low-cost to high-cost/lower-value.
4. Use net-present value and other financial analysis to attach fiscal costs and benefits to each proposal.
5. Include enhanced service benefits and other non-financial benefits.
6. Provide implementation cost estimates to fill the gaps identified for each shared service option, including timeline, level of effort, risk dependencies and assumptions including financial resources needed, organizational impact, available personnel, opportunity costs, and organizational rigidity or openness to change.
7. At a minimum or as modified through the project charter, answer the following key questions:
 - a. What are the net benefits from creating shared services in each particular business operation?
 - b. What are the specific opportunities to:
 - i. save money?
 - ii. improve efficiency?
 - iii. improve services?
 - c. What investment is needed for USHE shared services?
 - d. What is the return on investment and what is most feasible?
 - e. What business services have the highest benefit and lowest cost to implement?
 - f. What are quick wins for the System?

Acceptance criteria: The System will accept a free-standing fully-documented narrative report containing analysis and assessment.

Final Presentations: The Supplier will meet with the CFO to discuss the deliverables and determine how to present the information in further presentations. The Supplier will make two (2) presentations of the final findings virtually or in person to two groups and facilitate a discussion of the findings for each. One presentation will be made to the Commissioner of Higher Education, Board leadership, and select staff and System representatives, and the other will be made to the full Board of Higher Education. The Supplier will work with the System to determine the date and time for these presentations, with the expectation they will take place within 30 days of the submission and acceptance of the final deliverable. The Supplier will provide any materials used in the presentations to the System in their unlocked native format (such as .ppt).

Services Beyond the Scope of Work

The System will have the option to procure additional services following the assessment as requested under the terms in Section 4.07.

SECTION 4 –PROPOSAL EVALUATION CRITERIA AND REQUIREMENTS

The Supplier's proposal will address the following requirements of the System in the following order and in the format requested.

PROPOSAL EVALUATION CRITERIA

- 4.01 **Demonstrated Ability to meet Scope of Work.** The Supplier must demonstrate the ability to meet the scope of work, and have knowledge of and experience with general shared services practices and principles in a higher education environment. Suppliers must have experience consulting on shared service assessments or consolidations in higher education organizations. Preference will be given for shared service experience in systems of higher education similar to the Utah System of Higher Education.
- 4.02 **Demonstrated Prior Experience.**
1. **Demonstrated Technical Capability.** The Supplier must provide evidence of the technical expertise involved in fulfilling the Scope of Work. This evidence may come in the form of similar past contracts, examples from previous engagements, relevant staff experience performed inside and outside of the Supplier's organization, relevant staff education and certifications, or other means the Supplier believes adequate to show such capability. The Supplier also must similarly demonstrate expertise in organizational design and processes.

2. Demonstrated Prior Experience.

- a. The Supplier will provide at least two (2) examples of previous similar successful efforts at other higher education institutions, preferably peer systems as defined in Section 1.02.4. Failure to provide examples may result in the System deeming the proposal non-responsive.
- b. The Supplier may provide examples of previous similar successful efforts at other large-scale non-profit organizations such as a state government, but preference will be given for experience in higher education.

3. References. Provide at least five (5) references for customers that have used services similar to those required by the System, including at least three higher education references, especially public systems of higher education. Include a description of the project, the outcome, as well as a contact person for each reference including: contact name, business name, address, and phone number. The System reserves the right to contact or visit any of the Supplier's current and/or past customers to evaluate the level of performance and customer satisfaction. Failure to submit at least five references or a reference(s) deemed to be unsatisfactory to the System may render the proposal non-responsive.

4.03 Qualifications and Expertise of Staff.

1. The Supplier will provide resumes in the attached Personnel Resume templates (**Attachment A**) for staff, including subcontractors, who will be assigned to the Contract, indicating the duties/responsibilities and qualifications of such personnel.
 - a. The competence of the personnel the Supplier proposes for this project will be measured by the candidate's education, skills and experience with particular reference to relevant experience on similar projects as described in this Scope of Work.
 - b. The resumes and reference checks assist the System in evaluation of each Supplier's ability to deliver the solution proposed.
 - c. The Supplier must provide an organizational chart.
 - d. All subcontractors that may be used must be approved by USHE. The Supplier must provide a list of all subcontractors that may be used, including firm name, address, contact person, and a complete description of the work to be contracted. Include descriptive information concerning the subcontractor's organization, experience and abilities. Complete Attachment C Reference and Subcontractor Form.
2. Key Personnel
 - a. The Supplier will provide sufficient qualified staffing to satisfy the deliverables of this Scope of Work. All Key Personnel may be subject to the

System's interview and approval process. Any key staff substitution may not be made without the prior approval of the System.

- b. The Supplier must submit a letter of commitment for Key Personnel, signed by the identified resource, stating their commitment to work for the contractor/subcontractor on this project contingent on award of the bid.
- c. Each of the Key Personnel roles must be filled and no individual can fill more than one role. For each key person, a resume must be included using the template for their role (as provided in **Attachment A**) including required number of references indicated by the template. This does not preclude said person from performing other roles except for other key roles as noted earlier.
- d. The relevant skills for each required Key Personnel are provided in Attachment A. The Supplier's staff will be evaluated based on the candidate's compliance with the position requirements, education and experience with particular reference to experience on similar projects as described in this Scope of Work.
- e. Three (3) client references are required for each key person where they performed the same role as included in this response, and these references may be checked. Complete Attachment C Reference and Subcontractor Form.

3. Contributing Personnel

- a. The resumes for contributing roles need to cover all roles necessary to complete the project.
- b. For contributing role resumes, at least two skills and associated level of experience for that role must be included.
- c. Other role resumes required to perform the work must be tied to actual individuals but may be representative (rather than formal commitments).

- 4.04 Proposed Approach to Complete the Work Objectives. The Supplier will document its proposed approach to achieving the objectives set forth in the Scope of Work. This should include expected methods for gathering information for each objective (in person, video conference, email, phone, etc.), as well as what resources (staff, access, meeting space, etc.) the System will be expected to make available for the Supplier's timely successful completion of the contract. The Supplier must document the methodology and data source by which it intends to benchmark the Utah System of Higher Education against peers, as well as which systems or institutions it suggests be included in the identified peer group. The Supplier will also provide an estimated number of hours each staff member will work on each deliverable on location as well as an estimate of hours of work each staff member will spend virtually or off-location for each deliverable in **Attachment B**, Table 3. **The System prefers virtual**

meetings using video conference or other technology where possible.

- 4.05 Cost. The Supplier will provide a breakdown of costs associated with fulfilling the entire Scope of Work outlined above in the format provided in the consultation cost matrix (**Attachment B**). The Supplier's bid should include all necessary expenses to complete the work indicated, as well as indicate the fixed hourly cost for each resource. These costs shall remain in effect for potential additional services or expansion of scope as determined by the System and the Supplier during the course of the contract. For all work requested in this RFP and performed onsite at System Entities, pricing is to be fully loaded and will include travel, per diem and all other associated costs. No additional reimbursements will be made unless special or additional travel is requested in writing by the System. In those unanticipated circumstances, travel will be reimbursed based on the GSA per diem rates for Utah. Airfare is to be reimbursed at coach fare, best available. The System prefers virtual meetings where possible.

The System will be invoiced and pay for actual hours worked up to the not-to-exceed total cost price. No payments will be made in advance or beyond the not-to-exceed total cost for services outlined in the Scope of Work. Additional work must be agreed upon by the System in writing prior to commencement, and the cost will be determined based on the fixed hourly rate provided in Table 2 of **Attachment B** and actual hours worked.

Meetings will be conducted virtually, and therefore minimal, if any, travel and related costs are anticipated. If travel costs are required by The System, they will be reimbursed for actual costs incurred with no administrative or similar added costs. Airfare is to be at the best available coach class. Per diem will be reimbursed per the GSA Travel schedule for Salt Lake City. All travel must be approved by The System prior to reservations being booked.

Cost proposals must be submitted per the terms herein and as formatted in **Attachment B**. If not submitted in this format, the System reserves the right to deem the proposal non-responsive. For award analysis purposes, the cost score will be based on the Not-to-exceed Total Cost column of Table 1 in **Attachment B**.

