3.0 INTRODUCTION - PERFORMANCE SPECIFICATIONS

3.1. Purpose of Procurement

The overall objective of this Request for Quote is to obtain the services of a qualified Information Technology consulting firm to assist the Georgia Ports Authority (GPA) with a successful upgrade of GPA’s SAP system. **SAP will be upgraded from SAP R/3 4.7 to SAP ERP 6.0.** Offeror will work in conjunction with GPA staff on this project.

3.2. Scope of Procurement

The successful Offeror will work with the GPA SAP project team to successfully upgrade SAP R/3 4.7 to SAP ERP 6.0 by 01/20/2014. The upgrade will be implemented on two separate systems: a development environment and a production environment.

3.2.1. SAP Modules to be upgraded:

- 3.2.1.1. Financial Accounting (FI)
- 3.2.1.2. Investment Management (IM)
- 3.2.1.3. Project Systems (PS)
- 3.2.1.4. Controlling (CO)
- 3.2.1.5. Asset Management (AM)
- 3.2.1.6. Plant Maintenance (PM)
- 3.2.1.7. Materials Management (MM)
- 3.2.1.8. Sales and Distribution (SD)
- 3.2.1.9. Human Resources (HR) (used only minimally to enter employees for plant maintenance).

3.2.2. “New G/L” Functionality

GPA does not anticipate implementing the “New General Ledger” functionality available in SAP ERP 6.0, unless Offeror presents a compelling business case for activating this functionality.

3.2.3. Unicode Implementation

Offeror’s bid should include a Unicode conversion of GPA’s SAP database. While GPA has no requirement to interface with other SAP systems, with other Unicode systems, or with foreign characters sets, GPA wishes to be proactive and not miss opportunities for further improvements or enhancements to its SAP system by implementing a non-Unicode upgrade.
3.2.4. Project Staffing

The successful Offeror will provide staffing resources with a variety of skills in SAP ERP 6.0, both functional and technical. Additionally, the successful Offeror will staff the project with resources that demonstrate a depth of knowledge regarding the SAP ERP product and best practices for application support and management.

3.2.5. Knowledge Transfer

Offeror will provide knowledge transfer to GPA staff and will supply details of how this will be accomplished.

3.2.6. Project Management

GPA has adopted a project management methodology based on principles set by the Project Management Institute (PMI). It is strongly believed that a competency in sound project management principles is critical to the success of any project awarded by GPA. Therefore, successful Offerors will demonstrate a competency in this area, including project management methodology, supporting tools, and qualified project managers.

3.2.7. Additional Services (Refer to Section 2, Items 3, 4, and 5)

GPA would also like to explore the implementation of specific functionality either within or interfacing to SAP. The requirements for this functionality are described in Appendix A – Additional Services. GPA requests that Offeror include a separate cost breakdown for providing this additional functionality. Offeror may choose to bid on any, none, or all of the items described under Additional Services.

3.2.8. Software Implementation Only

Offeror’s proposal should include only software implementation; no hardware should be included in the proposal.

4.0 BACKGROUND INFORMATION

GPA first implemented SAP 3.1H in 1998 as part of its Y2K initiative. In 2004, GPA’s SAP system was upgraded to SAP R/3 4.7. Occasionally, SAP Notes have been applied to address specific errors in the system; however, SAP service packs have not been routinely applied.
4.1. Overview of GPA’s IT Organization

GPA’s IT department is comprised of business strategists and analysts, application developers, database administrators and system engineers. The IT department provides GPA with business process support, help desk services, functional expertise, system support, production management services, technical writing, and end user training. A majority of the staff have worked with GPA for several years and participated in the upgrade of SAP in 2004.

4.2. Overview of GPA’s SAP System

GPA’s SAP System is comprised of the following modules: Financial Accounting (FI), Controlling (CO), Investment Management (IM), Project Systems (PS), Business Planning and Consolidation (BPC), Asset Management (AM), Plant Maintenance (PM), Materials Management (MM), Sales and Distribution (SD), and Human Resources (HR).

