Tahoe City Public Utility District

Tahoe City Public Utility District

REQUEST FOR PROPOSALS

FOR

ENTERPRISE RESOURCE PLANNING SOFTWARE AND IMPLEMENTATION SERVICES

RFP No. 3.11.26

ELECTRONIC SUBMISSIONS DEADLINE

Friday, April 10th

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SECTION 1. INTRODUCTION

1.1 OBJECTIVE

The Tahoe City Utility District (the District) seeks proposals from qualified respondents for Enterprise Resource Planning (ERP) Software and Implementation Services.

This Request for Proposals (RFP) is designed to provide qualified and interested proposers (Respondents) with sufficient information to submit proposals meeting minimum requirements but is not intended to limit a proposal's content or exclude any relevant or essential data. The District expects that this RFP will result in a contract(s) awarded to the Respondent whose proposal is determined to provide the best value for the District based on the evaluation criteria (the Selected Vendor).

1.2 BACKGROUND INFORMATION ABOUT TAHOE CITY PUBLIC UTILITY DISTRICT

Tahoe City, California, is a picturesque community located on the north shore of Lake Tahoe in Placer County. Known for its stunning natural beauty and outdoor recreational opportunities, the city serves as a gateway to the lake's scenic attractions and the surrounding Sierra Nevada mountains. Local governance is primarily handled by the Tahoe City Public Utility District (TCPUD), a special district established in 1938 that manages water, sewer, and parks and recreation services. The TCPUD operates with an annual operating budget of approximately $23 million and employs around 64 full-time employees. Governed by a five-member Board of Directors elected to four-year terms, the TCPUD ensures that essential services and infrastructure meet the community's needs. Tahoe City's government style emphasizes community involvement and a focus on the region's unique environmental and recreational priorities.

Background Statistics	
Background Summary	
Current Population	5300
Budget (All Funds)	$23,458,441
Full Time Employees (FY 2026)	64
Part Time / Seasonal (FY 2026)	99

1.3 ABOUT THE PROJECT

The District has used the Springbrook ERP system for nearly 20 years. While staff have found workarounds to meet the District's needs, they also use paper forms for many human capital management (HCM) processes and Springbrook for core HCM and payroll functions. Additional third-party solutions and various Excel spreadsheets are used across departments to track financial information.

The current systems enable necessary business transactions but often require manual and duplicative entry, leading to inefficiencies and potential errors. Business users seek more functionality and reliability. The District aims to explore modern, cloud-based ERP solutions to enhance overall business processes and system integration.

1.3.1 Project Preparation

The Government Finance Officers Association (GFOA) was selected by the District to guide it through the ERP selection process. GFOA is a professional membership organization representing over 32,000 public sector professionals across the United States and Canada. GFOA has no ties to any specific ERP technology.

Project success will not only require implementation of a modern system, but also optimization of business processes. The District contracted with the Government Finance Officers Association (GFOA) to provide an initial assessment and provide recommendations for business process change and project readiness. The RFP requirements contained in this document represent those efforts and the District expects to use the ERP project to implement those recommendations.

Within the context of process review and readiness activities, the District created process improvement teams, commonly referred to as PIT crews. These teams have thoroughly examined, documented, and begun designing improved and future business processes. In addition, the PIT crews have been tasked to review existing policies, procedures, and charts of accounts and recommend changes in advance of implementation. The District and PIT crews have embraced and are enthusiastic in participating in the planning and readiness activities.

1.4 PROJECT GOVERNANCE

The District's ERP project is currently managed by the Procurement Office, which oversees the preparation of this RFP and will continue during selection and implementation. A Steering Committee has been established to provide guidance regarding project scope, funding, and business processes and District policies impacted by the project. As mentioned above, the project is supported by multiple PIT crews, with each PIT crew consisting of District stakeholders representing various stages of a functional process.

Governance Structure

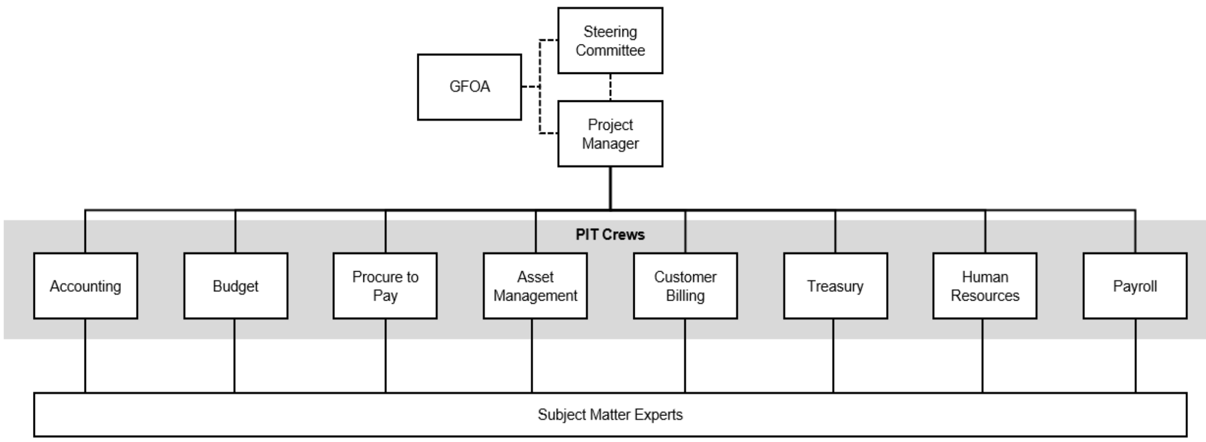

Figure 1

Role	Description	Duties
Project Sponsor	Serves as a member of the Steering Committee. Resolves conflict within the Steering Committee or on the project and is the final decision-maker during Steering Committee impasses.	• Act as project champion. • Secure necessary resources and remove obstacles for the project. • Provide strategic direction for the project. • Promote the project to District leadership and department staff. • Participate on the Steering Committee.
Steering Committee	Provides ongoing leadership to the ERP Project.	• Act as project champions, assist with making the project an organizational priority and assist with providing resources for the project. • Provide project guidance and direction. • Resolve issues and policy conflicts. • Approve scope changes. • Approve budget changes • Provide a strategic perspective when defining needs for a future software system and the associated processes. • Assist with change management across the organization. • Communicate progress of overall project to Departmental staff on a frequent basis.

Role	Description	Duties
Project Manager	Coordinates day-to-day activities on the project and serves as primary point of contact for the District's vendor partners	• Address day-to-day project issues. • Serve as liaison to external consultants. • Work closely with the Project Sponsor and Steering Committee to coordinate resources to meet the project objectives. • Coordinate with District staff to ensure cross-department participation in the project. • Provide regular project updates and communications to project stakeholders. • Schedule and facilitate project meetings. • Coordinate and implement project communication plan. • Resolve issues, review deliverables, and maintain project plan, schedule, and budget.
GFOA Consultants	Serves as the ERP program advisor to the District	• Provide general guidance on ERP selection practices. • Provide guidance on best practices in public sector. • Facilitate and guide the District through scoping, solicitation, selection, and contracts for the future ERP solution. • Complete tasks outlined in the Contract, including project planning, businesses process analysis and improvement, and project readiness plan.
Process Improvement Teams & Leads	PIT crew members have a general understanding of their functional process. Leads provide functional expertise, coordinate stakeholders, and coordinate tasks and assignments.	• Identify potential areas of improvement and assist with the development of future state processes and system improvements. • Review and validate functional and technical requirements. • Make recommendations and assist in the development of procedures and guidelines to implement best practice business processes. • Serve as project champions within their department. • Confirm that recommendations work for the organization as a whole.