- 4.06 Second Stage Project Plan, Project Charter, and Risk Mitigation. Those Suppliers invited to the second stage (see section 2.08 and 6.02) shall provide a formal project plan, a proposed project charter and identify any potential risks that may occur on this contract. Specifically, the selected Suppliers for the second stage will:

1. Prepare and present a formal Project Plan with a timeline that includes tasks and activities by phases, milestones, roles, resources and dependencies. The Project Plan shall be submitted one week prior to the scheduled oral presentation.

2. Prepare and present a proposed Project Charter defining the Supplier's proposed scope of the project including what business processes and operations will be reviewed. The Supplier may provide additional suggestions for study that will improve the probability of successful shared services implementation and align with the particular needs of the Utah System of Higher Education. The Supplier may also review the key questions within each required deliverable and suggest appropriate modifications. The Project Charter shall be submitted one week prior to the scheduled oral presentation and shall include details on the scope of the project, deliverables, vision, and guiding principles. The Charter will detail what business processes and operations are included in the scope of the project and list the key questions that will be answered for each deliverable.
3. Prepare and present a document identifying risks that the Supplier does not control that could occur on this contract. The document will also have mitigation strategies.
4. Present the details of their proposal orally

PROPOSAL REQUIREMENTS

- 4.07 Payment schedule. Following completion and acceptance of each deliverable per the following schedule, upon receipt and approval of an invoice, payment will be made per Net 30 terms.

Deliverable A: Pay in full

Deliverable B: Pay in full

Deliverable C: Pay in full

Final Presentations: Pay in full

Additional work requested by the System will be paid at the fixed hourly rate identified by the Supplier in the consultation cost matrix (Table 2 of **Attachment B**) upon the satisfactory completion of the requested work, as determined by the System CFO.

The Supplier will not invoice or receive payment outside of this identified schedule without the express prior written consent of the Utah System of Higher Education.

- 4.08 Time, Manner, or Schedule of Delivery. The Supplier will work with the CFO or the person or persons the CFO designates throughout the engagement to ensure adequate communication of findings and satisfaction with the scope and methods of the Supplier.

The Supplier will provide a rough draft of each deliverable to the System two (2)

weeks prior to the final deadline, with some sections being made available earlier as determined by the System and Supplier.

The Supplier will deliver a final, free-standing narrative report for each deliverable (B, C, and D), in a fully unlocked, native electronic format (such as .doc) and in three (3) hard copies, on a schedule agreed upon as part of the Project Plan.

The Supplier will meet with the CFO to discuss the deliverables and determine an outline for in-person or virtual presentations. The Supplier will then make two (2) presentations of the final findings to two groups and facilitate a discussion of the findings for each. One presentation will be made to the Commissioner of Higher Education, Board leadership, and select staff, and the other will be made to the full Board of Higher Education. The Supplier will work with the System to determine the date and time for these presentations, with the expectation they will take place within 30 days of the submission and acceptance of the final deliverable. The Supplier will provide any materials used in the presentations to the System in their unlocked native format (such as .ppt).

- 4.09 Communication Plan. The Supplier will provide a communication plan for the duration of the engagement. At a minimum, the Supplier is expected to update the Chief Financial Officer, or a representative or representatives designated by the CFO, either by phone or virtually through Zoom or a similar technology and via an email summary at least once weekly, providing a status update regarding the recently completed tasks, upcoming tasks, and expectation of meeting the agreed upon deadlines. The Supplier will document an escalation path with the Supplier for the System.
- 4.10 Copyright. The Supplier agrees that any and all deliverables prepared for the System as required by this contract, to the extent to which it is eligible under copyright law in any country, shall be deemed a work made for hire, such that all rights, title and interest in the work and deliverables shall be exclusively owned by the System. The System reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use and to authorize others to use the deliverables. To the extent any deliverable is deemed not to be, for any reason whatsoever, work made for hire, the Supplier agrees to assign and hereby assigns all right title and interest, including but not limited to copyright patent, trademark and trade secret, to such deliverables, and all extensions and renewals thereof, to the Utah System of Higher Education. The Supplier further agrees to provide all assistance reasonably requested by the System in the establishment, preservation, and enforcement of its rights in such deliverables, without any additional compensation to the Supplier. The Supplier agrees to and hereby, to the extent permissible, waives all legal and equitable rights relating to the deliverables, including without limitation any and all rights of identification of authorship and any and all rights of approval, restriction or limitation on use or subsequent modifications.

- 4.11 Ownership, Protection and Use of Records. The System shall own exclusive title to all information gathered, reports developed, and conclusions reached in performance of this contract. The Supplier may not use, except in meeting its obligations under this contract, information gathered, reports developed, or conclusions reached in performance of this contract without the express written consent of the Utah System of Higher Education. The improper use or disclosure of any information gathered during the fulfillment of the contract is prohibited except on written consent of the Utah System of Higher Education. The Supplier will be required to sign a Confidential Information Certification form in situations where they will be given access to confidential computerized records. The Supplier agrees to maintain the confidentiality of records it holds as agent for the System as required by Government Records Access and Management Act ("GRAMA"), or other applicable federal or state law. The System shall own and retain unlimited rights to use, disclose, or duplicate all information and data (copyrighted or otherwise) developed, derived, documented, stored, or furnished by the Supplier under the contract. The Supplier, and any subcontractors under its control, expressly agrees not to use confidential client, or confidential federal, state or local government data, without prior written permission from the Chief Financial Officer and appropriate officials of the System.
- 4.12 Ownership, Protection, And Use Of Confidential Federal, State, Or Local Government Internal Business Processes And Procedures. The improper use or disclosure by any party of protected internal Federal or State business processes, policies, procedures, or practices is prohibited. Confidential federal or state business processes, policies, procedures, or practices shall not be divulged by the Supplier, Supplier's employees, or their subcontractors, unless prior written consent has been obtained in advance from the System's Chief Financial Officer.
- 4.13 Ownership, Protection, and Return of Documents and Data Upon Contract Termination or Completion. All documents and data pertaining to work required by this contract will be the property of the System and must be delivered to the Chief Financial Officer within 30 working days after termination or completion of the contract, regardless of the reason for contract termination, and without restriction or limitation to their future use. Any data that may be returned under provisions of this clause must either be in the format as originally provided, or in a format that is readily usable by the System or that can be formatted in a way that it can be used. Costs for all of these described items will be considered as included in the basic contract compensation of the work described used by the System.
- 4.14 Inclusion of sample contract. In order to expedite the contract negotiation phase, Suppliers are encouraged to provide a sample contract of the type that would be used should the Supplier be selected. The inclusion of this sample contract should in no way be construed as an acceptance on the System's part of any of the terms and obligations therein. The System will negotiate with the chosen Supplier(s) on a final, binding contract upon the evaluation committee's final selection. There is no penalty for Suppliers who choose not to include a sample contract.

SECTION 5 – PROPOSAL RESPONSE FORMAT

For Cost Proposal submission see section 5.03

5.01 Administrative Guidance. The information provided herein is intended to assist suppliers in the preparation of proposals necessary to properly respond to this RFP. The RFP is designed to provide interested suppliers with sufficient basic information to submit proposals meeting minimum requirements, but is not intended to limit a proposal's content or to exclude any relevant or essential data therefrom. Suppliers are at liberty and are encouraged to expand upon the specifications to give additional evidence of their ability to provide the services requested in this RFP.

5.02 Technical Proposal Response Format. Proposals must be concise and in outline format. Pertinent supplemental information should be referenced and included as attachments. All proposals must be organized and tabbed to comply with the following sections:

Tab A COVER LETTER. The letter of transmittal should include an introduction of the supplier's company, as well as contact information for those persons who are authorized to represent the company in dealing with this RFP. **Proposal Contact:** List the name, title, office address, telephone number, fax number and e-mail address of the person(s) authorized to *represent the supplier regarding the proposal(s) submitted* in response to this RFP. **Contract Contact:** Give the name, title, office address, telephone number, fax number and e-mail address of the person authorized to *sign a Contract, and receive and sign all formal notices and/or addendum* regarding such Contract. Note that all amendments to any Contract must be in writing and signed by both parties.
Any other information not appropriately contained in the proposal itself should also be included in the letter.