4.2.1. Database Platform

SAP is currently running on a SQL Server 2000 database, with plans to upgrade the server and database during the first half of 2013. At that time, it is anticipated that the SAP server will be virtualized, running in a VMware environment.

4.2.2. Minimal Use of HR module

The HR module is used only minimally for entering plant maintenance personnel.

4.2.3. PS and IM Modules

The PS module is used in conjunction with IM to track and manage capital project budgets; it is not used for typical project management of tasks and resources.

4.2.4. Business Planning and Consolidation Module (BPC)

GPA’s SAP Business Planning and Consolidation (BPC) was first implemented in 2008 and most recently upgraded to version 7.5 MS in 2010. BPC is used primarily for development of corporate operating budget and production of Board presentation-style financial reports.

4.2.4.1. BPC System Landscape

The BPC system resides on a separate server from GPA’s core SAP system. It is currently running on a Windows 2003 server and utilizes SQL Server 2005.
4.2.4.2. Upgrade Recommendation for BPC

GPA has not yet determined whether an upgrade of BPC will be necessitated as part of the SAP ERP 6.0 upgrade. GPA expects Offeror to make a recommendation and justification as it relates to upgrading BPC and an explanation of how BPC will be impacted by the upgrade to SAP ERP 6.0.

4.2.4.3. Separate Quote for BPC Upgrade

If the Offeror recommends that BPC should be upgraded as part of the SAP ERP 6.0 upgrade, Offeror should submit a separate cost breakout for the BPC effort.

4.3. Current SAP System Landscape

There are currently two separate SAP environments: Development/QA and Production. Each environment is comprised of the following:

4.3.1. SAP Environment

<table>
<thead>
<tr>
<th>SAP Application Version</th>
<th>4.7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of SAP Modules</td>
<td>9 (Excluding BPC)</td>
</tr>
<tr>
<td>Number of On-line Users</td>
<td>Approximately 200, with an average of 60 concurrent users.</td>
</tr>
<tr>
<td>Number of custom ABAP/4 Programs</td>
<td>197 (not all of these will be migrated to the new release, as some are obsolete).</td>
</tr>
<tr>
<td>Database Platform and Version</td>
<td>SQL Server 2000</td>
</tr>
<tr>
<td>Operating System and Platform</td>
<td>Windows 2000</td>
</tr>
</tbody>
</table>
4.3.2. Average Transaction Volume Per Month

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Orders</td>
<td>4610</td>
</tr>
<tr>
<td>FI Documents</td>
<td>143,000</td>
</tr>
<tr>
<td>Requisitions</td>
<td>1840</td>
</tr>
<tr>
<td>Purchase Orders</td>
<td>615</td>
</tr>
<tr>
<td>Work Orders</td>
<td>522</td>
</tr>
</tbody>
</table>

4.4. GPA SAP Interfaces and Customizations

4.4.1. Customizations

All customizations to GPA’s SAP system have been implemented with no modifications to standard SAP code. Four (4) Business Add-ins (BAdis) have been implemented for customization on purchase orders and to capture additional vendor data, and three (3) user exits have been implemented (one for pricing in the sales document; one for updating material documents; and one for updating customer fields in the PO documents).

4.4.2. Interfaces

Several ABAP/4 custom interfaces were developed to integrate data into SAP from other GPA systems:

4.4.2.1. Labor data is pulled into SAP from GPA’s ADP Payroll System
4.4.2.2. Billing data is pulled from GPA’s Navis System and GPA’s Breakbulk system
4.4.2.3. Electronic bank data is used to automatically clear checks in SAP for bank reconciliation purposes
4.4.2.4. Check data is extracted from SAP into a text file for electronic transfer to the SunTrust Bank to facilitate payee name and amount verification.

4.4.3. Data Imports

All data imports into SAP are via text files, not ODBC processes.

