

Request for Proposals (RFP)



Software, Implementation and Training Services

for

Integrated Financial Management and Human Resources System

for

Deschutes County, Oregon

Release Date: April 2, 2015

Due Date & Time: May 8, 2015 5:00 PM

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1.0 RFP Introduction

1.1 Introduction: Deschutes County (“County”) is soliciting proposals from qualified firms for a full range of financial management and human resources applications that include software, implementation services, ongoing training and technical support. Ideally, the County would like to acquire these software modules as one integrated solution from one vendor. The County expects to achieve substantial gains in productivity, efficiency and accuracy through the implementation of a new system. In addition, the County seeks to minimize internal support costs by utilizing technology.

1.2 About the County: Deschutes County offices are located in the City of Bend. The County sits in the high desert of the State of Oregon just east of the cascade mountain range along Highway 97. The County has an estimated population of 166,400 and encompasses the cities of Sisters, Bend, Redmond and La Pine. The County functions under a Commissioner/Administrator form of government, with three elected Commissioners. The Board of County Commissioners appoints the County Administrator, who is responsible for the day-to-day management of the County.

County-wide services are provided to all citizens within the district, and additional services to residents in unincorporated areas. County-wide services include the County Jail, Parole and Probation, the District Attorney, Juvenile Corrections, Health Services, Veterans’ Services, Solid Waste and Landfill operations, Assessment and Tax Collection, Clerk Records and Elections, the Fair and Expo Center and 9-1-1 emergency communications. The additional services to residents outside the cities are Community Development, Long Range Planning, Road maintenance and construction, Sheriff’s patrol and investigation, animal control and Justice Court.

The County’s most recent budget and audited financial reports can be found on the County’s website at <http://www.deschutes.org/finance/page/finance-report-central> .

The County has been using integrated modules of HTE/SunGard software for approximately 15 years. There are currently 100 users of the SunGard system, with approximately 67 of those having access to inquiry or reporting functions only. However, if the new software provides employee self-serve and user friendly online authorizations, the number of users would increase which would be based on appropriate access levels that may vary. The majority of use occurs between 7:00 AM and 5:00 PM, Monday through Friday. Currently weekend use is not common.

This RFP and additional information about the County can be found on the County’s website at <http://www.deschutes.org/rfps> .

1.3 Scope and Timeline: The County is seeking proposals for an integrated system that will include software implementation services, ongoing training and technical support. Below is the timetable that has been set for this project.

April 2, 2015	Release of RFP
April 16, 2015	Deadline for Vendor Questions / Requests for Clarification
April 23, 2015	Responses to Vendor Questions Published on County Website
May 8, 2015	Proposals Deadline – 5:00 PM PST
May 11 to June 8, 2015	Review and Rate Proposals
June 15, 2015	Select Top Vendors for Demonstrations
June 29 to August 24, 2015	Demonstrations and Site Visits
September 3, 2015	Identification of Vendors for Contract Negotiations
September 14 to October 12, 2015	Contract Negotiations and Development of Work with Finalist
October 14, 2015	Notice of Intent to Award Contract, Beginning of Protest Period
October 21, 2015	End of Protest Period
October 28, 2015	Board Review and Approval of Proposed Contract

1.4 Rights Reserved: The County reserves the right to:

- Cancel this RFP, in whole or in part, or to cancel negotiations with finalists at any time up until a final contract is signed and executed
- Reject any or all proposals for any reason and/or to waive technicalities and informalities when such waiver is determined to be in the County’s best interests
- Extend any of the timetable dates and/or to revise the RFP prior to the date the proposals are due
- Add or remove applications, modules and/or components until the final contract signing
- Reconsider any proposal, provided it was submitted timely, at any stage of the process
- Award the contract in any manner deemed to be in the best interest of the County
- Contact vendors on price and scope clarification at anytime throughout the selection and negotiation process

1.5 Project Summary: Procurement of a quality integrated software system with comprehensive installation and training services, and ongoing maintenance and support. The County seeks applications that can provide best practices and improve efficiencies in the County’s current processes. A desirable system will simplify, standardize and optimize business processes and support continuous improvement on business processes.

Software Applications

The following list of software applications is anticipated to meet the requirements of this RFP, but additional applications may be recommended by the vendor(s) as well:

Financial Management

- General Ledger
- Budget Management
- Annual Budget Preparation
- Accounts Payable
- Revenue/Cash Receipting

- Asset Management
- Grant Management
- Contract Management
- Project Accounting and Budgeting
- Miscellaneous Billing, Receivables and Loans
- Government (GASB) Reporting
- Bank Reconciliation
- Purchasing
- Requisition Processing
- eSupplier
- ePayments
- Finance Analytics/Dashboards/Management Reporting

Payroll/Human Resources Management

- Scheduling and Time & Attendance
- Payroll Processing
- Electronic Time Entry and Approval
- Position Control
- Position Budgeting
- Applicant Tracking
- Recruitment Self Service
- Employee Life Event Tracking
- Personnel Action Processing
- Benefits Administration
- Leave Management
- Performance Management
- Training & Certification Tracking
- Organizational Chart Publishing and Tracking
- Employee Self Service
- Manager Self Service
- Benefits Self Service
- Human Resources/Payroll Analytics/Dashboards

Special Objectives

In addition to determining how the software meets the County’s financial, payroll and human resources processing requirements, the County will also be evaluating on a set of special objectives listed below. Each vendor submitting a proposal should comment on whether their solution will address these objectives and, if so, provide some detail in their proposal. The vendor should be prepared to demonstrate the stated functionality during a live demonstration.