Tab B DETAILED RESPONSE. This section should constitute the major portion of the proposal and must contain **a specific response in outline form to each section in this RFP. Outline numbers should correspond, in order, to the section numbers contained in this RFP.** Specific emphasis should be placed on responding to the information requested in Sections 3 and 4 but all sections and items should be fully addressed. Narrative regarding options or alternatives with complete details including how those meet or exceed the RFP requirements should be included in the relevant section. Failure to provide written response to items indicated in this RFP will be interpreted by the System as an *inability* by the supplier to provide the requested product, service or function.

5.03 Cost Proposal Response Format.

Pricing information MAY NOT be included in the technical portion of your proposal. Vendors must submit a separate cost proposal allowing costs to be evaluated independently of other criteria in the proposal. Inclusion of any cost or pricing data within the technical proposal may result in your proposal being deemed as “non-responsive.”

The cost proposal must be attached as a separate document and identified as “Cost Proposal” with your company name.

The Cost Proposal Form (**Attachment B**: USHE consultation cost matrix) included in this RFP must be completed and submitted in order for your proposal to be considered responsive.

The following formula shall be used to determine the cost score: *Cost Points*((2-
(proposed fee/lowest proposed fee)))*

SECTION 6 - PROPOSAL EVALUATION

6.01 Proposal Evaluation Criteria. The criteria, listed with their relative weight in points, are as follows:

- a. Demonstrated ability to meet Scope of Work (Section 4.01) — 25 points
- b. Demonstrated prior experience (Sections 4.02) — 20 points
- c. Qualifications and expertise of staff (Section 4.03) — 15 points
- d. Proposed approach to complete the work objectives (Section 4.04) — 15 points
- e. Cost (Section 4.05 and Attachment B) — 25 points
- f. Second Stage (Section 4.06) – Total of 25 points:
 - a. Project Plan – 10 points
 - b. Project Charter – 15 points

NOTE: In addition to addressing the specific criteria listed, each supplier should provide a detailed response to each requirement in this RFP as indicated in Section 5.02, Proposal Response Format, and Section 5.03, Cost Proposal.

6.02 Evaluation Process. All proposals in response to this RFP will be evaluated as follows:

1. In the initial phase of the proposal evaluation process, the evaluation committee

will review all proposals timely received. Nonresponsive proposals (those not conforming to minimum RFP requirements) will be eliminated. Each supplier bears sole responsibility for the items included or not included in the response submitted by that supplier. The System reserves the right to disqualify any proposal that includes significant deviations or exceptions to the terms, conditions and/or specifications in this RFP.

2. Proposals will be reviewed and evaluated by the evaluation committee based upon the quality of information received and the information that supports the respondent's ability to meet or exceed the technical requirements stated in the RFP and is subject to all advancement criteria or multi-stage process stated. Proposals may be deemed non-responsive and disqualified at any stage of the process the disqualifying factor is discovered.
3. Oral demonstrations, a project plan, and a project charter will be required from eligible proposals in the second stage. Up to three (3) highest scoring proposals based on preliminary technical score will be invited to this stage. Proposals that do not meet the requirement of three (3) highest scoring proposals will not be invited to oral presentations and shall receive no further consideration for contract award. Proposals invited to this stage must prepare and present a formal Project Plan, a proposed Project Charter, and anticipated risks that may occur. Respondents to this stage will be evaluated based on the Project Plan and Project Charter.
4. At the conclusion of the evaluation, the Purchasing Department will evaluate the cost proposals according to the formula, published in Section 5.03 and in accordance with the Utah Procurement Code. **Cost scoring shall be based on the lowest responsive and responsible price offered meeting or exceeding all minimum requirements listed in this RFP.** The points allocated to each cost proposal will be added to the corresponding proposal's total technical score.
5. An Intent to Award will be sent to the highest scoring firm.

SECTION 7 - GENERAL PROVISIONS

- 7.01 **Protected Information.** Under the Government Records Access and Management Act, Utah Code §§ 63G-2-101 to -901, as amended ("GRAMA"), certain information submitted in the proposal(s) may be open for public inspection or disclosure. Pursuant to Section 63G-2-309 of GRAMA, any confidential information provided to the System which Supplier believes should be protected from inspection or disclosure must be accompanied by a written claim of confidentiality and a concise statement of reasons supporting such claim. A copy of the System's standard business confidentiality claim form (using a template from the University of Utah) may be found at http://fbs.admin.utah.edu/download/purchasing/Business_Confidentiality_Claim_Form.pdf). **Non-specific statements of confidentiality (e.g., marking a document confidential or proprietary in a cover letter, header, footer or watermark) are insufficient to claim confidentiality under GRAMA.** All material contained in and/or submitted with the proposal becomes the property of

- the System and may be returned only at the System's option. Any confidentiality and non-use obligations applicable to the System as a consequence of the Contract will be subject in all cases to the System's obligations under GRAMA.
- 7.02 Incurring Costs. The System will not be liable for any cost which suppliers may incur in connection with the preparation or presentation of their proposal(s). Proposals should be concise, straightforward and prepared simply and economically. Expensive displays, bindings or promotional materials are neither desired nor required. However, these instructions are not intended to limit a proposal's content or exclude any relevant or essential data therefrom.
- 7.03 Addendum to RFP. In the event that it becomes necessary to revise this RFP in whole or in part an addendum will be provided to all suppliers on record as having received this RFP.
- 7.04 Other Communications. During the RFP process (from the date of issue through the date of contract award or other final decision) the Purchasing Department is the sole source of official information regarding this RFP. All other communications, both spoken and written, which are received by any representative of the supplier from other sources (such as employees in the using department) should be confirmed by the supplier with the buyer in the Purchasing Department assigned to this RFP as being true and accurate prior to incorporating such information into their response. This refers to both formal and informal conversations and communications. Significant changes to the RFP will always be issued as a formal, written addendum.
- 7.05 Alternative Proposals. A supplier may submit more than one proposal, each of which must follow the Proposal Response Format (section 5 herein) and satisfy the requirements of this RFP. The supplier's primary proposal must be complete and comply with all instructions. The alternative proposals may be in abbreviated form following the Proposal Response Outline but providing complete information only for sections which differ in any way from those contained in the prime proposal. If alternative proposals are submitted, the supplier must explain the reasons for the alternative(s) and its comparative benefits. Each proposal submitted will be evaluated on its own merits.
- 7.06 Authorized Supplier Representatives. The System reserves the right to require a change in the individual assigned to represent the supplier if the assigned representative is not serving the needs of the System in an acceptable manner. This right shall carry forward through the response period and, with the successful supplier, during the term of the Contract.
- 7.07 Award of Subcontracts. For each subcontract, if any, which the supplier proposes to award, the supplier shall specify in writing the proposed subcontractor's name and address, and the purpose of each subcontract. Any supplier proposing subcontracts as a part of a proposal must explicitly state so in the proposal. Written approval by the Purchasing Department is required prior to the awarding of any subcontracts. Any

Subcontractor shall be required to provide evidence to the System of the same insurance provisions and coverages as described in section 7.15 of this RFP.