4.4.4. Additional Details

More information regarding GPA’s SAP customizations can be found in Appendix B -- ABAP – Technical & Development.
5.0 SCOPE OF WORK (BY PHASE)

5.1. Project Preparation Phase – Scope of Work

GPA will work with the Offeror to develop project strategies and plans to evaluate existing GPA processes and technologies that will update and improve existing operations as part of the SAP ERP 6.0 upgrade.

5.1.1. Processes and technologies identified should include:

5.1.1.1. Communication
5.1.1.2. Change Management
5.1.1.3. End User Training
5.1.1.4. Information Access and Reporting
5.1.1.5. Help Desk / Production Support
5.1.1.6. Knowledge Transfer to GPA Staff

5.1.2. Resource-Balanced Project Plan

In addition to the project strategies, the Offeror will develop a detailed, resource-balanced project plan for the SAP ERP 6.0 upgrade during this phase of the project.

5.1.3. System Environment Recommendation

GPA’s IT department has completed an infrastructure assessment of the current SAP environment and is currently working on developing and acquiring the SAP ERP 6.0 environment. This environment will be virtualized utilizing VMware. GPA expects Offeror to make a recommendation as to which version of SQL Server will be best suited for GPA’s SAP upgrade.

5.2. Business Blueprint Phase – Scope of Work

GPA desires to make the most appropriate use of new features and functions in SAP ERP 6.0. As such, GPA will work with Offeror to evaluate existing business processes as implemented in SAP R/3 4.7 and identify improvements that can be achieved in SAP ERP 6.0.
5.2.1. Fit-Gap Analysis

Offeror will evaluate existing business processes as implemented in GPA’s current SAP system and make recommendations for application in SAP ERP 6.0, without loss of user functionality. In order to meet this requirement, the Offeror will conduct detailed Fit-Gap sessions with GPA Project Team Members to evaluate existing functionality against SAP ERP 6.0 and determine the path to migrate the application and associated business processes to SAP ERP 6.0. As part of the Fit-Gap sessions, GPA will work with the Offeror to conduct an SAP Compare Report Analysis to make decisions on the upgrade actions for individual customizations.

5.2.2. User Security Roles

In addition to the modules identified in the scope of the upgrade, GPA will work with the Offeror to conduct Fit-Gap sessions to identify changes in user security roles and permissions and develop a plan for implementing user security roles and permissions in SAP ERP 6.0.

5.3. Realization Phase – Scope of Work

GPA will work with the Offeror to upgrade the SAP Application. The Realization Phase will include the:

5.3.1. Technical database upgrade
5.3.2. Migration of SAP R/3 4.7 to SAP ERP 6.0
5.3.3. Migration and/or development of custom SAP programs and queries

5.4. Final Preparation Phase – Scope of Work

GPA will work with the Offeror during the Final Preparation Phase to:

5.4.1. Develop test scripts
5.4.2. Thoroughly test the upgraded application
5.4.3. Develop training materials
5.4.4. Deliver training to the end users based on the strategy defined in the Project Preparation Phase

5.5. Go-Live and Support Phase – Scope of Work

During and after the Go-Live phase, GPA will work with the Offeror for a period of no longer than three (3) months, during which Offeror will provide:

5.5.1. Knowledge transfer to GPA staff
5.5.2. Production support for the upgraded SAP system
6.0 PROJECT DELIVERABLES BY PHASE

The project deliverables **must** include the following (by phase):

6.1. **Project Preparation Phase Deliverables:**

6.1.1. **Documented Communication Strategy** that outlines a communication plan for the SAP ERP Upgrade Project to include communication to GPA Management, Business and Technical Contacts, and End Users.

6.1.2. **Change Management Strategy** that outlines a plan for the assimilation of new system functionality, changes to business and systems processes, and impact to end users that minimizes the effect of SAP ERP 6.0 on GPA operations.

6.1.3. **End User Training Strategy** that outlines a plan for training delivery to End Users that uses a best practices approach for training delivery, utilizing a “train the trainer” model and the use of advanced training technologies.