Financial Management

- Paperless Invoice Payment Processing
 - ♦ The current process involves paper vouchers and invoice copies produced by the departments and routed to several approvers and reviewers. The County seeks a software solution to eliminate most of the paper in the process and apply automation to the approval workflow.
- Native Forms Print Management
 - ♦ The current solution utilizes a third-party add-on product to print checks, W-2’s, 1099, etc. The County seeks a system that can natively print forms in large runs and one-off. The

solution needs to be able to manage the print output to enable graceful recovery from errors and anomalies in the printing process.

- Distributed Budget Development
 - ♦ The County utilizes a distributed process for collecting data to create a requested budget. The County seeks a solution supporting the distributed collection of budget request data. The solution should encourage those providing data to be as detailed as possible. The solution should support the information needs of the data entry process (i.e. reporting, historical data, etc.)
- Import of Financial Transactions
 - ♦ The County maintains a number of business external software systems, including the Road Department's CAMs system, Solid Waste receipting system, CDD receipting system and Dog Licensing, that process financial data. Currently these systems create cash receipt, accounts payable and accounts receivable transactions. The County seeks a software solution with the facilities necessary to import transactions to be processed and posted to the County financial system.

Payroll/Human Resources Management

- Employee Self-Service Portal
 - ♦ Frequent employee requests include copies of paystubs and W-2's, a need to update their W-4 information or request a change of personal data. The current process for both the request and response is a manual process. The County seeks a solution whereby the employees have access to personal pay and tax information. The employee should be able to asynchronously submit requests for changes to their personal data and know their request is being serviced.
- Management Self-Service Portal
 - ♦ Managers require information related to personnel and payroll data. Requests for such information are currently serviced manually. The County seeks a software solution whereby managers with appropriate authority can access employee information without intervention from Human Resources.
- NeoGov Integration
 - ♦ The County currently utilizes NeoGov to manage on-line centric recruitment processes. The County seeks a solution recognizing the popularity of NeoGov and can utilize the data generated by NeoGov service to streamline the onboarding process.
- Paperless Payroll/HR Processing
 - ♦ The current process involves paper timesheets for payroll processing and paper documents for HR changes. The County seeks a software solution to eliminate most of the paper in these processes and apply automation to the approval workflow.

System Functions

- Robust Auditing
 - ♦ The systems should support the auditing to all access, reads, writes and changes to system data and configurations.
- Process Controls
 - ♦ The system should provide edit controls to prevent incomplete or incorrect data from being processed and programmatic control to prevent information from being processed in the wrong sequence.
- System Security Controls
 - ♦ The system should prevent unauthorized access to the database, maintain database process controls, and log all database transactions.

- Records Management
 - ♦ The system should have a records management component that includes retention, retrieval and destruction of records to efficiently manage records into the future in accordance with ORS 166-150.
- User Security Setup and Configuration
 - ♦ The system should be capable of limiting access to application software screens and data element fields based on individual roles.
- Alternate System Access
 - ♦ Many County employees are away from their offices for a majority of their work day. The County seeks a solution that facilitates alternate access beyond laptops and desk top computers including tablets and cell phones.
- Export Data for Direct Deposit Interface
 - ♦ The County currently exports data from payroll for upload to our financial institution (Bank of the Cascades) for direct deposit. The solution must include the ability to support exporting payroll information for direct deposit.
- Export W-2 Data
 - ♦ The County currently exports W-2 data from payroll for upload to State and Federal agencies. The solution must include the ability to support exporting W-2 data.
- Export of Quarterly Payroll Data
 - ♦ The County currently exports quarterly payroll for upload to State and Federal agencies. The solution must include the ability to support exporting quarterly payroll information.
- Export of Retirement Data
 - ♦ The County currently exports retirement data from payroll for upload to the State of Oregon. The solution must include the ability to support exporting retirement payroll information.
- Export of Positive Pay Data
 - ♦ The County currently exports Positive Pay data to transfer to our financial institution (Bank of the Cascades). The solution must include the ability to support exporting Positive Pay information.
- Export Health Eligibility Data
 - ♦ The County manually updates changes to eligibility data for its Third Party Plan Administrator. The County seeks a solution to automate all or part of this process.
- Export Retirement Eligibility Data
 - ♦ The County manually updates changes to eligibility data for its Deferred Compensation Administrators. The County seeks a solution to automate all or part of this process.