- 7.08 Assignment. Supplier shall not assign or subcontract any portion of its obligations under the Contract without the prior written consent of the System. Assignment or subcontracting shall in no way relieve the supplier of any of its obligations under this Contract.
- 7.09 Remedies: Governing Law; Venue. The laws of the State of Utah shall apply in all disputes arising out of this RFP, without application of any principles of choice of laws. The Contract will be governed by the laws of the State of Utah, without regard to conflicts of laws principles. Venue for any lawsuits, claims, or other proceedings between the Contract parties relating to or arising under the Contract shall be exclusively in the State of Utah. The Contract will not require either Vendor or the University to arbitrate any dispute arising under the Contract.
- 7.10 Compliance. The supplier hereby agrees to abide with all applicable federal, state, county and city laws and regulations and to be responsible for obtaining and/or possessing any and all permits and licenses that may be required.
- 7.11 Cancellation.
Inadequate delivery, unsatisfactory service or Vendor's failure to adhere to the Contract covenants may result in University's cancellation of the Contract. The Vendor shall be responsible for reimbursing the University for expenses incurred as a result of unacceptable service. In the event that either party determines that a material breach has occurred that would be cause for cancellation of the Contract, the party wishing to cancel shall notify the other party of the alleged breach in writing, and allow the other party thirty (30) days in which to cure the alleged breach.
- If the alleged breach is not cured or substantial steps to cure the alleged breach are not taken within this period, the non-defaulting party may cancel the Contract at the end of said thirty (30) day period.
- 7.12 Acceptance of Services Rendered. The System, through its designated agents and representatives, will be the sole determining judge of whether services rendered under the Contract satisfy the requirements as identified in the Contract.
- 7.13 Anti-Collusion. The submission of a proposal constitutes agreement that the supplier has not divulged its proposal to, or colluded with, any other offeror or party to a proposal whatsoever.
- 7.14 Indemnification. The supplier shall hold harmless, defend and indemnify the Utah System of Higher Education and its officers, employees, and agents from and against any and all claims, losses, causes of action, judgments, damages and expenses including, but not limited to attorney's fees because of bodily injury, sickness, disease

or death, or injury to or destruction of tangible property or any other injury or damage resulting from or arising out of (a) performance or breach of this contract by Supplier, or (b) Supplier's use of System premises, or (c) any act, error, or omission on the part of the Supplier, or its agents, employees, invitees, participants, or subcontractors except where such claims, losses, causes of action, judgments, damages and expenses result solely from the negligent acts or omissions or willful misconduct of the Utah System of Higher Education, its officers, employees or agents.

The System is a governmental entity under the Governmental Immunity Act of Utah, Utah Code Ann., Section 63G-7-101 et seq., as amended (the "Act"). Nothing in the Contract shall constitute the System's waiver of any protections, rights, or defenses applicable to the System under the Act including, without limitation, the provisions of Section 63G-7-604 regarding limitation of judgments. Without limiting the generality of the foregoing, and notwithstanding any provisions to the contrary in the Contract, any indemnity obligations of System contained in the Contract shall be subject to the Act and are further limited only to claims that arise directly and solely from the negligent acts or omissions of the System.

The System will not incur, as a consequence of the Contract or otherwise, any liability for the operations, acts, or omissions of Vendor or any third party, and nothing in the Contract shall be so interpreted or construed.

The Contract will include no limitations of liability, or exclusions or remedies, for any damages other than special, indirect or consequential damages.

- 7.15 Restrictions. Subject to the terms of this Section 7, all proposals must clearly set forth any restrictions or provisions deemed necessary by the Vendor to effectively service the proposed Contract.
- 7.16 Right to Reject. The System reserves the right to reject any or all proposals and to waive any informality or technicality in any proposal in the interest of the System.
- 7.17 Record Keeping and Audit Rights. Any supplier providing goods or services under any Contract shall maintain accurate accounting records for all goods and services provided thereunder, and shall retain all such records for a period of at least three (3) years following termination of the Contract. Upon reasonable notice and during normal business hours the System, or any of its duly authorized representatives, shall have access to and the right to audit any records or other documents pertaining to the Contract. The System's audit rights shall extend throughout the term of the Contract and for a period of at least seven (7) years thereafter.
- 7.18 Management Reports. Upon request the supplier must be able to summarize and concisely report pertinent information to the System in a timely manner, throughout the duration of any Contract resulting from this RFP.

- 7.19 Further Agreements. In addition to a proposal, the System may from time to time require a supplier to execute certain additional documents or agreements, including without limitation a Contract, for the purpose of clarifying the intention of the parties with respect to providing the goods or services hereunder.
- 7.20 Relationship of the Parties. In assuming and performing the obligations of any Contract, the System and any supplier shall each be acting as independent parties and neither shall be considered or represent itself as a joint venturer, partner or employee of the other. Vendor affirms that the Vendor or any employee in their organization does not have a conflict of interest or potential conflict of interest with the University of Utah
- 7.21 Equal Opportunity. No supplier of goods and/or services under this RFP or any Contract shall discriminate against any employee, applicant for employment, or recipient of services on the basis of veteran status, race, religion, color, sex, sexual orientation, age, disability, or national origin.
- 7.22 Taxes – Supplier’s Responsibility. Suppliers shall be responsible for and pay all taxes which may be levied or incurred against the supplier in connection with the performance of any services under a Contract, including taxes levied or incurred against supplier’s income, inventory, property, sales, or other taxes.
- 7.23 Taxes - System is Exempt. The System is exempt from State of Utah sales and excise taxes (State of Utah Sales Tax Exemption number: 11874443-002-STC). Exemption certification information appears on all purchase orders issued by the System and such taxes will not apply to the System unless otherwise noted.
- 7.24 Tax Liens. By submitting a proposal, the supplier certifies that neither it nor its principals are presently subject to an outstanding tax lien in the State of Utah. If the supplier cannot certify this statement, the supplier will submit to the System a written explanation for the review of the System. If the supplier is subject to any outstanding tax lien in the State of Utah, the System may reject the supplier’s quote, bid, offer, or proposal in response to the request pursuant to UCA 63G-6a-905.
- 7.25 Health Insurance Portability and Accountability Act (HIPAA). The University of Utah Health Sciences Center is subject to the Health Insurance Portability and Accountability Act of 1996 (HIPAA). This transaction may fall under the jurisdiction of HIPAA and Vendor must comply with applicable state and federal HIPAA laws. If you have any questions, please contact the HIPAA Regulatory Office at 801-587-9241.
- 7.26 Debarment Clause. Supplier certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction (contract), by any governmental

department or agency. If Supplier cannot certify this statement, attach a written explanation for review by the System. Supplier must notify the Director of Purchasing within 30 days if debarred by any governmental entity during the Contract period.

- 7.27 Status Verification System. If a Contract is awarded through this RFP for the physical performance of services within the State of Utah, supplier or supplier's agent, contractor, subcontractor or service provider is required to register and participate in the Status Verification System (E-verify) to verify the work eligibility status of Supplier's or Supplier's agent's, contractor's, subcontractor's or service provider's employees hired on or after July 1, 2009 and employed in the State of Utah, in accordance with UCA Section 63G-12-302.
- 7.28 Federal Exclusion. Vendor warrants and represents that Vendor, its officers, directors, and any employees or subcontractors providing goods or services under this Contract (i) are not currently excluded, debarred, or otherwise ineligible to participate in federal health care programs as defined in 42 U.S.C. § 1320a-7b (f) or to provide goods to or perform services on behalf of the federal government as either a contractor or subcontractor. This shall be an ongoing representation and warranty during the term of this Contract and Vendor shall immediately notify University of any change in the status of the representation and warranty. University may immediately terminate the Contract for cause in the event of a breach of this section or as a result of any material change in status of the representation and warranty. Notwithstanding any other provision in the Contract, Vendor shall defend and indemnify University and its officers, employees, and agents in connection with any and all claims, losses, causes of action, judgments, fines, damages, or other similar expenses, including reasonable attorney fees, resulting from a breach of this section.
- 7.29 Insurance. During the term of any Contract, and for a period of two (2) years following the expiration or earlier termination of the Contract for any reason, Vendor shall maintain the following insurance policies:
- a) Commercial General Liability insurance with per occurrence limits of at least \$1,000,000 and general aggregate limits of at least \$2,000,000.
 - b) If applicable to Vendor's operations or performance of the Contract, Cyber Liability, Professional Liability, Liquor Liability, Aircraft Liability and/or Business Automobile Liability insurance covering Vendor's owned, non-owned, and hired motor vehicles with liability limits of at least \$1,000,000 per occurrence.
 - c) All employee related insurances, in the statutory amounts, such as worker's compensation, and employer's liability, for its employees or volunteers involved in performing services pursuant to the Contract.
 - d) "Special form" property insurance at replacement cost applicable to Vendor's property or its equipment and that contains a waiver of subrogation endorsement in favor of the University.

Such insurance policies shall be endorsed to be primary and not contributing to any other insurance maintained by the University.