6.1.4. **Resource-Loaded Project Plan** with tasks, milestones and deliverables for each project phase.

6.1.5. Process and Procedures for **Issue Tracking and Management**.

6.1.6. **Knowledge Transfer Plan** that outlines a strategy and a timeline for transferring Offeror’s SAP ERP 6.0 knowledge to GPA staff.

6.2. **Business Blueprint Phase Deliverables**

6.2.1. Completed Fit-Gap Analysis and Upgrade Plan for FI, CO, AM, IM, PS, PM, MM, HR and SD modules (BPC to be included, based on Offeror’s recommendation for upgrade).

6.2.2. Completed Fit-Gap Analysis and Upgrade Plan for SAP Operator IDs, Permissions and Roles.

6.3. **Realization Phase Deliverables**

6.3.1. Migrate existing SAP R/3 4.7 to SAP ERP 6.0.

6.3.2. Migrate existing SAP database (SQL Server 2000) to SAP ERP 6.0 database (SQL Server Database version as recommended by Offeror).

6.3.3. Test move to Production.

6.3.4. Migrate existing SAP custom programs to SAP ERP 6.0.

6.3.5. Assist GPA IT staff in development of additional custom programs to meet functional requirements.
6.4. **Final Preparation Phase Deliverables**

6.4.1. Delta Training for End-Users  
6.4.2. Fully Tested and Upgraded SAP ERP 6.0 application  
6.4.3. Tuned on-line and batch processes that meet current GPA Benchmarks

6.5. **Go-Live and Support Phase Deliverables**

6.5.1. Knowledge Transfer to GPA staff  
6.5.2. Tier 2 Production support as needed for up to three (3) months after Go-Live

7.0 **PROJECT ROLES AND RESPONSIBILITIES BY PHASE**

The table below depicts the Project roles that GPA desires from a qualified Offeror and the roles that GPA will provide for the project by activity as outlined in Section 5.0.

7.1. **Project Preparation Phase – Roles and Responsibilities**

<table>
<thead>
<tr>
<th>Offeror</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management and Oversight</td>
<td>Project Management and Oversight</td>
</tr>
</tbody>
</table>
### 7.2. Business Blueprint Phase – Roles and Responsibilities

<table>
<thead>
<tr>
<th>Offeror</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management and Oversight</td>
<td>Project Management and Oversight</td>
</tr>
<tr>
<td>Consultants with SAP ERP 6.0 functional knowledge and expertise to lead Fit-Gap Sessions</td>
<td>Functional knowledge of GPA’s current SAP implementation</td>
</tr>
<tr>
<td>Consultants with SAP ERP 6.0 user security knowledge and expertise to lead Fit-Gap Sessions</td>
<td>User Security knowledge of GPA’s current SAP implementation; GPA staff and technical developers with knowledge of GPA’s current SAP environment</td>
</tr>
</tbody>
</table>
### 7.3. Realization Phase – Roles and Responsibilities

<table>
<thead>
<tr>
<th>Offeror</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management and Oversight</td>
<td>Project Management and Oversight</td>
</tr>
<tr>
<td>Technical DB Upgrade from SQL Server 2000 to recommended SQL Server version with a test move to production</td>
<td>Technical Leads for Upgrade, Development, and Infrastructure</td>
</tr>
<tr>
<td>Consultants to augment GPA Staff for upgrading custom SAP programs and queries</td>
<td>Database Administration, System Administration, and Infrastructure Support</td>
</tr>
<tr>
<td>Consultants to provide functional Support as needed and Knowledge Transfer to GPA Staff</td>
<td>Technical Developers for upgrading custom SAP programs and queries</td>
</tr>
<tr>
<td></td>
<td>Functional Support Staff</td>
</tr>
</tbody>
</table>
## 7.4. Final Preparation Phase – Roles and Responsibilities