Reporting

- Custom Reporting
 - ♦ The County currently has the facility to generate custom reports using a third party tool and documented database schema. A replacement would, at a minimum, need to replicate this functionality and feature set.
- Report Automation and Data Access
 - ♦ The County currently produces reports centrally in either paper or electronic form and distributes the reports manually. Access to data in a form that supports analysis is limited. The County seeks a solution that allows employees with appropriate authority to self-generate reports or extract financial data in tabular form (i.e. for analysis in Excel)
- Financial Dashboards
 - ♦ The County seeks a solution that provides employees with appropriate authority at-a-glance information relating to financial status and performance.

1.6 Current Functional Statistics: The following table contains data about the County's current operations by function. Vendors should refer to this table when responding to the business requirements.

General Ledger	Number of Funds	112 (County, CSD, Trust, Pooled Equity)
	Number of Departments	69
	Number of Cash Accounts	110
	Number of Bank Codes	66
	Number of Accounting Periods	12 + multiple year end periods
	Fiscal Year	July 1 – June 30
Accounts Payable	Number of Vendors	16,200 (as of 2/5/15)
	Number of Checks Annually	38,188 (2/1/14 - 1/31/15)
	Frequency of Check Runs	Weekly
Budgeting	Number of funds budgeted	100
	Budget frequency	Annual
	Number of budget levels	12
	Fiscal Year	July 1 – June 30
Payroll	Pay Frequency	Monthly
	Pay Period	1 – last day of month
	Pay Dates	Last working day of month
	Number of Direct Deposits	866 per month
	Number of Checks	72 per month
	Number of W-2's	1,077
	Number of employees	938
	Number of pay codes	122
Assets	Number of Capital Assets	1,733 (plus 5,610 non-capitalized)
	Asset capitalization threshold	\$5,000
	Depreciation policy	Half year in first year and last year
	Number of Departments with Assets	9
Projects/Grants	Number of active projects codes	2,361
	Projects cross fiscal years	Yes
	Projects cross funds	Yes
Human Resources	Number of Departments	23
	Number of Unions	6
	Number of Classifications	228
	Number of Pay Step Variations	4
	Number of Pay Grades	131
	Number of Employee Types	9
	Number of Benefit Plans	12

1.7 Current Processes:

Many of the existing processes are manual and one of the goals is to develop more efficient practices with better levels of control in an electronic environment. A number of current processes generate duplicated efforts throughout a functional area, and it would be beneficial to eliminate those.

Financial

- The County's current general **accounts payable process** does not use purchase orders on a system wide basis although some departments use their own internal purchase order and requisition forms. All routing of documents and approvals are performed on a manual basis. Paper documents are stored by check number order and pay date in a central location in Finance.
- For **banking and investing processes** the Finance Department uses Sympro to manage its investment portfolio which is estimated at \$135,000,000. The Treasurer makes individual investments and manages all bank accounts and the state investment pool account on behalf of the County. The County maintains up to 25 bank accounts and uses Bank of the Cascades as its primary depository.
- The County **property tax assessment and collection systems** are provided by Helion Software. Property taxes are collected for all taxing jurisdictions in the County and subsequently distributed based on prorated tax levies on a scheduled basis. A custom process (interface) is used to upload collection and refund data into the Sungard Public Sector/HTE system.
- **Cash, checks and credit card payments** are accepted by a number of County departments including, but not limited to, the County Sheriff, Health Services, Solid Waste, the Fair and Expo Center, Community Development, Justice Court, the Tax Collector and Finance. Many of these points of sale are facilitated by independent software systems and the balance is using the current financial system A/R module. This RFP is not intended to replace the independent systems, but to develop integration with them and the financial software system.
- The **payroll approval process** entails departments submitting paper time sheets grouped and summarized by a staff person from each respective department. Time is entered on each time sheet either by the employee or a payroll staff person. The timesheet is signed by each employee and their supervisor or department head. Timesheets of appointed department heads are approved by the County Administrator. An hours summary, which includes all time entry codes, is completed by each department, signed by staff or a department head, and submitted to Finance. Most departments' time is entered by Finance into the payroll hours entry screens, but a few departments have access to enter their own payroll hours into the system. The resulting totals are compared to the department summary of entry codes. Payroll and direct deposit advices are distributed on the last working day of each month.

Human Resources

- The **life cycle** of an employee is processed through a series of personnel actions manually identified by a system code and manually entered into the current system for processing.
- **Recruitment workflow** is initiated by a paper authorization form and then initiated through the online applicant/recruitment system (NeoGov). The NeoGov system does not currently integrate into the County's system.
- **Benefit processing** is limited in functionality. It is not integrated with other systems or logic. It provides tracking of information by benefit code which is extracted and manipulated manually for reporting or use.
- **Human Resources** currently utilizes a separate system to track performance evaluations and

training. General reporting functionality for human resource items is limited and created by customizing queries. Historical tables are limited resulting in limited reporting functionality.

1.8 Inquiries: Inquiries concerning this procurement, including questions related to technical issues, are to be directed to:

Teri Maerki, Project Coordinator
Deschutes County Finance Dept.
1300 NW Wall St, Suite 200
PO Box 6005
Bend, OR 97701-1960

Email: terim@deschutes.org
Phone: 541-322-7162

Proposers are directed specifically **not** to contact any other staff members other than specified personnel identified above for any purpose. Unauthorized contact of any County personnel may be cause for rejection of the proposer's RFP response.

