DATE: July 14, 2023

Joliet Junior College
1215 Houbolt Road
Joliet, IL 60431

TO:	Prospective Respondents
SUBJECT:	Addendum No. 1
PROJECT NAME:	Enterprise Resource Planning (ERP) Project Managers
JJC PROJECT NO.:	R24001

This Addendum forms a part of the Bidding and Contract Documents and modifies the original bidding document as posted on the JJC website. Acknowledge receipt of this addendum in the space provided on the Bid Form. FAILURE TO DO SO MAY SUBJECT BIDDER TO DISQUALIFICATION.

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Questions Received:

1. Are there incumbents? If yes, please list them.
    There are no current incumbents for these projects.

2. Whom does the "Minimum vendor requirements" section referring, is it the vendor or the vendor's resource or both?
    The minimum vendor requirements in the Scope of Work would refer to the vendor submitting the proposal. If there are portions of the project management where subs are being utilized, the sub and their qualifications should be identified.

3. Is remote work applicable for the resource?
    While the college prefers that the Project Managers work on-site, we understand that remote work may sometimes be necessary. Any remote work should be planned and approved by the college in advance.

4. Can you please let us know the minimum guaranteed hours that the resource will be utilized?
    JJC is seeking a recommendation from the vendors on the amount hours/weeks that the vendor in their expert opinion, will take to complete the project.

5. In the event of submitting 2 proposals for each project manager roles, should the submission format be the same for both?
    Proposals may be submitted for either one or both projects. Each will be considered separately and will be awarded based on the best solution presented. Clearly indicate in your response which project you're applying for. If applying for both, ensure that responses to each project are clearly delineated.

6. Can you let us know the total number of years of related experience, a vendor should have?
   Minimum Vendor Requirements:
   - *At least five years' experience and a proven track record of managing higher education ERP Ellucian and/or Workday projects, preferably with Community College ERP projects.*
   - *Experience in managing mid to large-size projects dealing with business processes, data management, integration, migration, data mapping, data conversion, data cleanup, reports, quality assurance, and testing.*
   - *Demonstrated experience advising senior-level management, presenting to the Board of Trustees, and leading project teams and vendors, with strong planning and communication skills.*
   - *Must be a certified services partner or have significant experience with the firms, technology, and programs listed in our environment.*
   - *Ability to supplement or replace some vendor services with the vendor's approval.*
   - *Provide demonstrated examples and references for similar projects with the ERP system.*
   - *PMP Certification is preferred with a deep understanding of PMI Framework.*

7. On Vendor's top five current and prior two-year clients - Can the vendor list include two of the current clients as prior clients?
   Respondents should list references that they feel are the most relevant to this project.

8. While there are no guaranteed hours, what are the anticipated number of hours the PMs will work per week?
   The college anticipates that the intensity of the ERP Modernization program and associated projects may fluctuate. In other words, there might not always be a 40-hour workweek required, particularly at the start of the project or during the winding down phase between major go-live milestones and the end of the modernization program. Respondents should identify the number of hours that are projected to be needed to complete the project.

9. On Diversity, Should it be specific to Illinois state? or any other state is fine?
   Business Enterprise Program (BEP): Joliet Junior College will make every effort to use local business firms and contract with small, minority-owned, women-owned, and/or persons with a disability-owned business in the procurement process. This solicitation strives to meet the 30% aspirational goal established for businesses owned and controlled by minorities, females, and persons with disabilities in the College's procurement and contracting processes in accordance with the State of Illinois' Business Enterprise for Minorities, Females, and Persons with Disabilities Act [30 ILCS 575]. To qualify, prime vendors or subcontractors must be certified by the CEI as BEP vendors prior to contract award. Go to https://www2.illinois.gov/cms/business/sell2/bep/Pages/Vendor_Registration.aspx for complete requirements for BEP certification. BEP certified firms and firms utilizing subcontractors for the project shall submit a utilization plan and letter of intent that meets or exceeds the college's goal. If a vendor cannot meet the goal,

documentation and explanation of good faith efforts to meet the specified goal may be required within the utilization plan.