Role	Description	Duties
Subject Matter Experts	Subject Matter Experts (SMEs) have deep knowledge of a particular process or sub-process within a functional area.	• Provides information and recommendations about their defined area of expertise. • Assist in developing and validating new processes and/or system requirements.

SECTION 2. PROCUREMENT RULES AND PROCEDURES

2.1 RULES OF PROCUREMENT

a. The District reserves the right to award multiple contracts from this RFP.

b. The District reserves the right to reject any or all proposals and to waive technicalities and informalities when such a waiver is determined by the District to be in the District's best interest.

c. The District may modify this RFP by issuance of one or more written addenda.

d. The District reserves the right to meet with select Respondents at any time to gather additional information. Furthermore, the District reserves the right to add, remove, or modify RFP scope until the final contract signing.

e. This RFP does not commit the District to award a contract.

f. All proposals submitted in response to this RFP become the property of the District and public records, and as such, may be subject to public review (see 2.2.5). Respondents concerned with the release of proprietary or confidential information are encouraged to not submit that information in the proposal.

g. All proposals must be submitted in the proposal format outlined in Section 4 of this RFP.

2.2 NOTICE TO RESPONDENTS

Failure to carefully read and understand this RFP may cause the proposal to be out of compliance, rejected by the District, or legally obligate the Respondent to more than it may realize. Information obtained by the Respondent from any officer, agent, or employee of the District shall not affect the risks or obligations assumed by the Respondent or relieve the Respondent from fulfilling any of the RFP conditions or any subsequent contract conditions.

2.2.1 Joint Proposals

If all RFP requirements are not met with products and services provided by one firm, Respondents are encouraged to partner with one or more other firms to submit a Joint Proposal.

2.2.2 Primary Firm

If a Respondent consists of multiple firms submitting a joint proposal, the proposal must identify one firm as the Primary Firm, along with a primary point of contact. This identified person 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.

2.2.3 Changes to Proposals

Unless otherwise provided in any supplement to these instructions, no Respondent shall modify, withdraw, or cancel his Proposal, or any part thereof, without prior approval by the

District. Prior to the Proposal due date, any required addenda will be electronically available on the District's website to the Respondents who have received Requests for Proposals.

2.2.4 Rejection

The Respondent acknowledges that it is the right of the District to reject any or all Proposals and to waive any informality or irregularity in accepting any Proposal. In addition, the Respondent recognizes the right of the District to reject any Proposal if the Respondent fails to submit any information required by the Proposal Documents, or if the Proposal is in any way incomplete, irregular, or otherwise does not comply with the proposal requirements.

2.2.5 Proposal Validity

All proposals, including all information and costs provided therein and any subsequent clarification or response to questions, shall be valid for a minimum of 180 days.

2.2.6 Late Proposals

Proposals received after the proposal due date and time indicated will not be accepted or considered.

Proposals may be withdrawn or modified in writing prior to the proposal submission deadline. Proposals that are resubmitted or modified shall be sealed and submitted prior to the proposal submission deadline.

2.2.7 Conflict of Interest

The Respondent certifies, through execution of the contract, that no person in the District's employment, directly or through subcontract, will receive any private financial interest, direct or indirect, in the contract. The Respondent will not hire nor subcontract with any person having such conflicting interest.

2.2.8 Pre-Proposal Conference

A pre-proposal vendor conference will be held via web conference on the date and time established in the Procurement Schedule. **Attendance at the pre-proposal conference is not mandatory**, but the District requests vendors interested in participating in the pre-proposal conference RSVP to the contact listed in Section 2.3. Answers to questions submitted prior to the conference and answers to all questions asked at the pre-proposal meeting will be posted after the meeting.

2.3 TERMS AND CONDITIONS

By submitting a Proposal, a Respondent shall be deemed to have accepted the terms, conditions, and requirements set forth in this RFP (**Error! Reference source not found.**). The RFP including all addenda in total, shall be incorporated into the Contract by reference.

2.4 CONTRACTUAL AGREEMENT AND TERM

2.4.1 Contract Award

The District reserves the right to selectively award a contract, or multiple contracts based on individual or joint of providers.

2.4.2 Contract Commencement

Any Contract arising from this RFP action shall commence on the date the Contract is executed on behalf of the District, or such other date as the District and the Vendor(s) shall agree.

2.5 PRICING

The prices proposed shall reflect the total fixed fee price of software, services, and any other associated fees, including travel. Additional information is provided in section [price proposal submittal requirements].

2.6 NOTICE OF AWARD

This RFP does not commit the District to award a contract. The District will notify all Respondents via email when a proposal is accepted.

2.7 CONTACT INFORMATION

The District's Division of Procurement is the sole point of contact for this solicitation.

Ryan Philpott, Director of Finance & Administration

rphilpott@tcpud.org

Attempts by or on behalf of a Respondent to contact or to influence any member of the Evaluation Committee, any member of the District of Tahoe City Utility District, or any employee of the District regarding the acceptance of a proposal may lead to elimination of that Respondent from further consideration.

2.7.1 Clarifications

Any formal requests for clarification, questions, or additional information regarding this solicitation shall be submitted through the District's website.

All questions concerning the RFP must reference the RFP section heading. Any questions received after the deadline shall not be considered. Questions received prior to the stated deadline will be collated into addenda and provided to all proposers, no later than five days prior to submission deadline. All questions, requests for clarification, or additional information received by the District regarding this RFP will not be considered confidential in any way, shape, or form.

2.8 PROCUREMENT SCHEDULE

The table below represents the anticipated schedule for this procurement. The District reserves the right to change the schedule with appropriate notification.

Activity	Scheduled Date (2026)
RFP Issuance	Wednesday, March 11th
Non-Mandatory Pre-Proposal Conference Call	Wednesday, March 25th at 10 AM PT
Deadline to Submit Questions and Requests for Clarification on the RFP	Friday March 27th
Answers to Submitted Questions Provided	Tuesday, March 31st
Proposals Due	Friday, April 10th
Initial Interviews	Week of April 20th
Completion of Written Proposal Analysis and Notification of Elevation for Software Demonstrations and Implementation Interviews	Friday, May 8th
Software Demonstrations and Implementation Interviews	Week of May 25th, Week of June 1st, Week of June 8th
Notification of Elevation to Semi-finalist or Finalist Respondent(s)	Friday, June 19th
Conduct Discovery Sessions	Week of July 6th
Notification to Selected Vendor	Friday, July 10th
Contract Negotiations and Finalize Statement of Work	Month of July
Execute Final Contract	July 31st
Begin Implementation	August 1st

SECTION 3. PROJECT SCOPE

3.1 OVERVIEW

The District seeks an integrated ERP solution and a qualified professional services provider to implement the proposed ERP solution, including overseeing the implementation of any proposed third-party software. The scope of the project, including project milestones, will be defined by a Statement of Work (SOW) that identifies the final scope, project approach, roles and responsibilities of the Selected Vendor and District, payment milestones, functional requirements, and acceptance criteria.

3.2 CONTRACT SCOPE

The District shall enter into a contract with the Selected Vendor, provided however that in the event of a Joint Proposal, multiple contracts may be required for all implementation services as described under this RFP. It is the Respondent's responsibility to partner as necessary and assemble the team, skills, assets, and other qualifications to meet the requirements of this RFP. The District understands that software contracts and third-party solution contracts may be handled separately; however, a comprehensive SOW will be developed to integrate all of the contracts.