Vendors submitting the questions/requests will be responsible for prompt delivery of those questions/requests to the County official designated in this section. Any change in the RFP will be made only by written addendum, duly issued by the County as posted on the County website. It is the vendor's responsibility to ensure that this website is reviewed for RFP changes prior to the deadlines for submission of the proposals. The County will not be responsible for any other explanations or interpretations of the RFP.

All questions concerning the RFP should reference the RFP page number, section heading and paragraph and be stated as concisely as possible. Questions must be received in writing or via email by no later than **April 16, 2015**. No officer, agent or employee of the County will accept verbal questions about this RFP.

All questions and responses affecting the content of this RFP will be provided via posting on the County's website on **April 23, 2015**.

1.9 Selection Process: In an effort to reach the best solution possible for Deschutes County, a four step selection process has been developed consistent with the requirements of Oregon Revised Statutes for Competitive Sealed Proposals.

- Step one involves the submission and evaluation of initial proposals from vendors. The highest scoring vendors from the evaluation of proposals will be selected to advance to the next step of the process.
- Step two of the process will entail a series of County scripted demonstrations by each remaining vendor of various functions for each proposed system. Representatives of the County may also choose to visit client references to observe the applications in a working environment. Demonstrations will be evaluated by the selection committee to determine the proposals that will best meet the needs of the County. Once evaluation of the demonstrations is complete, one or more vendors will advance in the process for contract discussion.
- Step three will focus on each vendor's best and final offer, and will include a thorough understanding of deliverables with contract terms and timelines. Finalists will emerge and move into the final step of the process.

- Step four will include the final negotiation of a contract.

If a satisfactory agreement on the final negotiation cannot be reached, the County may go back to review the proposals in order to choose another finalist. Once negotiations have been successfully conducted, a recommendation to authorize the signing of a contract shall be presented to Deschutes County's Board of County Commissioners for approval.

2.0 Proposal Format and Instructions

2.1 Proposal Format: Proposals should be assembled following the format requirements below. Failure to follow the proposal format requirements may result in disqualification. Vendors must submit the proposal in a sealed package as described in section 3.1.

If revisions become necessary to the RFP, the County will provide addenda by posting on the County's website at <http://www.deschutes.org/>. It is the responsibility of proposers to check the County's website periodically while preparing the proposal to ascertain whether any addenda have been issued.

Proposals should be prepared as simply as possible and provide a straightforward concise description of the bidder's capabilities to satisfy the requirements of the RFP. Emphasis should be on accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and clearly labeled. Organize the proposal into the following major sections:

Section	Title
	Title Page
	Letter of Transmittal
	Table of Contents
1.0	Executive Summary
2.0	Vendor Background and Qualifications
3.0	Client References
4.0	Software Descriptions
5.0	Functional Requirements
6.0	Recommended Hardware and Operating System Requirements
7.0	Project Costs
8.0	Categories
9.0	System Procurement Options
10.0	Database Conversion Services
11.0	Customization Capabilities
12.0	Reporting
13.0	Implementation Plan
14.0	Training and Documentation
15.0	Maintenance, Support Services and Enhancements
16.0	Modularity and Phased Approach
17.0	Prime Contractor Responsibilities
18.0	Additional Information

Instructions relative to each part of the response to this RFP are defined in the remainder of this section.

INTRODUCTION: The title page, letter of transmittal and table of contents should be included in this section.

- a) **Title Page** - Indicate the RFP subject, name of the vendor(s), address, telephone number, email address, and the date. Proposer shall acknowledge any addenda issued on the County's website. The primary and secondary contact person(s) and their respective telephone numbers and email addresses should be included in this section.
- b) **Letter of Transmittal** - Provide a transmittal letter attesting to the accuracy of the proposal signed by a representative authorized to execute binding legal documents on behalf of the vendor. The letter should present the vendor's understanding of the services requested in this RFP.
- c) **Table of Contents** - Indicate the page number of each major section as listed in the Section 2.1 - Proposal Format.

SECTION 1.0 - EXECUTIVE SUMMARY: Provide a concise overview highlighting the proposal in two pages or less. Address how your proposal will meet the County needs in a cost effective manner.

SECTION 2.0 - VENDOR BACKGROUND AND QUALIFICATIONS: Provide narrative responses to the following, including any necessary documentation, for each item listed below.