10. We are a small BEP firm that does not have audited financials. Can you take substitute information?
    Any financial information submitted will be taken into consideration for the evaluation of the proposal.

11. With the awareness that JJC has recently engaged with a higher education consulting firm to assist with the evaluation of Workday Student implementation, is this consulting firm eligible to respond to this RFP?
    Yes

12. Regarding local modifications to Colleague On-prem: Is it JJC's plan to eliminate local modifications and move to a baseline Colleague SaaS environment?
    Yes

13. If bidding for both ERP projects, can the responses be combined or do they have to be separate
    Proposals may be submitted for either one or both projects. Each will be considered separately and will be awarded based on the best solution presented. Clearly indicate in your response which project you're applying for. If applying for both, ensure that responses to each project are clearly delineated

14. Who will the project manager be overseeing? Will there be a need for resources to assist with the day-to-day project?
    The project managers will report to a senior-level executive sponsor overseeing both projects. Proposals should include the resources and subsequent pricing that will be available to the college from the vendor.

15. What issues/goals/objectives do you hope to accomplish with your Workday® Optimization?
    Through our Workday Optimization, we aim to streamline our HR, finance, and Platform processes, enhancing efficiency and data accuracy across the organization. Our goal is to utilize the platform's full potential, thus improving real-time decision-making, adaptive planning, and overall operational effectiveness.

16. Please describe your organization's existing level of expertise in your current Workday® environment.
    The organization has a wide range of experience levels due to an array of factors (new hires through expert leads that were part of the implementation and project group).

17. What is the definition of success after this deployment from:
    - *Executive Stakeholders: Success would be demonstrated through improved business performance metrics, reduced operational costs, increased productivity, and enhanced strategic decision-making driven by more accurate and accessible data.*

- *Functional Owners: Success would mean efficient, streamlined processes, reduced manual tasks, and the ability to deliver more strategic value to the organization through the enhanced use of Workday and Colleague SASS tools.*
- *Employees: Success would be seen in employee adoption and an improved user experience, simplified workflows, and easier access to information, leading to higher satisfaction and productivity levels.*
- *Students: Success would be reflected in an improved, seamless digital experience, with easier access to relevant resources, tools, and information, resulting in a more effective learning environment.*

18. How do we define end user (candidate or employee)?
    Workday: Student Employees, Faculty, Staff, Administrators, IT
    Colleague SaaS: Students, Faculty, Staff, Administrators, IT

19. What is the Program Portfolio (other projects related or dependent on these initiatives)? Example: System Decommissioning.
    - *Reporting: Workday: Prism, Colleague: TBD*
    - *Document Management*
    - *Nelnet*
    - *Integrations: Workday to Colleague, Colleague to Workday*
    - *System Decommissioning of Colleague on premises once all data is moved and implantation success.*

20. How many internal, dedicated change management, communications and training resources will be provided for both initiatives?
    The senior executive project sponsor will determine the amount of resources needed to support the projects.

21. Briefly describe your organization's culture and estimated level of resistance to change/adoption of technology.
    The organization's culture and resistance level vary between groups and their familiarity with the systems used. In general, the college culture is one of collaboration and focus on student success.

22. Have you engaged end-users in a Change Champion network previously?
    Yes. The Organizational Change Manager ran monthly Change Agent Network meetings during the projects.

23. Please describe existing communication channels available for utilization of these two initiatives.
    During project implementation and optimization, the Organizational Change Manager runs a Change Agent Network meeting monthly, communication updates are shared via email, important college-wide information is shared via the JJC newsletter, open forums, and communications occur through the weekly project meetings. Microsoft Teams channels are also used for regular communications throughout the week. However, the college is open to proposals for improving the communication channels.

