



**Community**  
MENTAL HEALTH  
CLINTON • EATON • INGHAM

**Request for Proposal (RFP)**

for an

**Enterprise Resource Planning (ERP) System**

for

**Community Mental Health Authority of Clinton, Eaton  
and Ingham Counties**

<b>Release Date</b>	11/09/2018
<b>Due Date</b>	12/14/2018



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## Section A: RFP Introduction

### A.1 Purpose of the RFP

With this Request for Proposals (RFP) Community Mental Health Authority of Clinton, Eaton, And Ingham Counties (“the Authority”) desires to purchase or otherwise acquire rights to use an Enterprise Resource Planning (ERP) System that meets the requirements identified in this RFP. The Authority requires that any proposal for an ERP also include professional services necessary to implement the system. Proposers offering hosted services or software as a service (SaaS) systems are encouraged to propose.

### A.2 About the Authority

CMHA-CEI is a public governmental body, initially formed by the County Commissions of Clinton, Eaton, and Ingham Counties in 1964, has a 12 member board of directors appointed by the County Commissions of all three counties.

CMHA-CEI provides mental health and substance abuse services to the residents of Clinton, Eaton, and Ingham counties. The services offered at CMHA-CEI are typically provided to Medicaid recipients.

#### **Crisis Services**

The CMHA-CEI Crisis Services Department provides 24 hour, seven day per week, triage for persons experiencing a psychiatric emergency. The Crisis Services Department provides evaluation and screening for in-patient psychiatric hospital admission for persons with Medicaid or who have no form of insurance.

#### **Adult Mental Health Services**

The CMHA-CEI Adult Mental Health Services Program (AMHS) provides a variety of services to adults recovering from various forms of mental illness. At AMHS, our vision is to promote recovery from mental illness and co-occurring disorders

#### **Families Forward**

Families Forward has been providing services to children and their families for over 30 years. We offer a wide array of treatment options designed to meet the needs of families with children who struggle with emotional disturbance and behavioral concerns.

#### **Community Services for the Developmentally Disabled**

The mission of Community Services for the Developmentally Disabled (CSDD) is to promote and support ongoing choices and opportunities for children and adults and their families to be full and equal citizens in the community.

#### **Substance Abuse Services**

CMHA-CEI Substance Abuse Services (SAS) recognizes substance use disorders as chronic health conditions. Services are designed to address underlying issues as well as the presenting drug and/or alcohol related problems. This is accomplished by careful assessment and comprehensive treatment planning. A wide range of different services are available as a model in continuing care including detoxification, residential, outpatient and self-help groups.



Background Statistics	
Background Summary	
Current Population Served (Consumers)	11,800 Consumers Annually
Operating Budget	\$127,811,632
Approximate Number of Employees (FTE)	889
Fiscal Year	10/1/18 – 9/30/19

### A.3 Project Background

The need to replace the Authority’s current financial software and to update HR processes to utilize modern software have become more evident and even pressing over the last several years. In March 2018, the Authority began working with Government Finance Officers Association (GFOA) to review current processes and identify opportunities for improvement. During this review, Authority staff identified limitations with current processes and areas needing improvement as well as opportunities to improve with modern software. The Authority has dedicated staff that are genuinely interested in improving services for consumers, employees, and business partners.

### A.4 Notice to Proposers

Failure to carefully read and understand this RFP may cause the proposal to be out of compliance, rejected by the Authority, or legally obligate the proposer to more than it may realize. Information obtained by the proposer from any officer, agent or employee of the Authority shall not affect the risks or obligations assumed by the proposer or relieve the proposer from fulfilling any of the RFP conditions or any subsequent contract conditions. Attempts by or on behalf of a prospective or existing vendor to contact or to influence any member of the selection committee, any member of the Authority’s Board, or any employee of the Authority with regard to the acceptance of a proposal may lead to elimination of that vendor from further consideration. Only the format described in the RFP and the attachments included with this RFP will be accepted as compliant for the submitted proposal. Failure to completely fill out all required attachments may result in disqualification.

### A.5 Conditions

- A.5.1** In the event that all RFP requirements are not met with products and services provided by one firm, proposers are encouraged to partner with another firm to submit a joint proposal. Failure to meet all requirements will not disqualify a firm. However, the Authority will evaluate each proposal to determine its overall fit in the best interests of the Authority.
- A.5.2** In the event that multiple firms partner to submit a joint proposal, the proposal must identify one firm as the primary contact. This primary contact will be the primary point of contact throughout the procurement process and will be held responsible for the overall implementation of all partners included in the joint proposal.
- A.5.3** All third-party solutions proposed as part of a joint proposal are subject to the same requirements of this RFP, unless otherwise stated.
- A.5.4** Implementation pricing must be submitted on a “milestone” basis. For implementation services under a milestone arrangement, the Authority compensates the vendor a fixed amount for the



completion of major milestones. Proposers are to provide all work effort and assumptions used to calculate a fixed fee for each milestone. The scope of the project will be defined by the statement of work and detailed functional requirements included as Attachment 14 (Cost). All firms submitting proposals are encouraged to submit the most competitive proposal possible as the failure to do so may lead to elimination prior to software demonstrations.

- A.5.5** This RFP, its general provisions, and the terms and conditions identified in Section D shall be incorporated in any agreement resulting from this solicitation, and the RFP and its terms and conditions, plus attachments shall control unless the Agreement expressly provides otherwise.
- A.5.6** All proposals and any subsequent clarification or response to the Authority's questions shall be valid for a minimum of 120 days.
- A.5.7** The Authority contractors shall not discriminate against a vendor with respect to hire, tenure, terms, conditions, or privileges of employment, or a matter directly or indirectly related to employment, because of race, color, religion, national origin, age, sex, height, weight or marital status, or disability that is unrelated to the vendor's ability to perform the duties of a particular job or position. The vendor shall observe and comply with all applicable federal, state, and local laws, ordinances, rules and regulations which shall be deemed to include, but not limited to, the Elliot-Larsen Civil Rights Act and the Persons with Disabilities Civil Rights Act.