- a) State the number of years the vendor has been in the public sector business. Indicate the number of clients for public sector vs. private sector and revenue percentage comparisons.
- b) Provide a chronology of the company's growth, heritage, staff size and ownership structure.
- c) Indicate whether the business is a parent or subsidiary in a group of companies.
- d) State if this company has ever been purchased by another company or acquired because of a merger or acquisition. If it has, provide details regarding the name of the companies involved, specific products affected and when such merger or acquisition(s) took place.
- e) Indicate the percentage of revenue this offered system represents to your company.
- f) Provide a brief statement of the company's background demonstrating longevity and financial stability.
- g) Indicate if the company incurred an annual operating loss in the last 5 years.
- h) State whether the company has had a workforce reduction in the last 5 years. If so, provide details regarding workforce reductions: percentage of workforce, areas affected, senior management team changes, etc.
- i) Provide details of all past or pending litigation, liens or claims filed against the vendor.
- j) Describe the seniority, tenure and background of the senior management team.
- k) Describe how the company measures customer satisfaction for software applications and customer service and support, and how issues with customer satisfaction are resolved.
- l) Describe the company's commitment to research and development for the specific applications being proposed. Indicate the percentage of annual revenue invested in application development of systems proposed.

- m) If the vendor has a service organization control (SOC) report(s) for the application(s), provide a copy of it.
- n) Provide the original development organization, date of first release, and date of most recent release for each of the applications being proposed.

If any of the proposed applications were not originally developed by the proposing vendor, please provide narrative details for the following subjects:

- Date of product merger/acquisition
- Name of the products and organizations involved
- Status of the originating development team resources (retention rate, location)

SECTION 3.0 - CLIENT REFERENCES: Vendors should include a list of their local government clients in Oregon and the Northwest. In addition, provide a list of at least five (5) references, with current contact information, similar in size and complexity to the County, that have implemented the proposed system within the past five (5) years in a comparable computing environment and are utilizing a recent version of the proposed software. Regional clients are preferred, but the County understands this may be difficult, and inability to provide regional clients will not impact any evaluation of the proposal. Please inform references they might be contacted by the County.

SECTION 4.0 - SOFTWARE DESCRIPTIONS: Provide narrative descriptions of the proposed software applications. Refer to Section 1.5 Project Summary for the list of applications and special objectives to be addressed. If the application is not specifically listed in Section 1.5, include a statement of the benefits the application will provide to the County.

SECTION 5.0 – FUNCTIONAL REQUIREMENTS: Utilizing the list of functions in Section 1.5 - Project Summary, indicate if the function is not available, available with a custom modification, or available as a standard function.

SECTION 6.0 - RECOMMENDED HARDWARE AND OPERATING SYSTEM REQUIREMENTS: Present, in detail, the recommended hardware required to utilize the proposed software.

List the operating system software required to support the recommended computing environment and any additional vendors' software products and typical licensing requirements to support the proposed application software.

Disclose the percentage of current customers using the recommended platform.

Describe the technology used to:

- 1) Develop the application and its components
- 2) Manage the application data
- 3) Enable distribution of the software to more than 800 desktop computers

Note: The vendor(s) must propose and install the software required to support the applications installed.

Fault tolerant equipment is not required, however, "high availability" is desired (i.e., a system design

protocol and associated implementation that ensures a certain degree of operational continuity during a given measurement period).

Third-party equipment required to complete the proposed configuration is to be provided and installed by the vendor(s).

SECTION 7.0 - PROJECT COSTS: Provide a fixed price proposal to perform the requirements described in this RFP, within the time specified by the initial project implementation plan. Pricing should be broken down for separate tasks and deliverables listed in the project plan. If there are other project costs, exceptions, exclusions or alternates, provide that information along with a further explanation of how those affect the project price on a separate page.

- Include prices for all software, services, and additional costs to acquire all software and services referenced in the proposal, including third-party prices.
- Provide the cost of implementation and estimated 5 year cost of ownership.
- Do not use “To Be Determined” or similar annotations for cost estimates. The County is asking vendors to estimate prices and hours for all categories with the understanding that they may have to make assumptions. Such assumptions should be stated. Vendors may submit additional pricing sheets as an addendum.
- The County reserves the right to contact vendors on price and scope clarification at any time throughout the selection and negotiation process.

By submitting this cost proposal, the vendor represents and declares that it has carefully examined this RFP, all project requirements, project conditions (including hardware, software and physical conditions) affecting the performance of the work and that if its proposal is accepted, the vendor(s) will fully satisfy the requirements of this RFP at the price stated. Every vendor must describe the licensing structure (i.e., based on number of users, number of citizens, etc.) and document the complete costs for licensing, installation and ongoing support of their proposed systems. Provide as much detail as possible.

SECTION 8.0 - CATEGORIES: Each vendor’s cost proposal should include detailed information on the items identified in Section 1.5 - Project Summary, in the following key categories:

- 1) Software licensing fees
 - a) Include pricing for database servers or hosted services, client licenses, web licenses, report generators, third-party software (if any), and add-ons or toolkits that maybe required to facilitate full use of the proposed system
 - b) Describe your licensing scheme (enterprise, module versus system, concurrent versus named, external internet user(s), query versus user, etc.)
 - c) Identify how costs are determined for adding additional users after the initial purchase
- 2) Training fees for each application and supporting programs (reporting programs, etc.)
- 3) System software and any specialized hardware required for software applications
- 4) Implementation services divided into:
 - a) Project Management
 - b) Technical services
 - c) Parallel testing/production user assistance
 - d) Data conversion/migration

- e) Other anticipated costs (travel, etc.)
- 5) Annual maintenance fees and costs of future upgrades

SECTION 9.0 - SYSTEM PROCUREMENT OPTIONS: Include any procurement options available in the proposal. Identify the benefits to the County offered by any recommended acquisition method.