24. Please describe what training resources currently exist within the JJC environment. Ex: Learning System, etc.

JJC adopted Workday Learning (WDL), where training resources are being continually enhanced. JJC also has training materials from the Workday implementation available via SharePoint until all can be transferred into WDL. Safe College packages will be built into Workday Learning. JJC also has Canvas LMS.

25. Please describe existing Project Management Office capabilities internal to JJC.
Currently, the college has an executive steering committee and project implementation teams. The college is open to proposals from the vendor regarding the most efficient and effective project governance structure.

26. Is there an Executive Program Director responsible for the Program level execution?
The reporting structure will report to the senior executive who currently reports up to the Executive Vice President.

27. What is the most successful recent transformation project? What made it successful, what were the opportunities for next time?
Implementing Workday Learning and Talent. The Organizational Change Manager managed the project; the project group consisted of a small group of HR decision-makers. The project team met weekly and added additional hours for testing features before staged implementations. Decisions were made together, at that moment when needed. Collaboration and accountability were instilled, and additional individuals were not brought in before moving to production. This kept the project aligned and on target starting July 2022 and we had successful employee adoption of Workday Talent after completed training.

28. Is there a PMO Budget that should be considered for this proposal?
Vendors should include proposed cost to the project(s) in their proposal.

29. Does a full rate card need to be provided or only rates specific to Project Managers related to this RFP?
Rates that will or may be pertinent to projects should be provided based on the vendor's professional experience with similar projects.

30. Please share what 3rd Party Vendors have already been contracted with as a part of this program.
AVAAP USA, LLC has been a Workday deployment partner whose contract will expire later this summer. There are no other third-party vendors currently working on this project.

31. Would JJC consider a team approach, rather than an individual, for the project manager role for each project?
Vendors should submit proposals in accordance to the RFP requirements. However, additional alternative solutions may be presented for consideration.

32. Regarding desired outcomes for both projects, is JJC seeking to reduce, through optimization, the number of third-party vendors utilized at the College?
In general, yes. The college seeks to have as lean of a system as possible that still meets the requirements for a successful deployment and utilization.

33. Does JJC have a preference for the ratio of on-site versus remote project management hours? What percentage (approximately) of each project is expected to be performed on site?
    While the college prefers that the Project Managers work on-site, we understand that remote work may sometimes be necessary. Any remote work should be planned and approved by the college in advance

34. Section IV., Subsection 4.d. requires audited financial statements: "Submit independently audited financial statements (one copy only)." Many privately held companies or partnerships do not release detailed financial statements; however, they release other forms of financial information to evidence financial stability. This has previously been deemed responsive to other institutions' procurement requirements. Considering the uniqueness of the financial structure of such entities, will JJC accept these alternative forms of financial disclosure in lieu of financial statements so as to ensure the broadest and most competitive pool of responses to the RFP?
    Any financial information submitted will be taken into consideration for the evaluation of the proposal.

35. The RFP notes that onsite is preferred, but understands remote may be necessary. Can vendors bid if majority of the work would be proposed as remote?
    The college will consider all proposals. However, there will be times when onsite work may be necessary and vendors should include the parameters for such work in their proposal.

End of Addendum #1

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Addendum #1

DATE: July 14, 2023

Joliet Junior College
1215 Houbolt Road
Joliet, IL 60431

TO:	Prospective Respondents
SUBJECT:	Addendum No. 1
PROJECT NAME:	Enterprise Resource Planning (ERP) Project Managers
JJC PROJECT NO.:	R24001

Please acknowledge receipt of these addenda by including this page with your proposal. Include your company name, printed name, title, and signature in your acknowledgement below. Failure to do so could result in disqualification of your bid.

Issued by:

Matt Stephenson
Senior Director of Business & Auxiliary Services
Joliet Junior College
815.280.6643

I acknowledge receipt of Addendum #1.

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Company Name

_____
Printed Name

_____
Title

_____
Signature