<table>
<thead>
<tr>
<th>Offeror</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management and Oversight</td>
<td>Project Management and Oversight</td>
</tr>
<tr>
<td>Consultants to provide assistance with the development, execution and</td>
<td>Functional staff for the development, execution and validation of test</td>
</tr>
<tr>
<td>validations of test scripts</td>
<td>scripts</td>
</tr>
<tr>
<td>Consultants to provide assistance with the implementation of the</td>
<td>Functional staff for the implementation of the Communication Strategy</td>
</tr>
<tr>
<td>Communication Strategy</td>
<td></td>
</tr>
<tr>
<td>Consultants to provide assistance with the implementation of the</td>
<td>Functional staff for the implementation of the Change Management</td>
</tr>
<tr>
<td>Change Management Strategy identified in the Project Preparation Phase</td>
<td>Strategy</td>
</tr>
<tr>
<td>Consultants to provide assistance with the implementation of the</td>
<td>Functional staff for the implementation of the Training Strategy</td>
</tr>
<tr>
<td>Training Strategy identified in the Project Preparation Phase</td>
<td></td>
</tr>
<tr>
<td></td>
<td>On-line and Batch Performance Tuning</td>
</tr>
</tbody>
</table>
7.5. **Go Live and Support Phase – Roles and Responsibilities**

<table>
<thead>
<tr>
<th>Offeror</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management and Oversight for Project Closure and Wrap Up</td>
<td>Project Management, Operations Management and Oversight</td>
</tr>
<tr>
<td>Consultants to provide assistance with functional and technical production support as needed for a period no longer than three months after go-live</td>
<td>Functional and technical staff to provide production support</td>
</tr>
</tbody>
</table>

8.0 **REQUIRED INFORMATION FROM OFFEROR**

8.1. **General Information**

The GPA can only make an award to the submitting vendor as specified in this Request/Solicitation.

8.2. **Proposed Approach to Project Including Timelines**

Provide a description of the approach that will fully address the requirements and deliverables outlined in Sections 5.0 and 6.0. Offeror’s proposal should be described in sufficient detail that GPA can assess Offeror’s understanding of the project scope:

8.2.1. Address in detail each phase described in Section 5.0.
8.2.2. Describe methodology for upgrading SAP.
8.2.3. Describe project management methodology.
8.2.4. Describe quality assurance methodology.
8.2.5. Provide a high level work plan for the project that:
   8.2.5.1. Begins with **Project Preparation Phase by October 15, 2013**
   8.2.5.2. Has a **Go-Live date occurring by January 20, 2014**
8.2.6. Include a milestone for each deliverable described in Section 6.0. For each milestone include:
   8.2.6.1. Estimated work in hours
   8.2.6.2. Beginning and ending target dates
   8.2.6.3. Assigned staff
   8.2.6.4. Detailed tasks
8.2.7. For each deliverable, describe the Scope Criteria that will be used by the Offeror to validate success of deliverable.

8.3. Project Team Composition

Describe and provide names, resumes, and responsibilities of all Key Personnel and time commitments of proposed staff: full time/part time and number of man days per person over the course of the project. Provide an organizational chart for the personnel who will be providing deliverables or performing the services requested in this Request for Quote.

8.3.1. Proposed organizational chart for the project to include the GPA project team as outlined in Section 7.0
8.3.2. Description of responsibilities for all proposed staff
8.3.3. Names and resumes of all staff proposed, including any SAP certifications
8.3.4. Descriptions of specific prior experience of proposed staff on similar projects
8.3.5. Time commitments of proposed staff (full time/part time and number of hours of work per person over the course of the project)
8.3.6. Proposed resolution method for staffing assignments that generate conflict or are deemed unacceptable by GPA project team
8.3.7. Three (3) customer references for Offeror’s proposed project manager and each functional lead consultant. For each reference, provide the customer’s name, title, phone number and e-mail address

8.4. Contract Principles

Offeror must clearly identify any contract principles which will significantly impact the cost or other aspects of the Bid. These principles will be negotiated independent of specific contractual language. GPA and the apparent successful Offeror will negotiate specific contractual terms and conditions following proposal selection and before contract award.