3.3 ORGANIZATION SCOPE

The full scope of the project, including all functional requirements, must accommodate the needs of all District departments. For more information on the District, please refer to the District's Annual Comprehensive Financial Report, which is available on the District's website.

3.4 PROCESS SCOPE

The scope of this project is defined by goals, processes, and requirements.

- **Goals:** The activities undertaken in preparation for this RFP have culminated in several high-level goals the District wishes to achieve. Goals represent major outcomes or improvements the District desires to achieve as a result of using the system and improvements to policy, process, organizational structure, or improved efficiencies.
- **Process:** The major functions the District will use the system to represent the processes. Processes are defined by transactional processes, outputs, or overall groupings of system features the District will use to achieve its goals.
- **Requirements**: Each process is further defined by requirements that will serve as a service to communicate expectations for the system and acceptance. The requirements for each process can be found in Attachment 9 – Functional Requirements.

3.4.1 General

The ERP will function as the central repository for enterprise data, handling financial accounting, procurement, enterprise reporting, and employee records. It will define general business rules and workflow processes for transactions related to financials, procurement, human resources, and payroll.

Ensuring integrated, secure access to the ERP platform is a top priority for the District. Both internal and external users must be confident in the system's security and data protection. The transaction flow, including notifications, should be easily configurable according to District business rules and policies, with intuitive user interfaces that support mobile device access whenever possible. Reporting tools should utilize no- or low-code interfaces, and business configurations should not require programmer involvement.

While the District is eager to centralize systems around a new ERP solution, it recognizes that some existing systems will remain. Therefore, it is crucial that the new ERP integrates seamlessly with other District systems, ensuring consistent, timely, and accurate data sharing.

3.4.2 Accounting

Goals:

The District faces several challenges with its current financial management systems, particularly with the Chart of Accounts (COA) and reporting processes. The existing COA structure, using a 2-4-2 digit format, has become overly complex and is nearing its numbering capacity, causing confusion and potential growth limitations. There are also issues with the lack of front-end time tracking for projects, leading to cumbersome post-activity allocations to the General Ledger (GL). The reliance on manual entries and Excel for journal entries and capital labor further complicates financial management. Additionally, the Springbrook system's limited reporting capabilities and frequent crashes during large report generation hinder comprehensive financial analysis and timely reporting. The absence of responsive support from Springbrook exacerbates these issues, making it difficult to address system limitations effectively.

The implementation of a new ERP system offers an opportunity to overhaul and enhance the District's financial management processes. Key goals include creating a more flexible and scalable COA to prevent numbering issues and support future expansion. The new system aims to integrate comprehensive project and grant tracking features, enabling more accurate and timely financial monitoring. Automation is a priority, particularly for processes like cash receipt entries, labor allocations, and financial reporting, to reduce manual work and increase efficiency. Improved reporting capabilities, including multiyear and real-time reporting, are also essential to meet the District's needs.. These advancements will collectively enhance the accuracy, efficiency, and transparency of the District's financial operations.

Process Scope:

- Chart of Accounts
- General Ledger Transactions
- Project / Grant Tracking
- Financial Reporting

3.4.3 Budget

Goals:

The District's current budget challenges are significant and multifaceted. OpenGov, implemented a few years ago, has proven to be clunky and inadequate for comprehensive budgeting needs, particularly in handling 12-month budgets and seasonal fluctuations. This limitation forces departments to rely on manual workarounds and separate Excel spreadsheets to manage budget changes and highlights. Additionally, the lack of transactional level detail in OpenGov further complicates the process. The budgeting process begins in July, with departments inputting their budgets in August, but OpenGov's inability to effectively show changes from year to year or manage allocations on a monthly basis hinders overall efficiency. As a result, most operating departments continue to use Excel for budgeting, relegating OpenGov to a repository role, which is inefficient for users who only engage with the system annually.

The new ERP system will overcome these challenges by providing a more integrated and user-friendly solution. The new system will need to support comprehensive 12-month budgeting with the ability to plan for seasonal variations, thus eliminating the need for cumbersome manual workarounds. It should enable seamless data integration, allowing for smooth transitions between budget planning and transactional details without the need for multiple systems like Springbrook. The ERP system should also offer robust allocation modules and facilitate easy tracking of changes from year to year, improving transparency and decision-making. Furthermore, it should cater to the needs of different departments, ensuring that both frequent and occasional users can navigate the system efficiently. By addressing these goals, the District hopes to streamline its budgeting process, enhance data visibility, and ultimately achieve better financial management.

Process Scope:

- Operating Budget
- Budget Adjustments/Amendments
- Capital Improvement Plan
- Capital Budget

3.4.4 Customer Billing

Goals:

The District's current customer billing system faces numerous challenges due to the diverse types of invoices it needs to handle. The standard monthly invoices, such as those for cell phone companies, retirees' COBRA vision and dental plans, and companies renting land from the county, add a consistent workload. However, the system also needs to accommodate a wide variety of annual billings, including services for sports organizations, kayak concessions, and cross-country skiing permits. On top of these, there are numerous random billings that require manual handling, like hydrant use deposits, meter shutoffs, and building permit-related invoices. The complexity and manual nature of these processes often lead to inefficiencies, errors, and delayed payments. Additionally, the current system's reliance on paper checks for payments and manual reconciliation processes creates further administrative burdens and delays.

The new ERP system will need to streamline and enhance the District's billing processes. One of the primary goals is to integrate and automate the diverse invoicing types, reducing the need for manual intervention and minimizing errors. The new system should provide comprehensive support for monthly, annual, and random billings, ensuring accurate and timely invoicing for all types of services. Another critical goal is to introduce electronic payment options, moving away from the exclusive reliance on paper checks, thus speeding up payment processing and improving customer convenience. Additionally, the new ERP should offer robust reconciliation features to ensure financial data accuracy and support seamless coordination between departments. By achieving these goals, the District aims to improve operational efficiency, enhance financial management, and provide better service to its customers.

Process Scope:

- Customer File
- Online Bill Pay
- Cashiering
- Billing
- Accounts Receivable

3.4.5 Human Resources

Goals:

The district's human resources department faces several challenges that necessitate modernization and efficiency improvements. The recruitment process, although facilitated by online applications and marketing through social media and job boards, remains labor-intensive, with HR manually uploading applications to the Laserfiche document management system. Seasonal hiring surges, particularly in recreational areas, exacerbate the workload, and while only a few full-time positions are managed by HR, the manual processes involved in onboarding, paperwork handling, and document management are time-consuming and prone to errors. Sensitive information is still recorded on paper, and the existing systems for payroll and employee termination, such as the "Green sheet" for payroll tracking and "Pink sheets" for terminations, highlight the need for digital transformation to enhance efficiency and data security.

The new ERP system must streamline HR processes and reduce manual paperwork. It will automate the hiring form processes, integrate onboarding workflows, and facilitate electronic submission of documents, thereby minimizing the reliance on manual printing and faxing. The selected system will need to seamlessly integrate with existing platforms like Laserfiche for document management and Vector EMS for training, ensuring a cohesive HR ecosystem. This transition will enable better management of employee files, improve benefit enrollment tracking, and enhance performance management through automated data entry and evaluations.