If applicable, Vendor shall maintain and provide evidence of an employee dishonesty (fidelity) bond or other form of surety in the minimum amount of \$100,000 which guarantees that the bond or surety will reimburse the University for any pecuniary loss that may be sustained by any act of fraud, dishonesty, forgery, theft, embezzlement, malfeasance, or misappropriation on the part of Vendor, or any of its employees, officers, directors, agents, contractors or subcontractors directly or indirectly. This bond shall be issued by a responsible surety company authorized to do business within the State of Utah, and shall be subject to the reasonable approval by the University as to form and content.

Vendor's insurance carriers and policy provisions must be acceptable to the University's Risk and Insurance Manager. The University of Utah shall be named as an additional insured on the Commercial General Liability, and if applicable, Aircraft Liability, and Liquor Liability insurance policy by endorsement. Vendor will cause any of its subcontractors, who provide materials or perform services relative to this contract, to also maintain the insurance coverages and provisions listed above.

If the coverage's described above are not in place at the time a proposal is submitted, Vendor should describe in detail what types and levels of coverage are in place currently, and clearly indicate Vendor's ability and willingness to obtain the above listed coverage's if required by the University.

Vendor shall submit certificates of insurance as evidence of the above required insurance to the University prior to the commencement of this Contract (mail to: **University of Utah Purchasing Department, Attn: Associate Director of Procurement and Contracting Services, 201 S. Presidents Circle Rm 170, Salt Lake City, UT 84112**). Such certificates shall indicate that the University will be given **thirty (30)** calendar day's written notice prior to the cancellation of coverage.

University carries insurance through the State Risk Manager of the State of Utah up to the limits required by the State Risk Manager of the State of Utah and applicable law. Nothing in the Contract shall require University to carry different or additional insurance, and any obligations of University contained in the Contract to name a party as additional insured shall be limited to naming such party as additional insured with respect to University's negligent acts or omissions.

- 7.30 Drug- Alcohol- Tobacco-Free Campus. The University of Utah is a drug-, alcohol-, and tobacco-free campus, with no smoking and/or use of any tobacco product on all University property and in any outdoor area controlled by the University. This rule is applicable 24 hours a day, 7 days a week. The campus will officially operate as tobacco-free as of July 1, 2018. University property includes any property owned, leased, or controlled by the University and includes but is not limited to: all buildings,

vehicles, residential and recreational areas, athletic fields, parking lots, parking structures, streets, sidewalks, hospitals and clinics. All representatives of the awarded Vendor, including delivery and installation personnel, shall adhere to these requirements, including being free of the effects of these substances while on campus. Not adhering to these standards shall be considered a breach of any Contract or purchase order resulting from this solicitation. Please see the following link for more information regarding the University Rule.

<https://regulations.utah.edu/administration/rules/R3-300A.php>

- 7.31 Contract Terms; Incorporation by Reference. Contract provisions shall be consistent with each provision of this Section 7 in all material respects. The Contract will incorporate by reference this Section 7. If any provision of this Section 7 conflicts with any provision of the Contract, the conflicting provision of this Section 7 shall control.

Attachment A – Resume Templates

Supplier Name:

Section 4.03 Qualifications and Expertise of Staff (1)(b)

Resumes are required for key persons. They are not representative resumes but specific individuals committed to this project. Three references are required for each of the Key Personnel.

Other role resumes required to perform the work must be of actual individuals but may be representative (rather than formal commitments). For each role there are no predefined required skills or levels of experience. However, you must define for each “other role” no less than two skills with an associated level of experience for the “proposed role.” References are not required for other roles. Other roles must support the organization chart.

Do not modify the form unless notes (below) indicate this is allowed.

RESUME 1

Proposed Resource Name	
Proposed Role	
Associated With: Indicate if Prime or Subcontractor If Sub, provide Company Name	

Verification of Relevant Skills			
Relevant Skill	Met (Y or N)	Client Name and Project Name	Start & End Month/Year MM/YY-MM/YY
a. Has delivered a higher education project that is comparable to this RFP in size and scope.			
b. Demonstrated shared services experience in higher education.			
c. Demonstrated shared services experience in the public or private sector.			
d. Demonstrated experience assessing business operations in a complex organization of at least 1,000 employees.			

- Chronological resume using the table below

Start Date		End Date	
Client Name			
Project Name			
Employer (at time)			
Project Role/Tile			
Brief Description of Duties			

Note: Repeat this table as necessary

Education	
University or College Name City, State/Province Degree, Program	
University or College Name City, State/Province Degree, Program	

Note: Add rows if necessary

Relevant Professional or Technical Training	
Course Name Topic Date (MM/YY)	
Course Name Topic Date (MM/YY)	

Note: Add rows if necessary

Relevant Certifications/Affiliations	
Name Topic/Description Date Completed	
Name Topic/Description Date Completed	

Note: Add rows if necessary

References #1	
Name of Client Company and Department	
Name of Your Employer	
Start and End Date (MM/YY-MM/YY)	
Brief description of Project	
Relevancy to this Project	
Contact Name	
Contact Phone Number	
Contact Role on the Project	

Note 1: References must be for performing the same role as proposed for this project

Note 2: Relevancy factors include but not limited to: similar dollar value, similar headcount under your control, similar duration, similar effort, and/or similar client

References #2	
Name of Client Company and Department	
Name of Your Employer	
Start and End Date (MM/YY-MM/YY)	
Brief description of Project	
Relevancy to this Project	
Contact Name	
Contact Phone Number	
Contact Role on the Project	

References #3	
Name of Client Company and Department	
Name of Your Employer	
Start and End Date (MM/YY-MM/YY)	
Brief description of Project	
Relevancy to this Project	
Contact Name	
Contact Phone Number	
Contact Role on the Project	

Attachment B: USHE consultation cost matrix**Supplier Name:****Instructions:**

The System is interested in a general expectation of how you propose to assign staff to complete the Scope of Work.

1. In **Table 2**, list all the roles you expect to use on this project and the associated hourly rates for each for both on-site and off-site work. (Keep in mind the requirements noted in Section 3 – Scope of Work)
2. In **Table 3**, list the on-site and off-site hours for which you estimate each role will work on the given deliverable subsections.
3. Finally, tabulate the hours and costs according to tables 2 and 3 and record them in the appropriate box in **Table 1**. The Total Cost box should represent the sum of your “not-to-exceed total cost” figures. This final figure is the one that will be used to determine the number of points awarded for the cost of each proposal.

Table 1: Consultation Cost Matrix						
Deliverable	Estimated total hours	Approx. on-site working hours	Approx. cost for on-site work	Approx. off-site working hours	Approx. cost for off-site work	Not-to-exceed total cost
Deliverable A – Current State Assessment						
Current State Assessment						
Deliverable B – Future State Recommendations						
Future State Recommendations						
Deliverable C – Cost-Benefit and Gap Analysis						
Cost-Benefit and Gap Analysis						
Final Presentations						
Final Presentations						
Project Totals						TOTAL COST
Project totals						

Cost Proposals will be scored as follows: The points assigned to each offeror's cost proposal will be based on the lowest proposal price. The offeror with the lowest Proposed Price will receive 100% of the price points. All other offerors will receive a portion of the total cost points based on what percentage higher their Proposed Price is than the Lowest Proposed Price. An offeror whose Proposed Price is more than double (200%) the Lowest Proposed Price will receive no points. The formula to compute the points is: $\text{Cost Points} \times (2 - (\text{Proposed Price} / \text{Lowest Proposed Price}))$.

The Supplier will provide a fixed cost-per-hour fee for each role used during the engagement. The System may choose to engage the Supplier in additional services related to the engagement that are outside the Scope of Work detailed in this document, and these hourly fees shall remain in effect in that event for the duration of the contract. As noted in Section 4.07, travel costs are to be included with the hourly rates and will not be reimbursed separately unless the System provides express prior written consent.

[illegible]

Table 3: Cost proposal worksheet

ATTACHMENT C: Reference and Subcontractor Form**VENDOR NAME:**

--

INSTRUCTIONS: Vendors to provide information as requested in the RFP by completing this for

4.02 Demonstrated Prior Experience

3. References. Provide at least five (5) references for customers that have used services similar references, especially public systems of higher education. Include a description of the project, name, business name, address, and phone number. The System reserves the right to contact on performance and customer satisfaction. Failure to submit at least five references or a reference responsive.