9.0 CONTRACT ADMINISTRATION AND PROJECT REPORTING

9.1. Contract Administration

Offeror will be required to coordinate and integrate its contract administration and project management processes and procedures with GPA’s processes and procedures. Offeror may be required to modify some of its processes and procedures to more effectively integrate the GPA/vendor team. Offeror must provide a detailed description of how it intends to administer the contract and track progress. Topics that should be addressed should include but not be limited to:
9.1.1. Reports (frequency and scope);
9.1.2. IPR (In-Process Reviews);
9.1.3. Deliverables (define);
9.1.4. Milestones (define);
9.1.5. Project Management Plan (scope and format);
9.1.6. Delivery, Inspection and Acceptance Procedure and Criteria;
9.1.7. Dispute Resolution Process and Procedures;
9.1.8. Invoice and Payment process, procedures and expectations;

9.2. Project Oversight

The successful Offeror will report project status to the GPA SAP Project Manager at intervals during the work as follows:

9.2.1. Weekly in writing to include information on work completed and work planned for following weeks, and any issues that need to be addressed;
9.2.2. At scheduled milestone dates for identified deliverables;
9.2.3. At scheduled Steering Committee Meetings
9.2.4. During routine project staff meetings;
9.2.5. As needed at the discretion of GPA.

10.0 OFFICE SPACE AND SUPPORT

GPA will provide suitable office space, PC workstations and telephone service for the successful Offeror’s assigned staff. GPA will provide access to necessary hardware and software as needed.

11.0 Additional Services (Optional for Bid)

The following are additional services that Offeror may choose to bid or not bid on. Offeror may choose to bid on any, none, or all of the optional items.

11.1. Automated Processing of Vendor Invoices (Optional for Bid)

Provide a separate cost for the implementation of a system for Automated Processing of Vendor Invoices. The cost should include all project phases identified in Section 5.0. For the Project Preparation Phase, only include incorporating the Automated Processing of Vendor Invoices into the resource-balanced project plan. The cost must be presented in such a manner that it could be included in or excluded from the SAP ERP 6.0 upgrade project. If bidding on this work, include:

11.1.1. All requirements for the project identified in section 5.0 and detailed in Appendix A – Additional Services – Automated Processing of Vendor Invoices.
11.1.2. A description of completed development with proposed development tools and technology.
11.1.3. The names and resumes of all staff proposed, including any SAP certifications.

11.2. Mobile Computing for Plant Maintenance (*Optional for Bid*)

Provide a separate cost for the implementation of **Mobile Computing for Plant Maintenance** for all project phases identified in section 5.0. For the Project Preparation Phase, only include incorporating the Mobile Computing for Plant Maintenance into the resource-balanced project plan. The cost must be presented in such a manner that it could be included in or excluded from the SAP ERP 6.0 upgrade project. If bidding on this work, include:

11.2.1. All requirements for the project identified in section 5.0 and detailed in Appendix A – Additional Services – Mobile Computing for Plant Maintenance.

11.2.2. A description of completed development with proposed development tools and technology.

11.2.3. The names and resumes of all staff proposed, including any SAP certifications.

11.3. SAP Business Planning and Consolidation (BPC) Upgrade (*Optional for Bid*)

Provide a separate cost for **upgrading SAP BPC 7.5 MS** for all project phases identified in section 5.0. For the Project Preparation Phase, only include incorporating the BPC upgrade into the resource-balanced project plan. The cost must be presented in such a manner that it could be included in or excluded from the SAP ERP 6.0 upgrade project. If bidding on this work, include:

11.3.1. All requirements for the project identified in section 5.0 and detailed in Appendix A – Additional Services – BPC Upgrade.

11.3.2. A description of completed development with proposed development tools and technology.

11.3.3. The names and resumes of all staff proposed, including any SAP certifications.