SECTION 10.0 - DATABASE CONVERSION SERVICES: Indicate if the proposed system is able to utilize accumulated data from the systems currently in place. The migration from the existing systems would include any necessary data conversion and importation from current systems to provide historical data views. Include the cost of these services in your response to Section 7.0 - Project Costs.

As part of these services, the vendor(s) would be responsible for the accurate documentation of the current location, file, field, and library names, and the accurate conversion of the historical data from the current software databases, and for writing and executing all necessary conversion programs. The County will make all necessary data available to the vendor(s) to perform this data conversion effort.

Discuss in detail any prior experience converting specific modules of HTE/SunGard software to the proposed software, identifying any module / files that have not been successfully converted from HTE/SunGard software. For the purpose of this proposal the proposer should assume that the conversion will include a minimum of fifteen (15) years of historical data.

SECTION 11.0 - CUSTOMIZATION CAPABILITIES: Provide descriptions of the customization capabilities including the ability to add fields and tables.

SECTION 12.0 - REPORTING: Reporting capabilities should be integrated and intuitive, and be able to generate accurate, easy to use, well-developed reports. The reporting solution should quickly query application databases and provide custom reports

- 1) Describe the data modeling and the reporting capabilities of the system being proposed. Include the level of user expertise necessary to independently create reports and whether or not they can be saved, shared and imported directly into other products (i.e. Microsoft Excel or Adobe PDF format).
- 2) The reporting and modeling capabilities of the system should include, but not necessarily be limited to, financial analysis, budget forecasting, budget preparation, budget to actual monitoring, retrieval of historical data, pre-scheduled reporting and graphical representations of data and reports. Indicate if the system is capable of delivering reports to individuals throughout the organization, and printing professional checks and invoices.
- 3) The County wishes to obtain a reporting program that helps us systemize and speed the development of reports for management-level employees and elected decision makers. Describe how your organization's reporting package can support these efforts.
- 4) Provide a short description of how your company's reporting solution can meet the reporting requirements of the Government Accounting Standards Board and develop Comprehensive Annual Financial Reporting statements.

SECTION 13.0 - IMPLEMENTATION PLAN: This section should address all key phases including, but not limited to, project planning, installation, configuration, data conversion, testing, rollout, and support. The implementation plan should include the following information and necessary documentation for each item listed:

- a) An overview of services proposed for analyzing the County's existing business processes and how they will translate into the proposed system
- b) The critical path schedule, including a description of each proposed phase, milestone and associated deliverable
- c) Contract time in calendar days from 'Notice to Proceed' to 'Notice of Completion'
- d) Critical meetings
- e) Proposed phases
- f) Deliverable due dates
- g) Detailed tasks
- h) Task owner(s)
- i) Detailed project planning process/methodology
- j) Organizational change management methodology
- k) Project risk management/mitigation
- l) Conversion support plan
- m) A table listing County staff assignments and proposed labor hours for all tasks
- n) A table listing vendor staff assignments and proposed labor hours for all tasks
- o) Project dependencies
- p) Periods of unavailability

Pricing for implementation services should include all costs associated with a successful and complete installation and configuration of the system, and all associated implementation tasks.

The County acknowledges that some software companies partner with implementation specialists for technical and training supports. This practice is acceptable. However, the vendor(s) shall disclose the legal name of those companies providing supplemental support and describe the services each third-party implementation company provides and the hourly rate for implementation consultants.

The County will assign a Project Manager to work with the vendor staff throughout the installation. The selected vendor(s) will be required to assign their own Project Manager to oversee the entire implementation project to ensure the project remains on time, within budget, and proceeds without unacceptable interruption of essential financial and human resources services. Staff utilized by the vendor to provide installation services and training must have sufficient expertise related to the operation of those applications and be highly effective in their respective tasks. Work performed unsatisfactorily will be repeated by the vendor(s) until successful at no additional charge to the County.

The vendor(s) will design a weekly progress status report form covering the period of time between contract signing and the Letter of Completion. The progress report should include current progress against the project plan, itemize the activities accomplished since the previous progress report, the specific activities planned for the following week, and any problems which have occurred or are anticipated. The form's design and adequacy will be subject to County approval. Progress reports will be submitted weekly by the vendor(s), and sent via email to the County's Project Manager. Meetings will be held weekly with the County's Project Manager and vendor's Project Manager to discuss the report and any other issues that arise. Progress reports will be discontinued when the County, in its sole judgment, deems the project to be complete and in conformance with the contract documents.

Describe your methodology for acceptance testing and the criteria to be used for final system acceptance (after installation, testing, and “go-live”).

SECTION 14.0 - TRAINING AND DOCUMENTATION: The selected vendor(s) will provide project management, technical installation expertise, and training.

The County believes that thorough training is necessary for the success of the system implementation. The County requests the option of recording the training sessions for County use.