Higher Education Reference 1

Company Name	
Company Address	
Company City, State	
Company Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	
Project Description	
Outcome Summary	

Higher Education Reference 2

Company Name	
Company Address	
Company City, State	
Company Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Project Description	
Outcome Summary	

Higher Education Reference 3

Company Name	
Company Address	
Company City, State	
Company Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	
Project Description	
Outcome Summary	

Reference 4

Company Name	
Company Address	
Company City, State	
Company Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	
Project Description	

Outcome Summary	
-----------------	--

Reference 5

Company Name	
Company Address	
Company City, State	
Company Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	
Project Description	
Outcome Summary	

4.02 (2) (e.) Demonstrated Experience

Three (3) client references are required for each key person where they performed the same r

Key Person 1 Client References

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	

Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Key Person 2 Client References

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Key Person 3 Client References

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

Client Name	
Client Address	
Client City, State	
Client Phone	
Contact Name	
Contact Title	
Contact Phone	
Contact Email	
Project Name	

7.07 Award of Subcontracts

7.07 Award of Subcontracts. For each subcontract, if any, which the supplier proposes to award address, and the purpose of each subcontract. Any supplier proposing subcontracts as a part of the Purchasing Department is required prior to the awarding of any subcontracts. Any Subcontractor must provide all provisions and coverages as described in section 7.15 of this RFP.

Will Subcontractors be utilized? Yes/No Enter Yes or No. If Yes, complete the following:

Subcontractor 1

Subcontractor Name	
Subcontractor Address	

Subcontractor City, State	
Subcontractor Purpose	

Subcontractor 2

Subcontractor Name	
Subcontractor Address	
Subcontractor City, State	
Subcontractor Purpose	

Subcontractor 3

Subcontractor Name	
Subcontractor Address	
Subcontractor City, State	
Subcontractor Purpose	

to those required by the System, including at least three higher education
the outcome, as well as a contact person for each reference including: contact
r visit any of the Supplier's current and/or past customers to evaluate the level of
e(s) deemed to be unsatisfactory to the System may render the proposal non-

[illegible][illegible]

[illegible][illegible]

), the supplier shall specify in writing the proposed subcontractor's name and of a proposal must explicitly state so in the proposal. Written approval by the tor shall be required to provide evidence to the System of the same insurance

owing information for each subcontractor.

Appendix A - Information on USHE Institutions and Entities

	Mission	Unique Role	Website	2019-20 Revenues*	2019-20 Expenses*	Financial Statements	FTE Students (Fall 2020)	Headcount Students (Fall 2020)	Regular, Adjunct Faculty FTE	Executive, Staff, and Wage FTE
University of Utah	Research	Medical and Law Schools; Hospital	https://www.utah.edu	\$ 5,692,652,000	\$ 5,559,197,000	https://fbs.admin.utah.edu/controller/controller-report/	28,736	33,080	3,676	18,357
Utah State University	Research	Land Grant; Branch Campuses	https://www.usu.edu	\$ 922,986,237	\$ 845,477,672	https://controllers.usu.edu/report/Annual_Reports	22,072	27,691	1,473	3,986
Weber State University	Regional	Dual Role as University and Community College	https://www.weber.edu	\$ 278,054,979	\$ 252,570,932	https://www.weber.edu/financialservices/Reports.html#deeplink1	18,260	29,596	1,056	1,562
Southern Utah University	Regional	Regional University	https://www.suu.edu	\$ 177,180,498	\$ 177,180,389	https://www.suu.edu/ad/finance/statements.html	9,360	12,582	460	1,167
Dixie State University	Regional	Dual Role as University and Community College	https://dixie.edu	\$ 165,677,743	\$ 132,080,840	https://employees.dixie.edu/business-services/financial-statements/	8,887	12,043	607	755
Utah Valley University	Regional	Dual Role as University and Community College	https://www.uvu.edu	\$ 389,221,927	\$ 369,316,817	https://www.uvu.edu/finance/reports.html	27,202	40,936	1,213	2,229
Snow College	Community College	Regional Technical Ed and Community College	https://www.snow.edu	\$ 56,268,12	\$ 56,536,315	https://www.snow.edu/offices/controller/annual-reports.html	4,074	5,800	229	353
Salt Lake Community	Community College	Regional Technical Ed and Community College	http://www.slcc.edu	\$ 229,479,013	\$ 209,781,628	http://i.slcc.edu/controller/financial-reports.aspx	14,359	27,293	714	1,409
Bridgerland Tech.	Technical	Technical Education	https://btech.edu	\$ 23,218,559	\$ 21,924,271	https://reporting.auditor.utah.gov/SearchReport		5,468	228	86
Davis Tech.	Technical	Technical Education	https://www.davistech.edu	\$ 30,969,069	\$ 30,924,286	https://www.davistech.edu/college-reporting		6,442	277	169
Dixie Tech.	Technical	Technical Education	https://www.dixietech.edu	\$ 13,083,615	\$ 12,571,263	https://reporting.auditor.utah.gov/SearchReport		2,172	76	78
Mountainlands Tech.	Technical	Technical Education	https://mtec.edu	\$ 25,702,372	\$ 24,727,285	https://reporting.auditor.utah.gov/SearchReport		5,134	212	157
Odgen/Weber Tech.	Technical	Technical Education	https://www.otech.edu	\$ 26,634,540	\$ 24,777,486	https://reporting.auditor.utah.gov/SearchReport		5,885	106	113
Southwest Tech.	Technical	Technical Education	https://stech.edu	\$ 9,514,558	\$ 7,858,374	https://reporting.auditor.utah.gov/SearchReport		2,086	79	43
Tooele Tech.	Technical	Technical Education	https://tooeletech.edu	\$ 7,166,785	\$ 7,225,879	https://reporting.auditor.utah.gov/SearchReport		1,077	35	33
Uintah Basin Tech.	Technical	Technical Education	https://www.ubtech.edu	\$ 13,970,551	\$ 13,058,779	https://reporting.auditor.utah.gov/SearchReport		3,726	99	67
UHEAA**	Student Loans	Student Loans	https://uheaa.org	\$ 106,805,948	\$ 107,933,133	https://uheaa.org/reports/current-financial-reports/				
My529***	Savings Plan	Educational Savings Plan	https://my529.org	\$ 15,450,884	\$ 13,153,170					

* Revenue and Expenses reported to IPEDS which includes state appropriations, tuition and fees, auxiliary operations, hospital (UofU), federal grants, donations, investment income and other revenue

** Operating Revenues and Operating Expenses from the annual Financial Statement for the Student Loan Purchase Program and the Student Loan Guarantee Program

*** Additions and Deductions from the annual Financial Statement for the Administrative Fund

Appendix B - USHE Shared Services Survey

University of Utah	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	No	No	No	Yes	No	Yes	No
FY20 Central Budget	\$9,859,317	\$5,769,341	\$34,524,522	\$3,004,946	\$40,732,855	\$7,228,044	\$50,613,680
Number of Central Institutional Employees*	113	77	446	43	1,272	378	2,403
Estimate of Non-Centralized Budget	\$59,194,312	\$7,535,033	\$47,059,267		\$23,953,833		\$115,624,641
Number of Decentralized Department Employees*	1,738	469	715		1,067		5,265
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts payable, Budget, Financial Reporting, General Accounting, Payroll Processing, Procurement	Benefits, Classification and Compensation, Employee and Labor Relations, Hiring (Employment) Training	Application Development, Education Technologies, Infrastructure and Operations, Security/Privacy, User Support	Student Accounts and Financial Aid Compliance	Capital Planning and Management, Custodial Services, Energy and Utilities, Environmental Health and Safety, Grounds, Maintenance and Minor Renovations, Transportation	Public Safety	Public Affairs, Alumni Relations, Fundraising, Prospect Mgt, Departmental Support, Executive Leadership, Legal Srv, Research Post-Award, Pre-Award, Compliance, Student Academic Advising, Admissions, Career Srv, Dining Srv, Diversity, Financial Aid, International Programs, Recreational Services, Registration, Residential Srv, Student Engagement, Tutoring/Learning Support Srv
Additional Comments		Includes Payroll		This does NOT include the staff in colleges who manage scholarships for students.	Transportation employees included in decentralized employee count.		