## **A.6 Authority's Rights Reserved**

- A.6.1** The Authority reserves the right to select the proposal(s) which in its sole judgment best meets the needs of the Authority. The lowest proposed cost will not be the sole criterion for recommending the contract award.
- A.6.2** The Authority reserves the right to award multiple contracts from this RFP.
- A.6.3** The Authority reserves the right to reject any or all proposals and to waive technicalities and informalities when such waiver is determined by the Authority to be in the Authority's best interest.
- A.6.4** The Authority may modify this RFP by issuance of one or more written addenda. Addenda will be posted on the Authority's website ([www.ceicmh.org/rfp](http://www.ceicmh.org/rfp)) and sent electronically to all proposers registered with the Authority. (See Section A.8)
- A.6.5** The Authority reserves the right to meet with select proposers at any time to gather additional information. Furthermore, the Authority reserves the right to remove or add functionality (i.e., modules, components, and/or services) until the final contract signing.
- A.6.6** This RFP does not commit the Authority to award a contract. All proposals submitted in response to this RFP become the property of the Authority and information submitted in response to this solicitation is subject to the Michigan Freedom of Information Act and may not be held in confidence after the proposal is received. The Authority will retain all proposals submitted for 5 years. The Authority reserves the right to reject any or all proposals and/or waive any defects or irregularities in proposals.
- A.6.7** The Authority shall not be liable for any pre-contractual expenses incurred by prospective vendors, including but not limited to costs incurred in the preparation or submission of proposals. The Authority shall be held harmless and free from any and all liability, claims, or expenses whatsoever incurred by, or on behalf of, any person or organization responding to this RFP.



- A.6.8** It is the policy of the Authority to provide reasonable accommodation for otherwise qualified employees with disabilities and applicants for employment and to those entering into this RFP process. Applicants who require reasonable accommodation to complete the application and/or interview process should notify the contract person listed in A.9.1. It is the policy of the Authority to provide equal access to employment to all qualified individuals. The Authority is an Equal Employment Opportunity Employer and a Drug Free Workplace.
- A.6.9** The Authority also reserves the right to negotiate changes to the proposals, specifications, or other matters pertaining to the proposals that are deemed desirable by the Authority. Award of Contract, if made, will be to the vendor(s) whose proposal is in the best interest of Community Mental Health Authority of Clinton, Eaton, and Ingham Counties in its sole discretion. The Authority reserves the right to make purchases and award contracts to other than the low proposal or low bidder, which purchase or award is determined in the best interest of the Authority, in its sole discretion.

## **A.7 Communication Regarding this RFP**

All communication from prospective proposers regarding this RFP must be in writing by email to the address listed in section A.9 of this RFP. Communication by telephone or in person will not be accepted.

Attempts by or on behalf of a prospective or existing vendor to contact or to influence any member of the selection committee, any member of the Authority Council or any employee of the Authority with regard to the acceptance of a proposal may lead to elimination of that vendor from further consideration.

## **A.8 Register as a Proposer**

All firms interested in receiving further correspondence regarding this RFP are required to register by sending an email to Brittany Pazdan, at pazdan@ceicmh.org and provide the following information: Company name, name of contact person along with his or her title, email address, and phone number.

## **A.9 Inquiries and Requests for Clarification**

- A.9.1** In an effort to maintain fairness in the process, inquiries concerning this procurement, including questions related to technical issues are to be directed through email to the following contact. Questions over the phone will not be accepted:

**Contact:** Brittany Pazdan  
**Title:** Contract and Network Administrator  
**Email:** pazdan@ceicmh.org  
**Fax:** (517)346-8291  
**Phone:** (517)346-8258

- A.9.2** All questions concerning the RFP must reference the RFP page number, and section heading. Questions will be answered and posted to the Authority's website in the form of addenda to the RFP. When addenda are issued, all firms that have registered as a proposer will be notified through email.
- A.9.3** Inquiries or requests for clarification will be accepted until 11/23/2018 4:00PM (EST).



Proposals may be changed or withdrawn prior to the deadline for proposals. All such changes and withdrawals must be submitted in writing and received by the Authority prior to the deadline for proposals. After the deadline for proposals, no change in prices or other provisions prejudicial to the interest of the Authority or fair competition shall be permitted.

#### **A.10 Procurement Schedule**

The expected procurement schedule follows. The Authority reserves the right to change the procurement schedule. If changes are made, proposers will be notified by the Authority in the form of an addendum to this RFP, emailed directly to all registered proposers and posted on [www.ceicmh.org/rfp](http://www.ceicmh.org/rfp).



Procurement Schedule	
11/9/2018	RFP released
11/23/2018	Last day to accept questions and requests for clarification on the RFP - 4:00 PM (EST)
11/28/2018	Answers to submitted questions provided
12/14/2018	Proposals due – 4:00 PM (EST)
1/21/2019 (Week of)	Selected proposers elevated and notified for software demonstrations
Weeks of: 2/11/2019, 2/18/2019, 2/25/2019	Software demonstrations and Implementation Presentations
Week of 3/11/2019	Elevate and notify semifinalist or finalist proposer(s)
Week of 4/1/2019	Discovery sessions completed (1-2 days per elevated proposer, if necessary)
May/June 2019	Complete contract negotiations and Statement of Work (SOW)
July of 2019	Award of contract by Board
August of 2019	Implementation Begins

**A.10.1** Software demonstrations and implementation presentations will be held on-site at the Authority's offices and can cover all functional areas listed in this RFP. The Authority expects to elevate up to three (3) proposers for demonstrations. Demonstrations will include both presentations on software and implementation services. It is recommended that proposer's key implementation staff proposed for this project be present at the demonstration and lead presentation of any implementation topics. To avoid unnecessary delays, the Authority expects that proposers will be available for software demonstrations and on-site Discovery sessions on the dates identified on the procurement schedule and to identify any potential issues or conflicts in their response to this RFP using Attachment 2 (Signature Page). Proposers that cannot demonstrate their software during the dates identified by the Authority may be eliminated. The agenda and software demonstration scripts will be distributed to proposers that have been short-listed for software demonstrations approximately two to three weeks in advance of the demonstrations. Software demonstrations will also include a discussion on implementation. The Authority reserves the right to change the dates as needed.

**A.10.2** Discovery sessions will consist of an additional on-site meeting with elevated proposers to



focus on implementation issues. After software demonstrations, it is expected the Authority will elevate either one (1) or two (2) proposers. Each elevated proposal team will receive a Request for Clarification (RFC) letter that will ask proposers to clarify any necessary parts of the initial proposal. In addition, the RFC letter will identify a schedule for the on-site Discovery session that will include a detailed discussion of implementation issues. It is the expectation of the Authority that all key project team members will be available for the on-site Discovery sessions.

### **A.11 Evaluation Criteria**

The Authority will review all proposals received as part of a documented evaluation process. For each decision point in the process, the Authority will evaluate proposers according to specific criteria and will then elevate a certain number of proposers to compete in the next level. Proposers not previously elevated may be elevated at a later date.