Describe your proposed training program for system users and system administrators along with documentation that is included (i.e., training manuals, technical manuals, user guides, data element dictionary, and context-sensitive online help text with customizable screens). The vendor(s) must have or establish and implement a training program to teach the skills and knowledge necessary to effectively use the technology being proposed.

Once the system is installed, the vendor will be required to return and provide advanced training for both end users and system administrators within approximately ninety (90) days after final system acceptance. Trainers shall be experienced and knowledgeable in the specific application software they are teaching and shall be familiar with the installation and implementation at Deschutes County and train for the County’s system as implemented. The County may request a replacement trainer if, in the opinion of the County, there is evidence that the trainer initially scheduled has been ineffective in conducting specific training sessions. The County will be entitled to withhold payment until a makeup session with a qualified trainer can be completed.

The vendor(s) must provide a detailed plan for training. This information should include:

- a) Overview of the proposed training plan and strategy, specifying how and when training is to be delivered for both on-site and off-site training, web training services for the core project team, end users, and technology personnel.
- b) Develop training based on Deschutes County’s specific implementation, policies and procedures.
- c) Describe the role of County and vendor staff for training, including the design and implementation of the training plan, development of training materials, and level of assistance with training.
- d) Provide descriptions of classes/courses proposed in the training plan. Vendor should specify the unit of measure for its training (i.e., units, classes, days, etc.) and define the hours associated with these units of measure. The vendor must be very clear about exactly what training courses are included in the cost of the proposal and which personnel should be involved (i.e., finance, payroll, cashier, etc.)
- e) Training should include a written overview of task sequences.
- f) Provide options on locations, frequencies, topics, and budget estimates for ongoing training.
- g) Describe any operating and maintenance manuals that will be provided, including how those would be accessed by end users, and provide a sample of the formats of those documents.

SECTION 15.0 - MAINTENANCE, SUPPORT SERVICES AND ENHANCEMENTS: The vendor(s) will be responsible for providing ongoing user and technical support during the County's normal business hours, which are 7:00 AM to 5:00 PM, Pacific Time, Monday through Friday, with after-hour emergency support available. Weekend support may be required when upgrading to new versions or applying upgrades/enhancements. The support must be available in a variety of areas including, installing and configuring product updates, addressing product inquiries and product errors in a timely manner, providing documentation for product upgrades and using client feedback to determine product enhancement priorities. Please include a copy of a support and maintenance agreement and an internal support staffing plan.

The County desires to partner with a technology company providing top-quality customer services. Provide information about the support your organization provides, including:

- a) Phone and web-based help, including the hours available
- b) Tracking system for ensuring requests are promptly addressed
- c) Problem reporting and resolution procedures
- d) Any special support plans, including support for older versions
- e) Frequency and delivery mechanism for new software releases
- f) Notification and delivery method for bug fixes and patches
- g) Methodology of integration of any client modifications with new versions, upgrades or enhancements.
- h) Available user groups
- i) Other support

Define any service level options and/or disclose which services are included in the annual maintenance fees and which are optional.

The vendor(s) should disclose how it solicits feedback from its customers and incorporates the information into the software. Describe the testing process for patches, updates, and releases.

SECTION 16.0 - MODULARITY AND PHASED APPROACH: The system must be modular in design so that new application components can be integrated with the system to accommodate a phased implementation and take advantage of new technological advances. Once implemented, the system must be able to easily expand to include new capabilities without negatively impacting previously implemented functionality.

Describe your approach to phasing in the applications in Section 1.5, including the order they would be implemented, how they would be grouped and the reason for that order. Explain the level of redundant data entry processes necessary during a phased implementation and the potential impact on staff resources.

A phased approach would require that newly implemented applications be able to interface with applications that have not yet been converted. Describe how this would be handled.

SECTION 17.0 - PRIME CONTRACTOR RESPONSIBILITIES: The County will consider the vendor to be the Prime Contractor and sole point of contact with regard to contractual matters including the performance of services and payment of charges resulting from the lease or purchase of software. The vendor(s) selected for this project assumes and accepts responsibility for all of its subcontractors, vendors, employees and agents and all work and product necessary to successfully complete this

project.

The responsibilities of each subcontractor, vendor and agent that the vendor intends to employ to accomplish the project should be clearly identified. All third-party solutions proposed as part of this package are subject to the same guidelines of this RFP, unless otherwise stated. For each third-party product or service provider, there should be a statement about whether the vendor's contract will or will not encompass the third party product/service and/or whether the County will have to contract on its own for the product.

SECTION 18.0 - ADDITIONAL INFORMATION: Proposers may use this section to include additional information about their products and services not covered in other sections of the proposal such as conference information, documentation, newsletters, or published case studies.