Process Scope:

- Positions
- Employee File
- Benefit Enrollment
- Personnel Evaluations
- Performance Management
- Risk Management
- Training / Certifications

3.4.6 Procure to Pay

Goals:

The district's current procure-to-pay process faces several challenges, particularly regarding purchasing procedures and vendor management. Supervisors are authorized to make purchases under $500 without additional approvals, but larger expenses, especially capital expenditures exceeding $5,000, require more stringent oversight. Despite the occasional use of purchase orders (POs) for specific vendors or annual purchases, informal transactions are generally untracked, leading to gaps in procurement records. Additionally, while existing vendors are managed using procurement cards (P-cards), there is a lack of systematic tracking and integration within the current procurement system, Springbook. This system also lacks security measures for double payment verification, increasing the risk of errors and financial discrepancies.

In selecting a new ERP system, the district aims to address these challenges by implementing more robust procurement and financial management processes. Key goals include enhancing invoice and payment processing efficiency, improving document management to prevent the loss of critical financial documents, and ensuring accurate vendor information tracking. The district also seeks to streamline contract management, which is currently unorganized and lacks systematic tracking. The new ERP system should provide better integration with procurement channels, allow for more comprehensive reporting and compliance with regulatory requirements, and facilitate a shift towards more secure, online payment methods.

Process Scope:

- Vendors
- Purchase requisitions

- RFP / RFI / FRQ
- Purchase Orders
- P-cards
- Change Orders
- Accounts Payable
- Travel Reimbursement

3.4.7 Time Entry/Payroll

Goals:

The district currently faces several challenges with its time entry and payroll systems, primarily due to the use of disparate tools and manual processes. Vueworks is utilized by the Parks and utilities departments for tracking labor hours tied to specific work orders and assets, generating PDF reports for payroll submission. However, other departments rely on inconsistent methods like Excel spreadsheets or paper cards for time tracking, leading to inefficiencies and potential errors. The absence of an integrated FMLA system and reliance on manual accrual calculations further complicate leave management. Additionally, the payroll process requires manual data entry into Springbrook, separate batch creation for checks and direct deposits, and manual computation of retroactive pay adjustments, making it a labor-intensive task. The lack of automated processes for managing payroll taxes, garnishments, and other deductions contributes to the time-consuming nature of payroll operations, often leading to discrepancies.

The district's goals for a new system focus on streamlining and modernizing these processes to enhance efficiency and accuracy. Key objectives include the integration of time tracking across all departments, allowing for consistent and centralized data collection. The new system must facilitate automated leave management, including FMLA and other leave types, while providing accurate and real-time visibility of leave balances. The new system must also offer comprehensive payroll functionality, automating tasks such as retroactive pay adjustments, tax calculations, and benefit deductions. Improved reporting capabilities are crucial, enabling the generation of customized reports and facilitating online paystub access for employees. By implementing a robust new system, the district aims to reduce manual workload, minimize errors, and ensure compliance with all relevant regulations and requirements.

Process Scope:

- Time Entry
- Time Approval
- Payroll Calculations
- Payroll Processing
- Leave Management

3.4.8 Treasury

Goals:

The district's current treasury challenges are centered around inefficiencies in purchasing procedures, vendor management, and invoicing processes. Supervisors have a minimum purchasing threshold of $500, allowing them to make small purchases without additional approvals, but this decentralized approach lacks systematic tracking. Purchase orders are rarely used, leading to informal and untracked procurement activities, and the current system, Springbrook, is insufficient in ensuring double payment security for invoices. This lack of oversight and tracking increases the risk of financial discrepancies and inefficiencies. Additionally, the manual nature of invoicing, with invoices often being emailed and printed for processing, contributes to occasional document loss, further complicating financial management. The reliance on paper checks for payments, limited online payment options, and the absence of fraud mitigation services such as positive pay, compound these challenges, highlighting a critical need for a more robust and secure financial system.

A key objective is to enhance the tracking and management of purchases and vendor interactions by implementing a system that supports the systematic use of purchase orders and integrates procurement workflows. The district also aims to improve invoice verification protocols and automate invoice processing to reduce the risk of double payments and document loss. Another critical goal is to introduce comprehensive contract management features to ensure compliance and mitigate risks, particularly concerning independent contractor reporting requirements. By enhancing bank balance tracking and expanding online payment options, the new ERP system will help the district optimize cash flow management and reduce the risk of overdrafts, ultimately improving financial transparency and accountability across all departments.

Process Scope:

- Deposits
- Disbursements
- Interest Allocation
- Bank Reconciliation

3.5 CONVERSION SCOPE

The District has identified its required data conversion from legacy systems in Attachment 9 – Data Conversions. Respondents will be expected to assist the District in working with each of its legacy application vendors as part of the conversion effort. The conversions identified in Attachment 10 – Data Conversions shall be included in the price proposal.

3.6 INTERFACE SCOPE

The District will continue to rely on third-party systems and integrations to achieve its business goals once the ERP is implemented. Respondents shall support the District in developing proposed integrations to the systems identified in Attachment 11 – Interfaces. Any positive response (“Yes”) shall be considered in scope and the pricing for such integrations shall be included.

3.7 REPORT SCOPE

The District has identified Critical Reports required for day one of go-live in Attachment 11 – Reporting. These reporting requirements can be achieved through (1) standard reports provided by Respondents, (2) the ability for users to create ad-hoc reports using no or low-code options within the proposed system, or (3) other reporting tools or dashboards in the system. The District expects that at go-live, all in-scope reports will be available for users to access.

3.8 IMPLEMENTATION SCOPE

The tasks described below represent project tasks, activities, and completion requirements for the implementation scope. The tasks and deliverable requirements herein are for guidance purposes, and it is up to the Respondent to carefully review and meet these requirements. The District recognizes Respondents may have their own implementation methodologies, and the District encourages Respondents to propose and define their methodologies and tailor the proposed methodology to comply with the task and activity requirements as described under this section.

3.8.1 Project Management Methodology

The Respondent must implement strong project management methodology practices to conform with proposed project delivery schedule. Project management activities should include:

a. Oversight for overall project guidance and direction.

b. Preparation of project status reports and meetings.

c. Management of issue tracking and resolution processes ensuring consistency and quality of project deliverables.

d. Maintaining project documentation, procedures, issues tracking process, project plan updates, developing and updating project dashboards, executing financial documents and deliverables for invoicing, preparing reports, updating project and associated spend plans, and arranging meeting logistics.

3.8.2 System Design

Respondents shall use the Functional Requirements and process maps from this RFP to assist the District in developing “To-Be” business practices, and Respondents are expected to document analysis of any functional gaps and recommendations of potential solutions.

3.8.2.a. Configuration

Respondents shall configure the proposed solution by incorporating recommendations and approvals from the Design effort. This entails technical development work such as configuring “To-Be” business practices, including workflow configuration, report development, integrations and interfaces, data conversions, security setup, and approved configurations. The District expects the Respondent to provide knowledge transfer opportunities to the District’s project team.

3.8.2.b. Testing and Validation

The Respondent shall implement all system validation and fixing tasks to ensure a smooth transition for deployment. The testing strategy must address the following:

a. Roles and responsibilities for testing (Business Process Testing)

b. Unit testing

c. Integration testing

d. User acceptance testing

3.8.2.c. Deployment and Postproduction

In this phase, the Respondent is preparing the District for solution deployment, which includes end-user training, assessing system go-live readiness, assembling a go-live user support plan, system cutover plan, and other go-live activities.