The sole purpose of the proposal evaluation process is to determine which solution best meets the Authority's needs. The evaluation process is not meant to imply that one proposer is superior to any other, but rather that the selected proposer can provide and has proposed the best software and implementation approach for the Authority's current and future needs based on the information available and the Authority's best efforts of determination.

The proposal evaluation criteria, which will be developed by the Authority prior to opening of proposals, should be viewed as standards that measure how well a proposer's approach meets the desired requirements and needs of the Authority. The criteria that will be used to evaluate proposals may include, but are not limited to the following:

- Cost
- Response to Attachment 13 (Functional Requirements)
- Software Demonstrations
- Implementation Approach
- Past Experience with Similar Organizations and References
- Proposed Integration to Other Modules / Systems in RFP Scope
- Technical Compatibility
- Proposed Hosting Services and Service Level Guarantees
- Overall Understanding of the Authority's Needs and Project Risk Mitigation
- Project Management Approach
- Compliance with Contract Terms and Conditions

The Authority reserves the right to determine the suitability of proposals on the basis of any or all of these criteria or other criteria not included in the above list. The Authority's evaluation team will then make a recommendation to be approved by the Authority's steering committee to elevate proposals for software demonstrations, discovery, and final contract negotiations.

### **A.12 Proposal Submission Instructions**

- A.12.1** Proposals are to be submitted in sealed packages by 12/14/2018 at 4:00 PM EST. Late submissions will not be accepted.



**Submittal Address:**

Care of: Brittany Pazdan  
812 E Jolly Rd Suite 311  
Lansing, MI 48910

- A.12.2** Failure to comply with the requirements of this RFP may result in disqualification. Proposals received subsequent to the time and date specified above will not be considered. Please note the following as part of the submittal process.
- A.12.3** Signature of the proposal by the proposer constitutes acceptance by the proposer of terms, conditions, and requirements set forth herein.
- A.12.4** Proposers are required to separate their proposals into two sections, a technical section and a price section.
- Proposers are required to submit TWO (2) hard copies and TWO (2) electronic copies of the technical proposal in a sealed package that is clearly labeled with the proposer's company name and the words "ERP Technical Proposal". Hard copies of the technical proposal must include a submittal letter signed by an authorized agent of each firm involved in the proposal. The letter should include appropriate contact information for each firm.
  - Proposers are required to submit TWO (2) hard copies and TWO (2) electronic copies of the price proposal in a sealed package, clearly labeled with the proposer's company name and the words "ERP Price Proposal".
- A.12.5** Emailed and faxed proposals will not be accepted.
- A.12.6** Use Attachment 1 (RFP Submittal Checklist) to ensure that all required documents, forms, and attachments have been completed and submitted as instructed.

By submitting a proposal, the proposer is providing a guarantee to the Authority that, if chosen, it will be able to provide the proposed products and services during the period of time discussed in the RFP. Upon submission, all proposals shall be treated as confidential documents until the selection process is completed. All proposals and supporting documents become public information after an award has been made and are available for public inspection by the general public in accordance with State of Michigan public records statutes. Proposers shall give specific attention to clearly identify those portions of its response that it considers confidential, proprietary commercial information or trade secrets.

Respondents are advised that, upon request for this information from a third party, the Authority is required to make a determination whether the information can be disclosed.

- A.12.7** In the event that a proposer desires to claim portions of its proposal exempt from disclosure, it is incumbent upon the proposer to clearly identify those portions with the word "Confidential" printed on the top of each page for which such privilege is claimed. Examples of confidential materials include trade secrets and financial statements. Each page shall be clearly marked and readily separable from the proposal in order to facilitate public inspection of the non-confidential portion of the proposal. The Authority will consider a proposer's request for exemptions from disclosure; however, the Authority will make its decision based upon applicable laws. An assertion by a Proposer that the entire proposal, or large portions, is exempt from disclosure will not be honored. Prices, makes and models or catalog numbers of



the items offered, deliverables, and terms of payment shall be publicly available regardless of any designation to the contrary.

### **A.13 Organization of Proposal**

The proposal must be organized into major sections defined in Section B. Specific instructions for each section are provided in Section B of this RFP. Any required attachments must be included in the proper section as indicated by the instructions.

### **A.14 Format of Electronic Submission**

Proposers must provide electronic copies of all files on a flash drive, CD, DVD, or similar device using the following file formats. Attachments not listed in the following table do not have a required file format and may be supplied in either the original file format or PDF.

RFP Section	Attachment/Document	Required File Format
E.11	Attachment 11 (Conversations)	Microsoft Excel (.xls or .xlsx)
E.12	Attachment 12 (Staffing)	Microsoft Excel (.xls or .xlsx)
B.7.1	Sample agreements	Microsoft Word (.doc or .docx)
E.13	Attachment 13 (Functional Requirements)	Microsoft Excel (.xls or .xlsx)
E.14	Attachment 14 (Cost)	Microsoft Excel (.xls or .xlsx)

\* NOTE: Attachment 13 (Functional Requirements) is password protected to prevent responders from making changes to the functional requirements.



## Section B: Detailed Submittal Requirements

So that competing proposals can be compared equally, proposers must assemble their proposals in strict adherence to the submittal requirements identified in Section A.13. Failure to follow all proposal organizational requirements may result in disqualification. Proposals should be prepared as simply as possible and provide a straightforward, concise description of the proposed products and services to satisfy the requirements of the RFP. Attention should be given to accuracy, completeness, relevance, and clarity of content. Proposals must address the following questions and contain the following sections.

### B.1 Executive Summary and Introductory Materials

**(Proposal Section 1.0)** The introductory material should include a title page with the RFP name, name of the proposer, address, telephone number, the date, a Letter of Transmittal, and a Table of Contents. The executive summary should be limited to a brief narrative (less than 3 pages) summarizing the proposal.

- B.1.1** Complete Attachment 1 (RFP Submittal Checklist)
- B.1.2** Complete Attachment 2 (Signature Page)
- B.1.3** Complete Attachment 3 (Proposer Statement)

### B.2 Scope of Services

**(Proposal Section 2.0)** This section of the proposal should include a general discussion of the proposer's overall understanding of the project and the scope of work proposed including the following:

- B.2.1** Complete Attachment 4 (Scope of Proposal)
- B.2.2** For each firm identified on Attachment 4 (Scope of Proposal), explain the following:
  - Complete the Attachment 5 (Company Background)
  - Complete Attachment 6 (Reference Form).
  - Role of the firm in the project
  - Statement about whether the primary proposer's contract will/will not encompass the third-party product/service and/or whether the Authority will have to contract on its own for the product/service.
- B.2.3** List and describe all proposed software products that will be delivered as part of the project and if the Authority will need to maintain/host the software on its servers. If software is sold by module, proposer must explicitly state the software module name and versions that are proposed.
  - All functional requirements that are responded to with a positive response (anything except "N") are considered to be in scope. Proposed software and any necessary



services required to meet the requirements of the RFP or implement the proposed software should be included in the proposal.