3.0 Response Requirements and Conditions

3.1 Proposal Response Instructions:

The Proposal must be received no later than **5:00 PM (PST) on May 8, 2015** at the following address:

Nancy Blankenship, County Clerk
Deschutes County
1300 NW Wall Street, Suite 202
Bend OR 97701

Proposals are to be submitted in sealed packages with the following information clearly marked on the outside of each package:

- Name of the Vendor with company address
- Project title: “Software, Implementation and Training Services for Integrated Financial Management and Human Resources System”

Please note the following as part of the submittal process:

- Submission of the proposal constitutes acceptance by the vendor of terms, conditions, and requirements set forth herein and provides a guarantee that if chosen, it will be able to provide the proposed products and services during the period of time discussed in the RFP.
- If a proposer’s RFP includes any information to be furnished that the proposer considers proprietary and is not required by law, and the proposer requests up front this information be held in confidence, the County will take reasonable efforts to maintain the confidentiality to the extent allowable under Oregon law, including whether the public interest would suffer by disclosure.
- Proposers are required to submit:
 - a) Nine (9) hard copies and one (1) electronic copy (PDF on CD) of the complete proposals sealed in the proposal package.
 - b) One original paper copy to be marked as “Original”.
 - c) Identify the CD with your business name and address.
 - d) Hard copies must include a submittal letter signed by an authorized agent of the vendor(s) proposal and the appropriate contact information.
- Any exceptions to the specifications established herein should be listed in detail on a separate sheet and attached to the proposal. Exceptions to the RFP will not automatically eliminate the proposal from consideration.
- Proposals not conforming to the instructions provided herein will be subject to disqualification at the discretion of the County.
- Interested parties assume all responsibility for sending and confirming receipt of proposals. Vendors are encouraged to submit proposals several days in advance and to confirm that your proposal has been received. Late proposals may not be considered and may be returned unopened.

3.2 RFP Amendments:

If it becomes evident that this RFP must be amended, the County will issue a formal written amendment and post it to the County’s website.

3.3 Rejection of Proposals:

The County reserves the right to reject any or all proposals in

their entirety or to select certain application software from the proposals.

3.4 Proposal Costs: Those submitting proposals do so entirely at their expense. There is no expressed or implied obligation by the County to reimburse any individual or firm for any costs incurred in preparing or submitting proposals providing additional information when requested by the County or for participating in any selection interviews.

3.5 Proposal Review: All documents submitted as part of the vendor's proposal will be deemed confidential during the evaluation process. All applicable information will be subject to public disclosure in accordance with applicable laws (including ORS Chapter 192 and the Freedom of Information Act) at award of contract, or cancellation of the RFP.

3.6 Protests: Proposers may submit a written protest to request a change to any provision or specification contained in the RFP by the date specified for questions and clarifications in Section 1.3. Each protest and request for change must include the reasons and any proposed changes to the RFP provisions or specifications.

Every proposer who submits a proposal shall be notified of its selection status for continuation to the demonstration phase. Any proposer who claims to have been adversely affected or aggrieved by the selection of a higher ranked Proposer must submit a written protest of the selection to the County official designated in Section 1.8 within seven (7) calendar days after the date of the selection notice. Protests submitted after this deadline will not be considered.

After the notification of intent to award contract is released, proposers not selected can submit a written protest to the County official designated in Section 1.8 within seven (7) calendar days after the notification and may make an appointment to view the RFP files at the office of the County Clerk, 1300 NW Wall Street, Bend, OR.

3.7 Local, State and Federal Compliance Requirements: The vendor(s) must comply with all applicable laws, ordinances, and codes of the federal, state and county governments. It shall be the responsibility of the vendor to be knowledgeable of all laws, ordinances, rules and regulations that in any manner affect the items covered herein which may apply. Failure to comply with all applicable laws, ordinances and codes may lead to disqualification from the bid process.

3.8 Insurance and Indemnification: The vendor to whom the contract is awarded shall, within ten (10) business days from the date of receipt of properly prepared contract documents, deliver to the County the fully executed contract in duplicate, along with required original insurance certificates satisfactory to the County Legal Counsel. The insurance certificates shall cover all areas set out in the contract documents and shall be issued by a company licensed to do business in the State of Oregon which is acceptable to the County Legal Counsel. The insurance shall be maintained in effect for the term of the proposed project (in the case of Professional Liability insurance the term of the proposed project shall mean its design life). The certificates of insurance, except that for Professional Liability insurance, shall name Deschutes County as additional insured. All insurance certificates shall provide for thirty (30) days' notice to the County of any cancellation of the insurance policy.

4.0 Evaluation

4.1 Evaluation Method and Criteria: Evaluation of the proposals is expected to be completed within 30 days of the proposals deadline. A selection committee will review proposals focusing on quantitative and qualitative criteria. The County will assign priority levels to information requested in the sections of the proposal. Responses from the vendors will be used to calculate individual weighted average responses. Vendors with the top scoring proposals will be invited to provide demonstrations for County staff.

The capabilities of the software will be evaluated during the demonstrations. The resulting evaluations, along with the priority of each function, will be scored and reviewed by the selection committee.

Negotiations will take place with the top scoring finalists, and, if the negotiations result in a satisfactory agreement, a contract will be recommended to the Board of County Commissioners for review and approval. If negotiations are not satisfactory, the County will again review the proposals and identify a new finalist, or the County may discontinue the project or issue a new RFP. The software selected shall provide the most cost-effective approach that meets the County's needs.