Respondents should include a post-implementation support period to include the first period closing after go-live.

3.9 TRAINING SCOPE

Training will play a critical role in the District's ability to successfully deploy a new ERP solution. Training shall encompass training guides for all processes, including integrations, delivery of training sessions, and training approaches for "super" users, end users, and post implementation.

SECTION 4. PROPOSAL SUBMISSION REQUIREMENTS

4.0.1 General Proposal Requirements

It is the sole responsibility of the Respondent to ensure that Proposals are accurate and free of errors, include only the items requested by this RFP, and received prior to the submission deadline. 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.

4.0.2 Organization of Proposal

Respondents must organize and present their proposal materials in the same order as presented in the Submittal Checklist and include page numbers. Proposals must be submitted in one combined submission package.

4.0.3 Attachments

Attachments included in this RFP are required to be completed and returned with the Respondent’s proposal. Alterations to attachments or a failure to follow the guidelines below may result in the proposal being deemed non-responsive.

a. Respondents shall not change the format or structure of attachments and shall only provide information where indicated.
    i. Microsoft Word attachments may be submitted inline within the body of the RFP response to assist in readability.
b. Respondents shall not change the file name of any attachment but may append the file name to include the Respondents name (e.g., FileName_CompanyABC).
c. Microsoft Excel attachments should be submitted as Excel files, with a PDF copy.

4.1 SUBMISSION PACKAGE

4.1.1 Introduction

The introductory material should include a title page with the RFP name, name of the proposer, address, contact information, and the date, as well as a table of contents.

4.1.2 Executive Summary

The Executive Summary should be limited to a brief narrative summarizing the proposal, including why the Respondent is best suited to complete the project for the District while helping it achieve its project goals.

4.1.3 Respondent Team

This section shall also identify and provide a concise summary of the Respondent, including all firms providing software or professional services as part of this proposal. The response should highlight the Respondent’s experience delivering similar projects, including the relevant attachments.

4.1.4 RFP Submittal Checklist

Complete Attachment 1 – Submittal Checklist.

4.1.5 Signature Page

Complete Attachment 2 – Signature Page.

4.1.6 Respondent Statement

Complete Attachment 3 – Respondent Statement.

4.1.7 Professional Services Background

Complete Attachment 4 – Profession Services Background.

4.1.8 Reference Form

Complete Attachment 5 – References.

4.1.9 Software Background

Complete Attachment 6 – Software Background.

4.1.10 Detailed Software Products

Complete Attachment 7 – Detailed Software Requirements

4.1.11 Functional Requirements

Complete Attachment 8 – Functional Requirements.

The Functional Requirements describe software and implementation scope of the overall project and the requirements for each functional area. **Responses to the Functional Requirements shall identify the scope of the configured system that will be accepted by the District as part of the project.**

The Functional Requirements are a material component of the proposal evaluation and will allow the District to determine if a Respondent can adequately support the District in meeting its project goals identified in section 3.4. Respondents should accurately reflect the ability of the proposed solution to meet a specific requirement. The inability to provide some requirements or excluding some requirements from scope may affect scoring but will NOT eliminate the proposer from contention. ***However, failure to accurately portray a software's capability may result in disqualification***. The requirements responses submitted will become part of the agreement. Respondents are expected to warrant the delivery and configuration / implementation of all positive responses.

4.1.12 Implementation Team Roles

Respondents shall describe their proposed project team roles and responsibilities for each resource (this does not need to include individual names but shall include specific roles on the project team and a description of responsibilities), including approximate dedication of each resource and approximate time spent on-site.

Respondents shall also complete Attachment 12 – Level of Effort.

4.1.13 Implementation Approach

Respondents shall describe their implementation approach and methodology taking into account the implementation scope described in Sections 3.8 and 3.9, including any phases the Respondent proposes. This can include but is not limited to:

i. Project timeline;
ii. Project milestones and associated Implementation tasks and activities;
iii. Project deliverables;
iv. Quality assurance measures; and
v. Knowledge transfer and training.

4.1.14 Project Management Expectations

Complete Attachment 13 – Project Management Expectations.

4.1.15 Deliverable Expectations

Complete Attachment 14 – Deliverables Expectations.

4.1.16 Data Conversions

Respondents should provide their approach to data conversions, including completing responses to the conversion requirements Attachment 9 – Data Conversions.

4.1.17 Interfaces

Interfaces to the District's existing systems are critical for project success. Proposers must provide responses to the interface requirements described in Attachment 10 – Interfaces.

4.1.18 Reporting

The Proposer shall develop the necessary ad-hoc queries and reports to satisfy the District's reporting requirements identified in Schedule 1 of Attachment 11 - Reporting. Insert any custom reports that are assumed to be built during implementation in Schedule 2 of Attachment 11 - Reporting. Customization of stock reports for changes in report field labels, insertion of client logos, and report page formatting is part of the fixed cost for the Project Scope of Work. Reports that require extensive customization shall be evaluated for scope change requests.

Proposers should include cost estimates based on the following assumptions for custom report development estimations in Schedule 2 of Attachment 11 - Reporting:

- High complexity reports (requiring 80 hours or more of configuration and development) for each major process.
- Medium complexity reports (requiring between 10 hours and 80 hours of configuration and development) for each major process.
- Low complexity reports (requiring less than 10 hours of configuration and development) for each major process.

4.1.19 SAAS Solution Information

Complete Attachment 15 – SaaS Solution Information.

4.1.20 Proposed Service Level Agreement

Complete Attachment 16 – Propose Service Level Agreement.

4.1.21 Key Contract Terms

Complete Attachment 17 – Key Contract Terms.

4.1.22 Price Proposal

Respondents shall submit price proposals using the format provided in Attachment 18 – Price Proposal to reflect the total price of software, services, and any other associated fees. To ensure proper evaluation and price comparison,

i. All pricing must be submitted as fixed fee by milestone. Costs listed as "to-be-determined" or "estimated" ***will not be evaluated***. All costs and prices shall be quoted in U.S. dollars.

ii. Respondents should include all software modules and state any limitations on module use. If no limitations are listed, the District will consider that pricing is based on full enterprise-wide access for the District.

iii. Identify major milestones as part of the project and the associated costs to be invoiced upon completion of each milestone. Please provide a schedule of all payments necessary to complete the proposed scope. Additional details may be provided to further explain deliverable or task costs.

iv. Respondents 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.

v. Respondents shall include any assumptions made about the price proposal and provide clarity on what actions would cause an executed contract to be delivered and a price higher than that in the Price Proposal.

SECTION 5. PROPOSAL EVALUATION

5.1 EVALUATION COMMITTEE

An Evaluation Committee has been established representing various departments within the District and shall convene, review, evaluate, and score all valid and responsive proposals submitted based on the evaluation criteria.

5.2 SELECTION PROCESS

The District will use the following evaluation steps:

5.2.1 Compliance

Upon the closing date, a preliminary evaluation by the District may determine whether each received proposal is complete and compliant with all instructions and/or submittal requirements in the RFP. Any incomplete or non-compliant proposals may be rejected and excluded from further consideration.

5.2.2 Preliminary Interviews and Complete Review

All Respondents submitting a compliant proposal will be invited to an initial interview with the District's Evaluation Committee. Presentations will last 45 minutes and be conducted remotely, allowing Respondents the opportunity to highlight key features of their proposal. The Evaluation Committee will also reserve time to ask questions. Performance during the initial interview will be included as part of the evaluation.