### B.3 Functional Requirements

**(Proposal Section 3.0)** This section describes the software and implementation scope of the overall project and the requirements for each functional area. Responses to the functional requirements should be completed to identify the capability of the software, the scope of the implementation plus if the requirement will be included under the scope of any proposed support agreement. Responses to the functional requirements shall use the following response codes:

<b>Functional Requirements Responses</b>	
<b>Column E: Available Responses</b>	
Y	Requirement Met and Proposed (Standard features in the generally available product)
Y-ND	Requirement Met and Proposed (Features that are not offered as a generally available product or require custom development)
N	Requirement Not Met with Proposal
I	Need More Information/Discussion
<b>Column J: Available Responses (if (Y-ND Selected in Column E)</b>	
F	Feature Schedule for Future Release in Generally Available Software
E	Feature Developed as Enhancement for this Project
<b>Column F: Available Responses</b>	
S	Requirement and Feature Supported by Software Developer
TPS	Requirement and Feature Supported by Third Party
NS	Requirement and Feature Not Supported

#### B.3.1 Submit Attachment 13 (Functional Requirements)

- Failure to provide some requirements or excluding some requirements from scope will NOT eliminate the proposer from contention. The Authority will evaluate the proposal as a whole including price/value comparisons when evaluating proposals.
- The requirements responses submitted will become part of the agreement. Proposers are expected to warrant both software and implementation of all positive responses (every response except “N” and “I”).
- The Authority will clarify any requirements with the response of “I” during software demonstrations. Immediately following software demonstrations, proposers would be expected to re-submit Attachment 13 (Functional Requirements).
- For requirement responses other than “N” or “I” proposers must indicate the module or product that is required to meet the requirement.
- For requirement responses other than “N” or “I” proposers must indicate the phase of the project that the functionality will be implemented.
- All responses which are marked Y, or Y-ND will be considered to be included in the scope, and the cost proposal and all other information submitted in this proposal should reflect



- this. Furthermore, the module necessary to perform that functionality must be included in the scope and cost of this proposal.
- Proposers must be ready to demonstrate any requirements listed as “Y” during software demos.
  - For functionality that is not currently available and not available for viewing at a demo, but that will be in scope for the project either as generally available features in a future release or as a customization, modification, or enhancement specific for this project, Proposers should indicated a response code of Y-ND and answer column J.
  - Proposers are also required to respond if the feature will be supported in the product as part of the proposed maintenance and support offering and the proposed provider of support. Support services shall include technical support, access to patches and upgrades that accommodate the requirement, and helpdesk support for the requirement.

**B.3.2** Identify any licenses, hardware, or other products not included in this proposal that would be required to operate any of the proposed solutions contained in this proposal.

**B.3.3** Describe the technical environment necessary for this software for any products that are to be hosted by the Authority by completing Attachment 7 (Technical Specifications) (if applicable).

## **B.4 Implementation Plan**

**(Proposal Section 4.0)** This section should describe the proposed implementation plan. Proposers should reference Section C.5 for listing of likely Authority resources devoted to this project.

**B.4.1** Provide a detailed plan for implementing the proposed system. This information must include:

- Proposed phasing for roll-out of proposed system
- Explanation of advantages AND risks associated with this plan

**B.4.2** Explain the proposed plan for implementation. This information must include:

- Description of implementation tasks and activities
- Description of key deliverables (and how they relate to the implementation approach and activities). *Please note the required deliverables listed in Section C.*

**B.4.3** Explain the proposed vendor staffing for the project including:

- How many staff will the vendor have assigned to the project
- Approximate dedication to the project of each resource and approximate time work will be completed on-site vs. off-site
- Major roles and responsibilities for each resource

**B.4.4** Explain proposed project management services including:

- Role of the vendor project manager
- Use of project collaboration site
- Expected role of the Authority project manager
- On-Site presence of vendor project manager
- Proposed quality assurance procedures

**B.4.5** Explain the expected Authority staffing for the project including:



- Assumed participation in the project (average portion of FTE). This should include all time spent working on the project (including time spent with and without vendor consultants)
- Assumptions about prior skills / competencies of resources
- Complete Attachment 12 (Staffing). Refer to Section C.5 of the RFP for project staffing assumptions.

**B.4.6** Provide an overview of proposed training plan/strategy, specifying how and when training is to be delivered for both on-site and off-site training and web training services for the core project team, end users, and technology personnel (if required).

- Explain any roles and responsibilities the Authority is expected to provide for the training effort including (but not limited to) training coordination, training material development, training delivery, etc.

**B.4.7** Complete Attachment 11 (Conversions). The Authority expects proposers to include all conversions listed in the RFP.

## **B.5 Ongoing Support and Hosting Services**

**(Proposal Section 5.0)** The proposal should specify the nature of any post-implementation and on-going support, including hosting services provided by the vendor including:

**B.5.1** Complete Attachment 8 (Alternative Delivery Options) (if applicable)

**B.5.2** Describe proposed services for hosting including:

- Information on the specific hosting services provided
- Service desk support services
- User Setup, Authentication and Management processes
- Application support
- Operational support services
- Technology infrastructure services
- Disaster recovery
- Will all products (including third party products) be hosted through the same provider?
- Will the Authority need to host anything on its servers?

**B.5.3** For each of the services proposed explain service levels that are used to guarantee performance for the Authority through the proposed hosting agreement. Complete Attachment 9 (Proposed Service Level Agreement)

**B.5.4** Complete Attachment 10 (Maintenance and Support)

## **B.6 Exceptions to the RFP**

**(Proposal Section 6.0)** All requested information in this RFP should be supplied. Proposers may take exception to certain requirements in this RFP. All exceptions shall be clearly identified in this section, with a written explanation of the exception and an alternate proposal (if applicable). The Authority, at its sole discretion, may reject any exceptions or specifications within the proposal.



***To avoid the scenario where the Authority is unable to negotiate successfully with its finalist vendor, any material exceptions to the RFP including those to the terms and conditions listed in Section D will be clarified prior to elevation for software demonstrations.***

## **B.7 Sample Documents**

**(Proposal Section 7.0)** Proposers should include sample copies of the following documents.

- B.7.1** Samples of any agreements that the Authority would be required to sign upon contract award. This would include any applicable software license agreements, professional service agreements, hosting agreements, third party agreements, etc.
- B.7.2** Sample Project Plan
- B.7.3** Sample of or excerpt from a business process assessment / system design document.