* Employees are presented as Headcount and not as FTE

Utah State University	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Blend	Blend	Blend	Blend	Blend	Yes	
FY20 Central Budget	\$ 3,945,286	\$ 1,680,202	\$ 7,977,129	\$ 1,573,936	\$ 15,840,184	\$ 1,570,571	
Number of Central Institutional Employees	52	22	79	22	268	22	
Estimate of Non-Centralized Budget	\$ 12,736,477	\$ 747,268	\$ 5,229,769	\$ 141,775	\$ 2,996,987		
Number of Decentralized Department Employees	176	12	65	2	63		
What services/ functions are included (i.e. accounts payable, payroll, etc)?	A/P, Purchasing, Treasury Svcs, Bursar, College Accounting, Equipment Mgmt, Financial Reporting, Payroll, Sponsored Programs Accounting, Travel, Unit Financial Management Support, Transaction Support	Wellness, Benefits, Compensation, Training, Employment, Transaction Support, Unit HR Support	Service Desk, Computer Labs, Enterprise Application Administration, Enterprise Integrations, Networking, Physical Infrastructure, Application & Workflow Development, Security & Systems Engineering, Websites & Design	Financial Aid, Scholarship Office	Crafts & Trades, Landscape Operations & Maintenance, Facilities Maintenance, Utility systems, Planning Design & Construction, Risk Management, Mail Services, Venue Operations, Moving Services, Surplus Sales	Police, Fire Marshall, Emergency Management	
Additional Comments	Personnel expenses only. Includes all unit business staff	Personnel expenses only	Personnel expenses only	Personnel expenses only	Personnel expenses only. excludes Distribution.	Personnel expenses only	need instructions about what would go here

Weber State University	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Both	Yes	Both	Yes	Yes	Yes	
FY20 Central Budget	\$4,257,155	\$1,101,083	\$9,450,956	\$1,356,592	\$12,167,639	\$2,120,843	
Number of Central Institutional Employees	45.5	11.0	76.0	24.0	137.5	18.0	
Estimate of Non-Centralized Budget	\$750,000		\$2,217,000				
Number of Decentralized Department Employees	10		35				
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounting, Accounts Payable Bursar, Budget, Cashiers, IR, Purchasing	HR, Employee Training	All IT and Infrastructure Services, Telecommunications	Financial Aid	All FM Admin & Service Units	Police, Safety	
Additional Comments							

Southern Utah University	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
FY20 Central Budget	\$2,989,101	\$634,490	\$3,027,406	\$727,706	\$10,552,197	\$655,864	\$892,309
Number of Central Institutional Employees	29	5	30	9	64	7	5
Estimate of Non-Centralized Budget	\$248,725	\$0	\$55,000	\$0	\$18,635	\$0	\$0
Number of Decentralized Department Employees	4	-	1	-	1	-	-
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts receivable, accounts payable, travel reimbursements, payroll, inventory, bank reconciliation, cashing, purchasing, budget and planning, postal services	Personnel management, job description and compensation data, evaluation paperwork, benefit data and changes, leave report management	Web services, IT security, academic computing, telephone services, hardware and software support, maintenance	Federal grants and loans, scholarships, work study	Utility services, custodial services, heat plant operations, repairs & renovations, grounds, safety & risk	Campus patrolling, event security, accident reports, lectures and seminars	Internal audit, legal, Title IX
Additional Comments	Decentralized employees: Athletics, Student Affairs, Academic Affairs, Regional Services		Decentralized employee works with HR		Decentralized employee works with Aviation, pay is split 50/50 between departments		

Dixie State University	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
FY20 Central Budget	\$2,842,469	\$1,092,815	\$4,821,657	\$876,237	\$6,163,525	\$1,038,239	\$1,073,956
Number of Central Institutional Employees	22	7	24	8	53	8	6
Estimate of Non-Centralized Budget	\$325,000	\$0	\$0	\$0	\$330,000	\$0	\$0
Number of Decentralized Department Employees	4	-	-	-	5	-	-
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts Payable, Accounts Receivable, Bank Reconciliation, Budget, Cashier, Financial Reporting, Fixed Assets, Grant Accounting, Payroll, Purchasing, and Travel Processing	Compensation and Benefits Administration, Employee Evaluation, Employee Recruiting, Employee Relations, Employee Records, Background Checks	Administrative Computing, Systems Administration, Web Services, Information Security, Instructional Services, Audio/Visual Support, Network Services, Project Management, Help Desk	Federal Grants and Loans, State Grants and Scholarships, Work Study, Institutional Scholarships and Tuition Waivers, Title IV Compliance, FAFSA Processing	Custodial, Grounds, Heat Plant, Electrical, HVAC, Plumbing, Preventive Maintenance, Master Planning, Construction and Project Management, Locksmith, Fleet Management, Mail Service	Campus Police, Emergency Response, Clergy Act Compliance	Internal Audit, General Counsel, Title IX Compliance
Additional Comments	Decentralized employees in Academic Affairs and Student Affairs				Decentralized employees in Housing and Student Center		

Utah Valley University	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
FY20 Central Budget	\$6,321,244	\$2,383,720	\$22,610,464	\$1,947,939	\$20,238,560	\$1,576,021	\$3,010,087
Number of Central Institutional Employees ¹	64	19	114	26	180	19	11
Estimate of Non-Centralized Budget	\$1,200,000	\$0	\$7,900,000	\$0	\$0	\$0	\$0
Number of Decentralized Department Employees	17	-	43	-	-	-	-
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Finance, Payroll, Accounts Payable, Purchasing, Bursars, Collections, PCI Compliance, Accounts Receivable, Travel, Surplus, Warehouse, University Budgets and Reporting	Benefits, Compensation, Talent, Employee Relations, Organizational Development, HRIS, and Records	IT Administration, IT Infrastructure, Systems Admin, Network & Telecom, Audio/Visual, IT Support & Programming, Web Development, Student Computing, IT Helpdesk, Computer Shop, IT Special Projects, IT Security, Business Intelligence, Academic IT, Learning Systems	Financial Aid and Scholarships	Facilities/Planning, Grounds, Physical Plant, Engineering/Central Plant, Space Management, Fire Marshal, Parking/Transportation	Campus Public Safety and Policing, Police and Medical Dispatch Services, Victim Advocacy	General Counsel, Compliance, Risk Management, Internal Audit
Additional Comments		LinkedIn Learning, Job Elephant, Accurate Background, Interwest Interpreting, Skillsurvey, Instructure Bridge, Ocelot (campus contract)		Does not include aid programs.			

Snow College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	
FY20 Central Budget	\$1,227,846	\$373,245	\$3,133,609	\$473,867	\$5,366,402	\$333,507	
Number of Central Institutional Employees	11	3	21	5	37	3	
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	AP, AR, Payroll, Controller, Budget, Purchasing, PCI	HR	IT, Banner support, Helpdesk, Info Security	Financial Aid, Scholarships	Custodial, Building & Ground Maintenance, Heat Plant	Police Watchmen	
Additional Comments	Additional equivalent of 5 FTE's in PT employees	Additional equivalent of 1.1 FTE's in PT employees	Additional equivalent of .8 FTE's in PT employees	Additional equivalent of .68 FTE's in PT employees	Additional equivalent of 9.25 FTE's in PT employees	Additional equivalent of 2.1 FTE's in PT employees	

Salt Lake Community College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	
FY20 Central Budget	\$1,773,865	\$1,989,079	\$9,141,174	\$1,831,551	\$17,312,443	\$2,450,947	\$1,806,233
Number of Central Institutional Employees	18.13 FTE	22.79 FTE	100.59 FTE	25.64 FTE	246.1 FTE	21.36 FTE	18.68 FTE
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts Payable; Accounts Receivable, Fixed Assets; Cash Management; Travel and Expense; Grant Accounting	HR and Payroll	Network Admin, Desktop Support, Cyber Security, Application Development	Federal/ State and System Aid			Fleet, Purchasing, Internal Audit, Risk Mgt, and Legal
Additional Comments							