The District will complete evaluation of the Submission Package. The District will then elevate a limited number of Respondents for Software Demonstrations and Interviews (Short-Listed Respondents). If any Short-Listed Respondent is unable to participate in Software Demonstrations and Interviews, or the District feels it would serve the best interests of the District, it reserves the right to elevate additional Respondents at a later date.

5.2.3 Software Demonstrations and Interviews

Elevated Respondents will complete software demonstrations and interviews with the Evaluation Committee and other District SMEs. Short-Listed Respondents will receive demonstration scripts in advance of the demonstrations These scripts will highlight the functionality the Evaluation Committee and other District staff would like to see for each functional area and process and will be substantively the same for each Short-Listed Respondent. Only proposed products may be demonstrated.

Demonstrations will be conducted over 3 weeks. In these weeks, each Short-Listed Respondent will have three demonstration days that will focus on specific use cases, as well as implementation methodologies.

Following the demonstrations, the Evaluation Committee will score the Short-Listed Respondents and elevate a maximum of two (2) Respondents to Discovery.

5.2.4 Discovery

Each Respondent elevated to Discovery will receive a Request for Clarification (RFC) letter to clarify parts of the proposal where the Evaluation Committee may have questions or concerns. Discovery sessions will consist of one or two days of on-site meetings with Respondents to address any questions or concerns and to focus on implementation issues and development of an SOW. The District expects all key project team members will be available for the Discovery sessions. The Evaluation Committee will score the Respondents and elevate one Respondent to begin negotiations.

5.2.5 Contract Award

Upon successful negotiations, the contract for this RFP will be approved and awarded by the Tahoe City Utility District District Council. The District reserves the right to negotiate price and contract terms and conditions with Respondent determined by the Evaluation Committee to represent the best value for the District to provide the requested service. If a mutually beneficial agreement with the highest-ranked Respondent is not reached, the District reserves the right to enter into contract negotiations with the next highest-ranked Respondent and continue this process until an agreement is reached.

5.3 EVALUATION CRITERIA

Respondents will earn a score based on either (1) a raw number (e.g., cost of ownership) or (2) a qualitative rating.

For evaluations using qualitative ratings, a Respondent will receive a score based on the following criteria: Functional Requirements, Implementation Approach, Technical Requirements, Key Contract Terms, Vendor Qualifications and Total Cost of Ownership.

Please note for the Functional Requirements, each process area identified in Section 3.4 will receive a score, which will be aggregated to determine a total score for the Financial and HR / Payroll Functional Requirements, respectively.

5.3.1 Software Demonstrations

For Software Demonstrations, the Evaluation Committee, with input from SMEs, will rank order the Short-Listed Respondents by process area (ties are allowed).

For example, Short-Listed Respondents A, B, and C will each demonstrate Accounts Receivable, and the Evaluation Committee may rank them:

Respondent	Rank
Respondent A	**1**
Respondent B	**2**
Respondent C	**3**

5.3.2 Discovery

For the Discovery Evaluation, the following criteria will be used.

	Criteria
1	**Implementation Approach**

2	**Software Capabilities**
3	**Total Cost of Ownership**
4	**Key Contract Terms**

SECTION 6. TERMS, CONDITIONS, AND REQUIREMENTS

6.1 GENERAL

The District will award a contract in reliance upon the information contained in proposals submitted in response to the RFP. The District will be legally bound only when and if there is a definitive signed agreement with the awarded provider.

It is vitally important that any person who signs a proposal or contract on behalf of a Respondent certifies that he or she has the authority to so act. The Respondent who has its proposal accepted may be required to answer further questions and provide further clarification of its proposal and responses.

Receiving this RFP or responding to it does not entitle any entity to participate in services or transactions resulting from or arising in connection with this RFP. The District shall have no liability to any person or entity under or in connection with this RFP, unless and until the District and such Respondent have executed and delivered a definitive written agreement.

By responding to this RFP each Respondent acknowledges that neither the District nor any of its representatives is making or has made any representation or warranty, either express or implied, as to the accuracy or completeness of any portion of the information contained in this RFP. The Respondent further agrees that neither the District nor any of its representatives shall have any liability to the Respondent or any of its representatives as a result of this RFP process or the use of the information contained in this RFP. Only the terms and conditions contained in a contract when, as, and if executed, and subject to such limitations and restrictions as may be specified therein, may be relied upon by the Respondent in any manner having any legal effect whatsoever.

6.2 CONFLICT OF INTEREST

The Respondent certifies, through execution of the contract, that no person in the District's employment, directly or through subcontract, will receive any private financial interest, direct or indirect, in the contract. The Respondent will not hire nor subcontract with any person having such conflicting interest.

6.3 COSTS INCURRED

The District will not pay for any costs incurred by any Respondent. All costs incurred in the submission, interviews, presentations, or any other activities related to responding to this solicitation are the sole responsibility of the Respondent.

SECTION 7. DEFINITIONS

District shall mean District of Tahoe City Utility District, a political subdivision of the State of California.

Finalist shall mean a Short-Listed Respondent from the Software Demonstrations stage identified in Section 5.3.2.

Functional Requirements shall mean the requirements identified in Attachment 9 - Functional Requirements.

Primary Firm shall mean the entity taking the lead role as a Respondent in the case of a joint proposal.

Respondent shall mean an entity or group of entities providing a proposal to deliver the Project Scope identified in this RFP. The term “Respondent” shall include the entities’ agents, officers, employees, and partners.

Responsive Proposal shall mean a Respondent’s proposal submitted in response to this RFP that has met all the proposal submission requirements identified in Section 4.

Selected Vendor shall mean the Respondent the Evaluation Committee has evaluated, scored, and determined capable of delivering the best value for the District for the Project Scope identified in this RFP. The Selected Vendor shall be asked to enter into negotiations to deliver the Project Scope.

Short-Listed Respondent shall mean a top-scoring proposal from the Written Proposal Evaluation stage identified in Section 5.2.3.

SECTION 8. ATTACHMENTS LIST

8.1 ATTACHMENT 1 – SUBMITTAL CHECKLIST

Please complete the Submittal Checklist to ensure all RFP components are submitted for review.

Submittal Checklist		
Section(s)	**Item**	**Submitted**
4.1.1 – 4.1.3	**Introduction, Executive Summary, and Respondent Team**	
4.1.4	**RFP Submittal Checklist** Attachment 1 – Submittal Checklist	
4.1.5	**Signature Page** Attachment 2 – Signature Page	
4.1.6	**Respondent Statement** Attachment 3 – Respondent Statement	
Vendor Qualifications		
4.1.7	**Professional Services Background** Attachment 4 – Professional Services Background	
4.1.8	**Reference Form** Attachment 5 – Reference Form	
4.1.9	**Software Background** Attachment 6 – Software Background	
4.1.10	**Detailed Software Products** Attachment 7 – Detailed Software Products	
Functional Requirements		
4.1.11	**Functional Requirements Response** Attachment 8 – Functional Requirements	
Implementation Approach		
4.1.12 – 4.1.15	Attachment 12 – Level of Effort Attachment 13 – Project Management Expectations Attachment 14 – Deliverables Expectations	
Technical Requirements		
4.1.16 – 4.1.20	Attachment 9 – Data Conversions Attachment 10 – Interfaces Attachment 11 – Reporting Attachment 15 – SaaS Solution Information Attachment 16 – Proposed Service Level Agreements	
Key Contract Terms		
4.1.22	**Terms and Conditions** Attachment 17 – Key Contract Terms	
Total Cost of Ownership		
4.1.23	**Price Proposal** Attachment 18 – Price Proposal	

8.2 ATTACHMENT 2 – SIGNATURE PAGE

I acknowledge that I have read and understand the RFP documents.