## **B.8 Price Proposal**

**(Proposal Section 10.0) - TO BE SUBMITTED UNDER SEPARATE COVER.** Proposers should submit their price proposal in a separate and sealed packet according to the format provided in Attachment 14 (Cost) to this RFP.

- B.8.1** Identify major milestones as part of the project. It is required that costs will be invoiced upon completion of major milestones. Please provide a schedule of all payments necessary to complete the proposed scope.
- B.8.2** Complete and submit Attachment 14 (Cost)
  - It is important that proposers use the format presented in this RFP even if an additional format is provided. Attachment 14 (Cost) should include total price for all software, services, and additional costs to acquire all software and services referenced in the proposal including third party prices. If third party products or services are included, do not provide separate version of Attachment 14 (Cost) for each third-party product.
  - **All pricing must be submitted as fixed by milestone. Costs listed as “to-be-determined” or “estimated” will not be scored.**
  - All service costs must be provided on a task or completion basis with costs assigned to each milestone, deliverable and/or task. Proposers are required to fill in deliverables and tasks under the provided headers (project initial knowledge transfer, process analysis/system design, system build, testing, training, and closure). Additional detail may be provided to further explain deliverable/task costs.
  - Proposers should include all software modules and state any limitations on module use. If no limitations are listed, the Authority will consider that pricing is based on full enterprise wide access for the Authority.
  - **Proposers must submit implementation costs as fully loaded rates that include all necessary travel or other expenses.** By submitting a proposal, all proposers acknowledge that all pricing (including travel) must be a fixed fee or included in the implementation milestones. All proposers are encouraged to review travel costs to the Authority in Lansing, MI.



## Section C: Scope of Project

### C.1 Project Scope - Software

The project scope for procurement and implementation of software solutions is briefly described in the chart below. Specific functionality within each category listed below is more thoroughly described in Attachment 13 (Functional Requirements)

Functional Scope	
Functional Category	Process
ACCOUNTING	<ul style="list-style-type: none"> <li>• Chart of Accounts</li> <li>• General Ledger Transactions</li> <li>• Activity Costing</li> <li>• Grant / Project Tracking</li> <li>• Financial Reporting</li> </ul>
BUDGET	<ul style="list-style-type: none"> <li>• Operating Budget</li> <li>• Capital Improvement Planning (CIP)</li> <li>• Capital Budget</li> <li>• Budget Adjustments / Amendments</li> </ul>
PROCURE – PAY	<ul style="list-style-type: none"> <li>• Vendors</li> <li>• Purchase Requisitions               <ul style="list-style-type: none"> <li>○ Bid Quote</li> <li>○ RFP / RFI / RFQ</li> </ul> </li> <li>• Purchase Orders               <ul style="list-style-type: none"> <li>○ Contracts</li> </ul> </li> <li>• Change Order</li> <li>• Receiving</li> <li>• Accounts Payable</li> </ul>
CONSUMER BILLING (MISCELLANEOUS)	<ul style="list-style-type: none"> <li>• Consumer File</li> <li>• Billing</li> <li>• Accounts Receivable               <ul style="list-style-type: none"> <li>○ Aging</li> <li>○ Collections</li> </ul> </li> </ul>
TREASURY	<ul style="list-style-type: none"> <li>• Cash Receipts</li> <li>• Disbursements</li> <li>• Interest Allocation</li> <li>• Bank Reconciliation</li> </ul>
CONTRACT / GRANT MANAGEMENT	<ul style="list-style-type: none"> <li>• Contract Management</li> <li>• Grant Payment</li> <li>• Grant Tracking</li> </ul>
ASSET MANAGEMENT	<ul style="list-style-type: none"> <li>• Asset Acquisition</li> <li>• Asset Lifecycle               <ul style="list-style-type: none"> <li>○ Work Order</li> <li>○ Inventory</li> </ul> </li> <li>• Depreciation</li> </ul>



	<ul style="list-style-type: none"> <li>• Transfer / Disposal / Retirement</li> </ul>
HUMAN RESOURCES	<ul style="list-style-type: none"> <li>• Positions</li> <li>• Employee File</li> <li>• Benefit Enrollment</li> <li>• Personnel Evaluations</li> <li>• Disciplinary Actions / Grievance</li> <li>• Risk Management (Injury / Workers Comp)</li> <li>• Training / Certifications</li> </ul>
PERSONNEL ACTIONS	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• New Hire/Onboarding</li> <li>• Personnel Actions (Salary Adjustment / Position Change)</li> </ul>
TIME ENTRY – PAYROLL	<ul style="list-style-type: none"> <li>• Time Entry</li> <li>• Time Approval</li> <li>• Payroll Calculations</li> <li>• Payroll Processing</li> <li>• Leave Management and FMLA</li> </ul>

## C.2 Project Scope – Implementation Services

The Authority is aware of the level of effort required for an ERP implementation. The Authority also understands the importance of a disciplined implementation that includes services for project management, system design and documentation, testing, and training.

The following requirements are expected to be used throughout the engagement:

### C.2.1 Project Management Methodology

The Authority expects the Vendor to follow an industry standard implementation methodology. The Vendor must implement strong project management methodology practices that will enable the Vendor to conform to the proposed project delivery schedule.

### C.2.2 Reengineer Business Processes

The Vendor must make a sincere effort to propose business practice changes that can be brought to the Authority through the new software solution as well as practice improvements based on the functional requirements that may be associated with processes surrounding the use of the new software. The Vendor should provide recommendations on associated implications and recommendations to deal with the implications.

### C.2.3 Leverage Standard Functionality

The Vendor must maximize the software’s standard delivered functionality and look to finding creative ways to bridge gaps between the Authority’s requirements and the standard software instead of proposing customizations, unless absolutely warranted and cost-value justified. For purposes of this RFP, “customizations” includes any extensive software configuration work required to provide the necessary functionality even if coding is not necessary. Any proposed customizations must be clearly identified and justified by the Vendor and submitted to the ERP Project Team for consideration. Should the Authority allow a customization, the vendor must provide proof of the following prior to it being implemented: that the customization is licensed, that the Authority will receive a perpetual, worldwide license to use the customization, that the customization can be objectively tested, and that the customization is subject to full warranty



and support. No customizations to any software are to be made by the Vendor without written approval by the Authority’s ERP Steering Committee.