Bridgerland Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Generally Yes	Generally Yes	Generally Yes	Generally Yes	Generally Yes	n/a	
FY20 Central Budget	\$513,387	\$112,274	\$417,391	\$153,076	\$344,414	\$20,000	
Number of Central Institutional Employees	7	1	4	3	5		
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Payroll Accounts Payable Accounts Receivable Cash Receipts Cash Management Financial Statements Audit	Onboarding Hiring Terminations Benefits	Technical support. Server Hosting/ Mgt. Phone and Voice; File/data storage and backups; Data mgt and reporting; Network infrastructure; Endpoint systems; User account management; Computer Security; Classroom technology support; eWaste recycling	Pell Grant Scholarships VA	General Maintenance of all buildings	Contracted with Local Law Enforcement	
Additional Comments	See below	See below	See below	See below	See below	See below	

Davis Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	
FY20 Central Budget	\$826,747	\$468,383	\$774,884	\$471,656	\$2,146,150	\$316,754	
Number of Central Institutional Employees	8.5	4.5	6.0	4.0	22.0	2.3	
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	GL, AP, A/R, Cash Management, Purchasing, Financial Reporting, Required reporting to various agencies	Payroll, HR, Benefits Administration, Job postings, Interview coordination, Termination processes. Required reporting to various entities	Telecom and network administration, desktop support, cyber security, instructional and staff software support	Pell grants and Scholarships to students from Federal, State, and Local funding	General Maintenance, Custodial, Grounds	Security and Risk Management	
Additional Comments							

Dixie Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	No	Yes	Yes	Yes	
FY20 Central Budget	\$435,875	\$94,576	\$234,495	\$143,815	\$1,146,590	\$150,000	
Number of Central Institutional Employees	3.5	0.6	2.0	1.5	9.5	2.0	
Estimate of Non-Centralized Budget			\$129,968				
Number of Decentralized Department Employees			1				
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Payroll, Unemployment, Purchasing, Audit, Accounting, A/P, A/R				Utilities, maintenance, repairs, custodial, grounds, property, insurance	Security	
Additional Comments	Purchasing Coordinator has student services functions	HR Manager has student services functions	Non-centralized spending is for IT academic support				

Mountainlands Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Y	Y	Y	Y	Y	Y	Y
FY20 Central Budget	\$951,152	\$247,578	\$872,820	\$237,688	\$1,693,906	\$0	\$0
Number of Central Institutional Employees	7	3	8	3	22	-	
Estimate of Non-Centralized Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Number of Decentralized Department Employees	-	-	-	-	-	-	-
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts Payable, Accounts Receivable, Payroll, Purchasing, Budget, and Reporting.						
Additional Comments	Auxiliary Enterprises are not reflected in any of these figures.						

Ogden Weber Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	yes	yes	yes	yes	yes	yes	no
FY20 Central Budget	\$723,321	\$228,234	\$658,002	\$253,008	\$2,274,613	\$277,472	\$0
Number of Central Institutional Employees	6.5	2	5	3	7.5	4	0
Estimate of Non-Centralized Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Number of Decentralized Department Employees	0	0	0	0	0	0	0
What services/ functions are included (i.e. accounts payable, payroll, etc)?	GL, A/R, A/P, Financial Reporting, Payroll, Purchasing, Cashiering	Hiring, Interviewing, Benefit Admin., HR	networking, help desk	title IV administration, scholarships	Grounds, maintenance	security and Risk Management	
Additional Comments							

Southwest Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	NA	
FY20 Central Budget	\$172,128	\$27,156	\$433,168	\$67,744	\$1,001,890		
Number of Central Institutional Employees	me plus 1 FTE	me plus 1/2 FTE	3 FTE	1.25 FTE	6.0		
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Accounts payable, Purchasing, Payroll, Accounts Receivable, Fixed Asset accounting and tracking, All accounting and financial reporting	Onboarding, employee support, insurance, retirement, PTO tracking, anything else employee related	Hardware for staff & students. Wired and wireless infrastructure, Disaster recovery/ backup. IT Security and physical security of the buildings	Student counseling, financial aid tracking, COD and GS, scholarships, Dept of Ed reporting	Custodial, facility systems maintenance, project management, fleet operations. Infrastructure improvements, groundskeeping	We do not have public safety employees	
Additional Comments	This is payroll only for 2 FTE. Other expenses are included in the institutional support budget and can't be allocated to Finance and Accounting	This is payroll only for 1/2 FTE. Other expenses are included in the institutional support budget and can't be allocated to HR	This budget includes all software, payroll, equipment and misc. other expenses	This is payroll for 1 FTE only. Financial aid is part of the student services budget and costs specific to financial aid can't be broken out.	This includes all payroll, lease payments, custodial, building improvements.		

Tooele Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	Yes	Yes	Not Applicable	
FY20 Central Budget	\$346,000		\$287,447	\$81,750	\$592,672		
Number of Central Institutional Employees	3.5	-	1.5	1	4.5		
Estimate of Non-Centralized Budget							
Number of Decentralized Department Employees							
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Financial reporting, USHE reporting, Mgmt. reporting, Accounts Receivable, Accounts Payable, Financial Aid Bursar and support, HR, Payroll, procurement, COVID operations, Bookstore, Auxiliary services (Instructional salons.) Other duties as assigned.	Component of Finance and Accounting	Everything IT, planning and operation. Manage servers, users, devices. Manage access and use of technology. Maintain Cybersecurity. Help desk. Replacement and installation of computers. Manage phones. Manage Audio visual equipment. Support for instructional IT needs. Other duties as assigned.	Processing ISIRS, Managing all aspects of Financial aid, including scholarships, Veterans benefits, sponsorships, and Pell.	Everything building related. Groundskeeper, snow removal, Custodial, maintenance and repair of building and systems. Security. Other duties as assigned.		
Additional Comments							

Uintah Basin Technical College	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Y	Y	Y	Y	Y	N	
FY20 Central Budget	\$316,903	\$120,199	\$351,430	\$158,880	\$1,378,189		
Number of Central Institutional Employees	3	1	3	2	10		
Estimate of Non-Centralized Budget						\$200,000	
Number of Decentralized Department Employees						2	
What services/ functions are included (i.e. accounts payable, payroll, etc)?	accounts payable, accounts receivable, payroll, budgeting, fleet, fixed assets	recruitment, onboarding, compensation and benefits	network system administration, desktop support	scholarships, PELL financial aid	custodial, maintenance	security officers	
Additional Comments							

UHEAA/My529	Finance and Accounting	Human Resources	Information Technology	Student Financial Aid	Facility Operations	Public Safety	Other Services
Centralized at Institutional Level (Yes/No)	Yes	Yes	Yes	NA	Yes	NA	Yes
FY20 Central Budget	1,464,521	939,937	3,492,888	NA	\$1,967,056	NA	449,935
Number of Central Institutional Employees	9	7	12 IT/ 6 IS	NA	1	NA	3 Int. Audit
Estimate of Non-Centralized Budget	\$0	\$0	\$0	NA	\$0	NA	\$0
Number of Decentralized Department Employees		-	-	NA	-	NA	-
What services/ functions are included (i.e. accounts payable, payroll, etc)?	Financial statement, debt service, financial audits, financial controls, cash flow mgt, financial report., budget prep and monitoring, business intelligence, accounts payable, treasury and financial planning, cost allocation	Recruitment, on-boarding, off-boarding, talent mgt and development, HR risk mgt, workforce planning, compliance, compensation, employee relations and communication, reception and special projects.	IT Provides Server and Network Operations and Maintenance business continuity and Technical Support. InfoSec (IS) provides information security and business continuity services	NA	Management of the State Board of Higher Education Building and a leased 40,000 sq ft space both at the Gateway in SLC, Utah.	NA	Internal Audit function
Additional Comments	Supports UHEAA only	Supports OCHE, UHEAA and My529	Supports OCHE, UHEAA and My529	NA	Supports OCHE, UHEAA and My529	NA	Supports UHEAA and My529

Question and Answers for Bid #UU140049200 - Consulting Services - Assess Utah System of Higher Education Shared Services

Overall Bid Questions

There are no questions associated with this bid.