I hereby certify that the information submitted by the firm in response to this RFP, including pricing and other information, is true and accurate.

I understand that the District of Tahoe City Utility District has the right to reject any or all proposals and to waive minor irregularities when to do so would in the best interests of District of Tahoe City Utility District.

I hereby certify that the firm is legally registered to do business in the State of California.

I hereby certify that the firm has paid all real and personal property taxes owed to the District of Tahoe City Utility District, if applicable.

I hereby certify that the firm is independent of the District of Tahoe City Utility District and is unaware of any potential conflicts of interest if it were selected to perform the requested work.

I hereby certify that I am authorized to bind the firm in a contract.

The undersigned firm having examined this RFP and having full knowledge of the condition under which the work described herein must be performed, hereby proposes that the Respondent will fulfill the obligations contained herein in accordance with all instructions, terms, conditions, and scope of requested services set forth; and that the Respondent 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: Click to enter text. Primary Firm ☐

Address: Click to enter text.

District: Click to enter text. State: Click to enter text. Zip: Click to enter text.

Authorized Representative: Click to enter text. Title: Click to enter text.

____________________________ Click to enter date.

Signature Date

Primary Contact for Firm

Name: Click to enter text. Title: Click to enter text.
Email: Click to enter text. Phone: Click to enter text.

8.3 ATTACHMENT 3 - RESPONDENT STATEMENT

By submitting a response, the Respondent acknowledges that all firms associated with the Respondent have 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 Respondent 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 District is not responsible for any conclusions or interpretations made by the Respondent on the basis of the information made available by the District.

Proposals that do not acknowledge addendums may be rejected.

The following addendums have been acknowledged by the Respondent and reflected in our response.

Addendum	Initials

Click or tap here to enter text.
Authorized Agent Name

Click or tap here to enter text.
Title

Authorized Agent Signature

Click to enter a date.
Date

8.4 ATTACHMENT 4 – PROFESSIONAL SERVICES BACKGROUND

Complete one form for each firm included in the proposal.

Respondent Background		☐ **Primary Firm**
Company name:		
Location of corporate headquarters:		
List location of other firm offices:		
Firm History		
Years experience providing ERP services:		
Previous names and successor firms:		
Current and Recent Projects		
List up to 5 current or recent projects that provided relevant experience:	1	
	2	
	3	
	4	
	5	
What is the firm's target market?		
What is the primary lesson learned from recent projects you have adjusted for the District?		
Size		
Number of current (new) implementation clients (past 5 years):		
Number of current upgrade clients (past 5 years):		
Number of current ongoing support clients (current):		
Consulting Team		
Total size of consulting team:		
Proposed size of consulting team for this project:		
Average tenure with firm for proposed consulting team:		

8.5 ATTACHMENT 5 – REFERENCE FORM

Please provide at least three (3) references for past projects that include products and services similar to those proposed for this RFP and of comparable organizations. Each firm should provide one set of references.

In addition, each firm shall provide a list of state and local government implementation clients in the last three (3) years, including contact information.

NOTE: Responses stating that references will be provided at a later time shall be deemed non-responsive.

Firm Name: Click or tap here to enter text.

References					☐ **Primary Firm**
Reference #1					
Name of product:					
Name of client:					
Client's employee count:		Client's annual operating budget:			
Contact name:		Contact title:			
Contact email:		Contact phone:			
Project Scope ***(check boxes for which implementation was conducted)***					
Financials					
☐	Accounts Payable	☐	General Ledger	☐	Asset Management
☐	Accounts Receivable	☐	Grant Accounting	☐	Inventory
☐	Purchasing	☐	Project Accounting	☐	Treasury
Human Capital Management					
☐	Human Resources	☐	Benefits	☐	Time Entry
☐	Scheduling	☐	Leave Management	☐	Payroll
Deployment					

☐	On-Premise	☐	Hosted Service	☐	Managed Service	☐	SaaS
Implementation duration:				Date of Go-Live:			
Current version of software:				Upgrade date:			

Describe Roll on Project:
Project Challenges:
Major Accomplishments:

8.6 ATTACHMENT 6 – SOFTWARE BACKGROUND

Complete one form for each firm or major software product included in the proposal.

Product Information	
Software Product Name:	
Firm Providing Software:	
Software History	
Current Version of the Software:	
Date of Release for Current Version:	
Date of First Release of Software:	
Identify any Precursor Software Products or Alternate Names for Software	
Current Version	
What Were Top Five Enhancements in Current Version of the Software	1 2 3 4 5
How as Software Changed Over Previous Three (3) Years	*(Attach additional pages if necessary)*
Biggest Limitation of Current Software	
Third-Party Products	
List any Third-Party Products embedded in the Software	
List any Third-Party Products recommended for use along with the Software	

8.7 ATTACHMENT 7 – DETAILED SOFTWARE PRODUCTS

Include all software licenses proposed on the form below providing the following information:

Software Product Name. Provide the name of the software product as it is expected to appear on any license agreements or official product listings.

Function. Describe the function of the software product. If multiple software products share a similar function, be specific on role of the software and what is and is not allowed with each license.

License Metric. Define how the software product is licensed. If license is based on quantity, or if the cost of an enterprise license is based on metric, proposers must provide definition for the metric as it appears in contract documentation.

Access Limitations. Define any licensed quantities or access limitations to the proposed software.

Dependencies. Define any proposed or third-party products that are required to utilize the software product.

Software Product Name	Function	License Metric	Access Limitations	Dependencies

8.8 ATTACHMENT 8 – FUNCTIONAL REQUIREMENTS

(See Separate Excel Spreadsheet)

The table below defines the available responses for the requirements.

Available Responses	Definition
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 configurable development)
N	Requirement not met with proposal

For all Y or Y-ND responses,

i. The Respondent shall indicate which module or produce that is required to meet the requirement; and

ii. The requirement shall be considered in scope included in the cost proposal.

8.9 ATTACHMENT 9 – DATA CONVERSIONS

(See Separate Excel Spreadsheet)

The table below defines the available responses for the requirements. If the Respondent proposes additional items to be converted, please add them to the attachment.

Column	Available Responses	Description
Agree	Y / N	Respondent identifies if it can meet the conversion requirement requested by the District. Any affirmative response shall be included in the Respondent's price proposal.
Estimated Consulting Hours	Number of Hours	Include the number of estimated consulting work hours to complete the conversion.
Comments	Text	Include any comments or assumptions relevant to the answers above.

8.10 ATTACHMENT 10 – INTERFACES

(See Separate Excel Spreadsheet)

Respondents should indicate their plan for the interfaces using the response key below. If additional interfaces are proposed, please add them, and indicate how they will be implemented using the same key. The table below defines the available responses for the requirements.

Interface Responses

Item	Response	Response Description
Interface Plan	Permanent, Temporary, Go-Away	Permanent – permanent interface, even after the complete ERP solution is installed. Temporary – interface that is only required during implementation. Go-Away – interface that is no longer required as a result of the new ERP solution.
Type of Solution	C, P	C - Configurable Solution P - Customized developed program
Estimated Consulting Hours	Number of Hours	Include the number of estimated consulting work hours to complete the interface.
Included in Price	Y, N	Indicate with a Yes or No whether or not the interface is included in the price.
Type of Support	S TPS NS	S - Requirement and Feature Supported by Software Developer TPS - Requirement and Feature Supported by Third Party NS - Requirement and Feature Not Supported
Comments	Text	Include any comments or assumptions relevant to the answers above.