**C.2.4 Knowledge Transfer**

For project work that involves Authority staff for knowledge sharing or transfer, the Vendor will conduct this project work on-site and will work closely with staff and assigned project personnel to ensure day-to-day project knowledge transfer on all functional, technical and change management aspects of the project as appropriate for the nature of the software and managed services solution under the Project Scope of Work.

**C.2.5 Software Installation**

The Vendor, working closely with the Authority’s Technology team, shall install all proposed software, and third-party software per all applicable installation requirements. The Vendor shall set forth in appropriate documentation each step of installation prior to beginning installation, document all steps taken during installation, test results, and operating procedures to maintain and update with fixes, patches, and upgrades. Following the installation, the Vendor technical team shall continue to own, monitor, and tune the environments throughout the duration of the implementation, until the proposed and implemented solution is accepted at the end of the post-production period or as otherwise necessary during any applicable warranty period.

**C.3 Project Scope – Implementation Deliverables**

To ensure quality throughout the implementation, the Authority’s project will include, at a minimum, the following deliverables. Each deliverable will be the responsibility of the vendor and will be formally presented to the Authority for review and sign off. For projects with multiple phases, the Authority expects each phase to contain each deliverable (unless noted)

- C.3.1 Comprehensive Project Plan** – Detailed listing of tasks for the entire project that includes the following for each task: due date, responsibility, predecessors. Tasks to include on the project plan will include all implementation activity, deadlines, milestones, sign offs, review periods, and deliverables.
- C.3.2 System Design Document** – Work product that identifies both the business process decisions as well as system configuration decisions for each in scope business process and system feature.
- C.3.3 Testing Scripts** – Test scripts based on the functional requirements and system design document that verify successful completion of each item in scope (functional requirements) and the set-up of the system (system configuration).
- C.3.4 Training Documentation** – Complete system manual for how to use the configured system

**C.4 Project Schedule**

Project Schedule		2019			2020		
Phase 0	Readiness / RFP						
Phase 1	Finance						
Phase 2	HR/ Payroll						



### C.5 Project Staffing

The Authority will make every effort to staff the project appropriately and understands that staffing a project is important to its success. The following table lists resources that the Authority expects to be available for the project, their applicable areas of knowledge/assumed roles in the project, and the maximum participation levels in the project.

Authority Staff Participation	
Assumed Role	Maximum Participation (FTE)
Project Manager	1 (FTE)
Finance Lead	.5 (FTE)
Procurement Lead	.5 (FTE)
Finance Project Team	1 (FTE)
HR Lead	.75 (FTE)
Payroll Lead	.5 (FTE)
HR/Payroll Team	1 (FTE)

### C.6 Statement of Work

The Authority will require the development of a detailed statement of work, including a high-level project plan, prior to contract signing. The statement of work will include and describe at least the following and may include additional items the Authority deems necessary:

- Project scope
- Project milestones
- Project deliverables
- High level project schedule (listing of phases and go-live dates)
- Project resources
- Project roles and responsibilities
- Project change control procedures

### C.7 Number of Users

It is difficult for the Authority to envision exactly who will use the system as implementation of the system will result in a major change in the way that the Authority does business. Proposers should plan however on having all Authority departments with access to the system for at least a few users to enter transactions. The following user counts identify expected users within each functional area. Additional users may be required for extra help and proposers should plan to provide sufficient system access for the Authority to fully implement their desired business processes. Proposals should include services to complete implementation and any appropriate training services to prepare all Authority staff for using the system. (Note: Employees are counted in multiple columns).

Authority Users		
Type of User	Estimated Number of Users	Estimated Number of Power Users
Financials	30	5



HR/Payroll	80	5
Budgeting	20	2
Purchasing	100	10
Technical/Administrative Users	10	3

### C.8 Interfaces

Interface requirements have been included in with the functional requirements. Proposers should respond to each functional requirement, including the interface requirements, to identify the proposed scope. Any positive response – “Y” or “Y-ND” is considered to be in-scope and all pricing for the proposed scope included in the submitted milestone pricing. Interfaces to the Authority’s existing systems are critical to the project success

### C.9 Data Conversion

The Authority understands the level of effort required to convert data and is interested in converting only essential data required for the new system. Proposers are required to complete Attachment 11 (Conversions) and indicate the proposed data conversions that are included in scope.

### C.10 Current Applications

The following applications are used by the organization for major business functions. Information about their replacement or interface is provided for the proposer’s convenience. The Authority intends to discuss the future use of these applications during software demonstrations and contract negotiations.

Current Systems		
Functionality	Application	In Scope for Replacement
Finance	FinancePlus	Yes
Finance	DocuSign	Yes
Human Resource Management	FinancePlus	Yes
Finance, HR	FileBound (Select Imaging)	Partial
Human Resource Management	Employee Access Center - EAC (FinancePlus)	Yes
Personnel Actions	Status Change System (Homegrown)	Yes
Personnel Actions	Gradience	Yes
Personnel Actions	Relias Learning	No
Recruitment	JAC / JAV (FinancePlus)	Yes
Capital Asset Management	E-Maintenance (by API)	Maybe
Capital Asset Management	Teletrac Navman: GPS Fleet Management Solution	Maybe
Capital Asset Management	PS-Web (Homegrown)	Partial
Capital Asset Management	K-Box (Quest KACE)	Partial
Capital Asset Management	MS Access Database	Yes



Electronic Health Record Management	SmartCare (Streamline)	No
Treasury Management	WePay (Constant Contact)	No
Time Entry	Bridges (Homegrown)	Yes
Time Entry	Manual / Paper Timesheets	Yes
Reporting	Cognos	Yes
All	MS Excel Spreadsheets	Yes
Human Resource Management	Infinisource	No



## Section D: Contract Terms and Conditions

Below are important contract terms and conditions that the Authority expects to be part of an agreement with the finalist proposer(s). Please indicate your willingness to comply with each condition by noting any exceptions per the instructions in section B.8 of this RFP. Contract terms in the final agreement should include but will not be limited to those listed below. The Authority will carefully evaluate any exceptions to the terms and conditions listed below.

### D.1 Key Personnel

The Authority requires assurances as to the consistency and quality of vendor staffing for its project. Key points of the Authority's key personnel provision include:

- D.1.1** The Authority shall have the ability to interview and approve key personnel proposed by the vendor.
- D.1.2** The Authority shall have the right to dismiss key personnel from the project.
- D.1.3** Vendor key personnel may not be removed from the project without the Authority's approval.