8.11 ATTACHMENT 11 – REPORTING

(See Separate Excel Spreadsheet)

Proposers must identify the number of reports and their complexity that is included in scope by completing Attachment 11 -- Reporting. The District expects the proposer to complete the number and type of reports based on experience. Also, report the total number of work effort hours that are required to complete each category of reports. Reference the table below (Report Assumption Key) when completing the report assumptions form.

Item	Response Description
High Complexity	Development or configuration of report (including testing) exceeds 80 hours of work effort.
Medium Complexity	Development or configuration of reports (including testing) is between 10 hours and 80 hours of work effort.
Low Complexity	Development or configuration of report (including testing) is below 10 hours of work effort.

8.12 ATTACHMENT 12 – LEVEL OF EFFORT

(See Separate Excel Spreadsheet)

Follow the instructions on the first tab of the attachment to complete the Vendor Staffing and Client Staffing tabs. For each row, please indicate the Phase, Resource Type, Role, and number of hours per week the resource is expected to be utilized during each month.

8.13 ATTACHMENT 13 – PROJECT MANAGEMENT EXPECTATIONS

Please respond to each of the following questions and provide your proposed level of service and/or description of service included within your proposal for project management expectations.

Requirement	Response	Comment
Project Manger		
Vendor has identified project manager		
Approximate hours/week from vendor project manager assigned to this project		
Onsite % of project manager		
Other projects the project manager would be assigned to		
Typical role for project manager during project		
Project Plan		
Complete project plan is a deliverable for approval		
Project plan includes work tasks assigned to District and/or Respondent		
Project plan includes Project Resource Assignments		
Project plan includes project deliverables		
What system is project plan developed in?		
Who has responsibility for updating the project plan?		
How is project plan status communicated?		
Project Meetings		
Frequency of project management meetings		
Frequency of project team meetings		
Frequency of steering committee meetings		
Status Reports / Issues Log		
Frequency of status reports		
Tool for tracking issues / risks		

8.14 ATTACHMENT 14 – DELIVERABLE EXPECTATIONS

Please respond to each of the following questions and provide more information about the scope of deliverables included in the proposal.

Requirement	Response	Comment
Overall		
All deliverables will be formally approved by the District.		
Respondent will track requirements throughout deliverables including design, test, and go-live.		
Knowledge Transfer		
Respondent provides training for project team members prior to implementation on system features.		
Format of Respondent provided training (web, live, group, etc.).		
Approximate length of training (per functional area).		
Respondent provides system documentation.		
System Design		
Respondent documents business process decisions or configuration decisions as part of design process.		
Respondent documentation includes recommendations for efficient system utilization.		
Build		
Respondent documents as-built configuration settings/code tables used in system.		
Respondent provides use cases that can be used for testing configurations.		
Testing		
Testing plan provided as a deliverable during the project.		
Respondent provides testing scripts during implementation based on District scenarios that can be used during upgrades.		
Number of successful parallel payroll tests included in proposal.		
Go-Live		
Respondent provides end-user training materials.		
Lead role (vendor/government) for delivering end-user training.		
Format of end-user training (asynchronous, web, in-person, etc.).		
Project / Phase Closure		
Respondent provides UAT period of at least 30 days prior to go-live.		
Length of final acceptance period after go-live.		

8.15 ATTACHMENT 15 – SAAS SOLUTION INFORMATION

*Attach additional pages if necessary

Updates	
How often is the solution updated?	
How much advance notice are customers provided for new updates?	
How long do customers have to test new updates?	

Authentication	
Does the solution support single sign on or LDAP authentication?	
Does the solution support multi-factor authentication (please explain)?	

Data Center	
Where are data centers located?	
Are any third-party providers used to deliver PaaS or IaaS services? If so, please list.	
How many environments are offered?	

Reporting	
Does the solution contain a report writer?	
Does the solution allow third party report writer access?	
Does District have access to all data contained in the solution for report writing? (please list any limitations)	

Data and Security	
Please describe your information security management systems (ISMS)?	
Please describe the rights and responsibilities of both parties regarding the data input, generated, or processed by the software application, including how the software provider can use the customer's data, including who retains ownership of the data entered into the system.	
Data portability is important to the District to prevent data lock-in. Please describe	

the system's exportable data formats, including CSV (Comma-Separated Values), Oracle, SQL, Excel spreadsheets, JSON (JavaScript Object Notation), XML (eXtensible Markup Language), or other standard formats that can be easily read and interpreted by various software applications?	

8.16 ATTACHMENT 16 – 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.

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

Proposed Service Level Guarantees	
Please provide definition of metric used to calculate availability contained within contract SLA	
How is performance against service levels reported to the District?	

Cyber Liability	
In the event of a cyber-incident, please define liability for the District and vendor including any proposed mitigation services provided by vendor	

8.17 ATTACHMENT 17 – KEY CONTRACT TERMS

Respondent shall respond to each of the following and identify Respondent's ability to comply with the following contract terms.

Contract / Proposal Requirement	Response
Key Personnel - The District requires assurances as to the consistency and quality of vendor staffing for its project. The District shall have the ability to interview and approve key personnel proposed by the vendor and the vendor key personnel may not be removed from the project without the District's approval. ***Note: This requirement only applies to consulting services.***	
Warranty – The Proposer will warrant that all work will be performed by an adequate number of qualified individuals with suitable training, education, and experience and that all work performed and all deliverables, including the system itself, will conform to the scope and specifications as stated in the eventual SOW, including the vendor responses to the functional requirements for a period extending no less than 45 days after final acceptance. ***Note: This requirement only applies to consulting services.***	
Acceptance – Selected Vendor shall provide a final acceptance period after go-live of not less than thirty (30) days to confirm that the project meets all SOW requirements. Milestone payment for final acceptance is no less than 5% of the total implementation fees for the phase. ***Note: This requirement only applies to consulting services.***	

Contract / Proposal Requirement	Response
Hold Harmless – Selected Vendor shall hold harmless, defend, and indemnify District and its officers, employees, agents, and volunteers, from and against any and all liability, loss, damage, expense, costs (including without limitation costs and fees of litigation) of every nature arising out of or in connection with Selected Vendor's performance of work hereunder or its failure to comply with any of its obligations contained in this Agreement, except such loss or damage which was caused by the sole negligence or willful misconduct of District.	
System Configuration Limits – Selected Vendor shall consider the scope of the project defined by the District's business process goals, functional requirements, and desire to implement the licensed software to best meet the needs of the District. The scope shall not be constrained by any configuration limits that would be necessary to achieve the project scope.	
Service Level Agreements – Selected Vendor shall identify clear service level objectives for availability. Please refer to Attachment 15 – Proposed Service Level Agreement.	
Service Level Agreement Remedy – Selected Vendor shall provide remedies for failure to meet service levels that includes but is not limited to refund of fees paid for service periods where the failure to meet service level objective is met.	
Fixed Fee Pricing Based on Milestones – Selected Vendor shall provide fixed fee pricing based on milestones for all implementation services. Fixed fee pricing shall not be further limited by an hour's cap on select services.	

8.18 ATTACHMENT 18 – PRICE PROPOSAL

(See Separate Excel Spreadsheet)