### D.2 Implied and Express Warranty

The Proposer will expressly warrant that the proposed and implemented system will conform in all material respects to the in scope requirements and specifications as stated in this RFP including the functional requirements in Attachment 13 (Functional Requirements) for a period no less than 12 months after final acceptance. The rights and remedies provided herein are in addition to and do not limit any rights afforded to the Authority by any other clause of this proposal.

### D.3 Express Warranty Remedy

The Authority requires that the vendor commit to repair or replace any function not working in the system during the life of the warranty. In the event a problem cannot be fixed or replaced, the vendor will refund the full amount paid for the software, implementation and any paid hosting and/or maintenance costs.

### D.4 System Acceptance

For purposes of acceptance of the system (or portions thereof), the Authority intends to use a two-staged acceptance procedure for each phase and for the entire project. Key points include:

- D.4.1** "Conditional Acceptance" will occur at or prior to go-live. The Authority will have up to forty-five (45) days to test the system ("pre-live testing") before going live.
- D.4.2** The Authority will have a 90-day period after Conditional Acceptance to "live test" the system. Live testing is the Authority's opportunity to verify that the system complies with the functional requirements and any other written specifications delivered to the Authority by the vendor during the course of the project.
- D.4.3** If after the live testing the system performs in accordance with the system specifications (including the design document and functional requirements), the Authority will issue "Final Acceptance." The 90-day time frame for Final Acceptance shall be extended if problems are



found in the live test. Specifically, the Authority expects to document the date the problem is found and the date it is certified as fixed. The acceptance period would pause when issues are reported and would restart on the date the problem is certified as fixed. The warranty period shall begin at the time of Final Acceptance.

#### **D.5 Milestones**

The Authority requires that all payments be based on successful completion of milestones. After the Authority's acceptance of the milestone, the vendor will invoice for any applicable milestone payments. Milestone payment amount shall either be a fixed fee or hourly based on the amount of time spent on the milestone up to a not-to-exceed limit.

#### **D.6 Additional Users and Modules**

The Authority will require "price protection" for a minimum of two (2) years from the effective date of the agreement for additional Authority users and modules that are listed in the proposal but are not initially purchased.

#### **D.7 Restrictions on Growth**

The Authority requires that any proposed licenses or fees to access the software be adequate to allow the Authority to use the system unrestricted for all business purposes of the Authority and the Authority agencies, departments, and other third party entities listed in this RFP. The Authority will not be subject to expansion fees, additional license purchases, or fees for additional users, increases in Authority employee count, budget size, population size, or data storage requirements for a period of 10 years from the effective date of the agreement.

#### **D.8 Delivery of the Project Plan and Other Key Deliverables**

The project plan is to be delivered within a contractually specified timeframe after contract signing. Delay or failure to complete in a timely manner in this regard will result in the assessment of liquidated damages up to \$1,000 per day. Other key deliverables (Design Document, Go-Live Date, and any other deliverable that can be deemed substantially the responsibility of the vendor) will also be subject to the assessment of liquidated damages up to \$1,000 per day if the vendor misses these key timeframes.



## Section E: Attachments

### E.1 Attachment 1 (RFP Submittal Checklist)

Submittal Checklist		
Section	Item	Submitted
B.1	Executive Summary and Introductory Materials	
E.1	Attachment 1 (RFP Submittal Checklist)	
E.2	Attachment 2 (Signature Page)	
E.3	Attachment 3 (Proposer Statement)	
B.2	Scope of Services	
E.4	Attachment 4 (Scope of Proposal)	
E.5	Attachment 5 (Company Background)	
E.6	Attachment 6 (Reference Form)	
B.3	<b>Error! Reference source not found.</b>	
E.13	Attachment 13 (Functional Requirements)	
E.7	Attachment 7 (Technical Specifications)	
B.4	Implementation Plan	
E.11	Attachment 11 (Conversions)	
E.12	Attachment 12 (Staffing)	
B.5	Ongoing Support and Hosting Services	
E.8	Attachment 8 (Alternative Delivery Options)	
E.9	Attachment 9 (Proposed Service Level Agreement)	
E.10	Attachment 10 (Maintenance and Support)	
B.6	Exceptions to the RFP	
B.7	Sample Documents	
B.8	Price Proposal (under separate cover)	
E.14	Attachment 14 (Cost)	



**E.2 Attachment 2 (Signature Page)**

The undersigned proposer having examined this RFP and having full knowledge of the condition under which the work described herein must be performed, hereby proposes that the proposer will fulfill the obligations contained herein in accordance with all instructions, terms, conditions, and specifications set forth; and that the proposer will furnish all required products/services and pay all incidental costs in strict conformity with these documents, for the stated prices as proposed.

Submitting Firm: \_\_\_\_\_

Address: \_\_\_\_\_

Authority: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Authorized Representative (print): \_\_\_\_\_ Title: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Contact Information:**

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Authority: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

\_\_\_\_\_

Email: \_\_\_\_\_

Phone: \_\_\_\_\_

Cell Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

**Software Demonstrations:**

Software demonstrations are currently scheduled for the following dates. Please indicate your availability and date preference to provide software demonstrations in the event your proposal is elevated to software demonstrations. Elevated proposers will be notified of the scheduled demonstration date when elevated.

Week	Availability (Y/N)	Preference (1,2,3,No Preference)
2/11/2019		
2/18/2019		
2/25/2019		



### E.3 Attachment 3 (Proposer Statement)

By submitting a response, the respondent acknowledges that he/she has acquainted themselves with the terms, scope, and requirements of the project based on the information contained in this RFP and any addendums. Any failure by the proposer to acquaint themselves with available information will not relieve them from the responsibility for estimating properly the difficulty or cost of successfully performing the work available. The Authority is not responsible for any conclusions or interpretations made by the proposer on the basis of the information made available by the Authority.

The following addendums have been acknowledged and are included in our response. Proposals that do not acknowledge addendums may be rejected.

Addendum#	Initials

\_\_\_\_\_  
PRINTED NAME OF AUTHORIZED AGENT (TITLE)

\_\_\_\_\_  
SIGNATURE OF AUTHORIZED AGENT

\_\_\_\_\_  
DATE



### E.4 Attachment 4 (Scope of Proposal)

Identify the scope of the proposal and if the proposal contains software and services for each scope option. Scope options are defined in the RFP in section A and Section C.



**Software and Implementation Services:**

- Proposed
- Not Proposed

Primary Software Firm \_\_\_\_\_

Software Product Proposed \_\_\_\_\_ Version \_\_\_\_\_

Primary Implementation Firm \_\_\_\_\_

**Technology Services:**

- Hosting Services Proposed
- Software as a Service Proposed
- Not Proposed

Hosting Provider: \_\_\_\_\_

**Third Party Products/Services**

- Third Party Products/Services Proposed
- No Third Party Products/Services Proposed

Firm \_\_\_\_\_ Purpose \_\_\_\_\_

**Name of Individual / Firm Submitting Proposal:**

\_\_\_\_\_

**Signature of Proposer:**

\_\_\_\_\_



### E.5 Attachment 5 (Company Background)

Complete one form for each firm included in the proposal.

<b>Company Background</b>	
Company Name:	
Location of corporate headquarters:	
<b>Proposer Experience</b>	
# of years in business:	
# of years providing systems/services to public sector:	
<b>Customer Base:</b>	
# of clients using proposed software/services	
Last five most recent contracts	
# of other public sector clients in Michigan	
List all clients in Michigan	
<b>Market Focus:</b>	
Identify other industries serviced (other than local Authority)	
<b>User Group:</b>	
Identify national and regional user groups	
Explain the purpose and function of user groups	
<b>If not Primary Proposer</b>	
# of past projects partnering with primary proposer	
Official Partnership status/certification (if applicable)	
<b>About the Company</b>	
Number of Total Employees:	
Number of Employees Providing Implementation Services (if applicable)	
Number of Employees Supporting Product (Maintenance and Support) (if applicable)	
Number of Employees Dedicated to Product Development (if applicable)	



## E.6 Attachment 6 (Reference Form)

Please provide at least five (5) references for past projects that include products and services similar to those proposed for this RFP. Please use the following format in submitting references.

### GENERAL BACKGROUND

Name of Client: \_\_\_\_\_

Project Manager/Contact: \_\_\_\_\_ Title: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Software Program/Version: \_\_\_\_\_

Summary of Project: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Number of Employees: \_\_\_\_\_ Size of Operating Budget: \_\_\_\_\_

### PROJECT SCOPE

Please indicate (by checking box) functionality installed:

- |                                     |                                    |
|-------------------------------------|------------------------------------|
| <input type="checkbox"/> Financials | <input type="checkbox"/> Budgeting |
| <input type="checkbox"/> HR         |                                    |
| <input type="checkbox"/> Payroll    |                                    |

### TECHNOLOGY INFORMATION

Hosted? Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, hosting provider \_\_\_\_\_

### IMPLEMENTATION INFORMATION

Project Duration: \_\_\_\_\_

Initial Go-Live: \_\_\_\_\_

Describe Role on Project: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Project Challenges: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Major Accomplishments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## E.7 Attachment 7 (Technical Specifications)

<b>Technical Specifications</b>	
<b>Required Licenses</b>	
Is the system available to be hosted by the Authority?	Yes/No
Platforms supported	
Optimal and minimum network requirements	
Optimal and minimum database requirements	
Optimal and minimum server requirements	
Optimal and minimum desktop (client) requirements	
Is content delivered through a web browser (which browsers supported?)	
<b>Reporting</b>	
Does the software come with a report writer? (Which one)	
Does the report writer utilize a separate database?	
<b>Security</b>	
What security tools are provided in software?	
Identify data encryption approach used	
Does system support active directory?	
Does system support single sign on?	
<b>Network Bandwidth</b>	
What are the bandwidth requirements for optimal performance?	
<b>Deployment</b>	
How is the system installed on individual workstations? How are updates/patches installed?	



## E.8 Attachment 8 (Alternative Delivery Options)

\*Attach additional pages if necessary

<b>Alternative Delivery Options</b>	
<b>Options</b>	
Is system available through ASP model (Authority owns license; system hosted by vendor)	Yes/No
Is the system available through SaaS model (Authority pays monthly service fee)	Yes/No
Is the system available through a managed services model (Authority owns and hosts system; vendor maintains system)	Yes/No
Where is the data center and disaster recovery data center located?	
<b>Network Bandwidth</b>	
If ASP or SaaS, what are the internet bandwidth requirements for optimal performance?	
<b>Contract</b>	
Describe any minimum contract periods (example: Minimum of 5 year)	
After contract period, is it possible to transition to self-hosted model? Describe what is required for transition and cost	
<b>Proposed Services</b>	
Number of database instances (please list)	
Describe proposed disaster recovery services	
Describe proposed application availability service level	
<b>Security</b>	
Describe security including firewalls, authentication, and architecture of data center	
Describe network level security	
Describe physical security of data center	
Describe data center security policies including background checks on employees and other measures to protect confidentiality and sensitivity of Authority's data	
<b>Support</b>	
Describe operations support	
Describe back up procedures and testing of backups and other quality assurance processes to ensure the backup is working correctly.	



Describe process for installing patches and updates	
Describe process for roll-back of patches and updates if major functionality is broken as a result of the patch and/or update	

**E.9 Attachment 9 (Proposed Service Level Agreement)**

If hosting services are proposed, please complete the following table identifying proposed service level guarantees. For each service, please indicate the metric used to measure the service quality, the proposed requirement (target for service), and the proposed remedy/penalty if guarantee is not met.

<b>Proposed Service Level Guarantees</b>			
<b>Service</b>	<b>Metric</b>	<b>Requirement/ Guarantee</b>	<b>Remedy if Not Met</b>
System Availability (Unscheduled Downtime)			
System Response (Performance)			
Issue Response Time			
Issue Resolution Time			
System Data Restore			
Implementation of System Patches			
Notification of Security Breach			
Please list other proposed service levels			

<b>Proposed Service Level Guarantees</b>	
How is performance against service levels reported to the Authority	
Describe process for Authority reporting issue to the vendor	



**E.10 Attachment 10 (Maintenance and Support)**

<b>Proposed Maintenance and Support</b>	
<b>Post-implementation Support:</b>	
Days of on-site support after go-live	
Other on-site support after go-live (month end, quarter end, year-end, open enrollment, etc.)	
<b>Telephone Support:</b>	
Hours available (and time zone)	
Problem Reporting and Resolution Procedures	
Response time for various levels of severity	
<b>User Groups:</b>	
Local User Group	
User Group Members (number)	
<b>Third Parties:</b>	
Support provided for third party products?	
<b>Upgrades/Patches:</b>	
Upgrade Frequency (major and minor releases)	
How are upgrades delivered?	
Are upgrades required?	
How many versions are currently supported?	



**E.11 Attachment 11 (Conversions)**

(See Separate Excel Spreadsheet)

**E.12 Attachment 12 (Staffing)**

(See Separate Excel Spreadsheet)

**E.13 Attachment 13 (Functional Requirements)**

(See Separate Excel Spreadsheet)

**E.14 Attachment 14 (Cost)**

(See Separate Excel Spreadsheet)