

REQUEST FOR PROPOSAL # PUARC-1104
Integrated Property Tax Management System Implementation



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INSTRUCTIONS TO BIDDERS

Lisa Boerner, Senior Procurement Contract Specialist; Email: LBoerner@co.riverside.ca.us
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- I. Bidder Registration – Unless stated elsewhere in this document, bidder must register online at www.Purchasing.co.riverside.ca.us with all current bidder information, to be registered on the County's database.
 - II. Prices/Notations All prices/notations must be typewritten or written in ink. No erasures permitted. Mistakes shall be crossed out, corrections made adjacent and initialed by person signing document. Each item shall be bid separately.
 - III. Pricing/Terms/Tax - All pricing shall be quoted both F.O.B. shipping destination, (e.g., cash terms less than 20 days should be considered net) excluding applicable tax. The County pays California Sales Tax and is exempt from Federal excise tax. In the event of an extension error, the unit price shall prevail.
 - IV. Period of Firm Pricing - Unless stated otherwise elsewhere in this document, prices shall be firm for 180 days after the RFP closing date. If the County elects to do negotiations that require additional time, the County may request bidder's prices be firm for an additional period of time to complete negotiations and award the contract.
 - V. Recycled Material - Wherever possible, the County of Riverside is looking for items made from, or containing in part, recycled material. Bidders are encouraged to bid items containing recycled material as an alternative for the items specified; however, the County reserves the right to reject those alternatives as non-responsive.
 - VI. Method of Award - The County reserves the right to reject any or all offers, to waive any discrepancy or technicality and to split or make the award in any manner determined by the County to be most advantageous to the County. The County recognizes that prices are only one of several criteria to be used in judging an offer and the County is not legally bound to accept the lowest offer.
 - VII. Other Terms and Conditions – The terms and conditions as indicated in this document and/or attached are hereby included with full force and like effect as if set forth herein. Copies of the applicable Terms and Conditions may be obtained by visiting the County's website at www.purchasing.co.riverside.ca.us or contact Riverside County Purchasing at the number shown above and request a copy to be faxed or mailed to you.
 - VIII. Return of Bid/Closing Date/Return to - The bid response shall be delivered to **Purchasing and Fleet Services, 2980 Washington Street, Riverside, CA 92504 by 1:30 p.m.** on the closing date listed above. Bid responses not received by County Purchasing by the closing date and time indicated above will not be accepted. The closing date and time and the R.F.Q./R.F.P. number referenced above shall appear on the outside of the sealed envelope. A duly executed copy of the signature page of this bid document must accompany your response. The County will not be responsible for and will not accept late bids due to delayed mail delivery or courier services.
 - IX. Auditing – The Contractor agrees that Riverside, County the State of California, the Federal government, or designated representatives shall have the right to review and copy any records and supporting documentation pertaining to the performance of this contract. Contractor agrees to maintain such records for possible audit for a minimum of (3) years after final payment, or until closure of pending matter unless a longer period of records retention is stipulated. Contractor agrees to allow auditor(s) access to such records during normal business hours and allow interviews of any employees or others who might reasonably have information related to such records. Further, the Contractor agrees to include a similar right of Riverside County, the State of California, or the Federal government to audit records and interview staff in any subcontract related to the performance of this contract.
 - X. Local Preference - The County of Riverside has adopted a local preference program for those bidders located within the County of Riverside. A five percent (5%) price preference may be applied to the total bid price during evaluation of the bid responses. To qualify as a local business, the business must have fixed offices within the geographical boundaries of Riverside County and must credit all sales taxes paid resulting from this RFQ/P to that Riverside County location. To qualify for local preference bidder must include a copy of a Riverside Business Tax Certificate that supports the local preference status and complete Form 116-260 Local Business Qualification Affidavit. Application of this local preference may be waived in County's discretion or if funding sources disallow it.
- Or
- XI. Disabled Veteran Business Enterprise Preference - The County of Riverside has implemented a Disabled Veteran Owned Business preference policy. A three (3) percent preference may be applied to the total bid price of all quotes/bids/proposals received by the County from certified disabled veterans owned businesses. Bidder must provide certification of Disabled Veteran Status. If the bid is submitted by a non-Disabled Veteran owned business, but lists subcontractors that are identified and qualified as Disabled Owned Business, the total bid price may be adjusted by 3% of the value of that subcontractor's portion of the bid.

IF CHECKED, THE FOLLOWING DOCUMENTS HEREBY MADE PART OF THIS RFQ/P

Please go to www.purchasing.co.riverside.ca.us to access these terms and conditions

- | | | | |
|--|---|---|----------------------------------|
| ☒ APPENDIX "A" | ☒ EXHIBIT (A-E) | ☐ PLANS/DRAWINGS | ☐ SAMPLES |
| ☐ #116-110 | Special Conditions/Response | ☐ 116-150 | Special Conditions RFP |
| ☐ #116-140 | Special Conditions Personal/Professional Services RFP | ☐ 116-130 | Equipment Information Sheet |
| ☒ #116-260 | Local Business Qualification Affidavit | | |

IF CHECKED, THE FOLLOWING GENERAL CONDITIONS ARE INCLUDED WITH FULL FORCE AND LIKE EFFECT AS IF SET FORTH HEREIN

- | | | | |
|-----------------------------------|--|-----------------------------------|--|
| ☐ #116-200 | General Conditions | ☐ #116-210 | General Conditions Materials and/or Services |
| ☐ #116-230 | General Conditions - Equipment | ☐ #116-220 | General Conditions - Public Works |
| ☐ #116-240 | General Conditions - Personal/Professional Service | | |

Proposal Cover Page

BIDDER TO COMPLETE ALL APPLICABLE AREAS

Bidders are required to register (if not already registered) on the County of Riverside Purchasing website:

WWW.PURCHASING.CO.RIVERSIDE.CA.US

The County of Riverside Purchasing Department on behalf of the County of Riverside CREST Project is soliciting proposals from qualified organizations for
Integrated Property Tax Management System Implementation
as detailed in Appendix A.

There will be a Non-Mandatory bidders meeting and webinar to be held on:

Date: July 9, 2009

Time: 10:00 a.m. PST

Location:

County of Riverside

County Administration Center

Riverside County Supervisors Board Chambers

4080 Lemon Street, First Floor

Riverside, CA 92501

The Prebid Crest Webinar registration link:

<https://riversidecrestevents.webex.com/riversidecrestevents/onstage/g.php?t=a&d=661063736>

BID CLOSING DATE: September 1, 2009 no later than 1:30 p.m. (PST).

NO FAXED PROPOSALS WILL BE ACCEPTED

After close of this RFP, the award may be announced within 30 - 180 days.

If an addendum is issued for this procurement, it will be the Bidder's responsibility to retrieve all applicable addendum(s) from the Purchasing website.

"Execution hereof is certification that the undersigned has read and understands the terms and conditions hereof, and that the undersigned's principal is fully bound and committed."

Company
Name:

Street Address:

Mailing Address:

City: State: Zip:

Remit to Address:

City: State: Zip:

Phone # () FAX # ()

Bidder Website:

Name: Title:

Signature: Date: Email:
Please Check ☐ Disabled Veteran or ☐ Local Business – if checked, the above signer certifies that the above business is located within the geographical boundaries of Riverside County and that all sales taxes generated based on this RFP will be credited to that location in Riverside County. Form 116-260 must be completed and submitted with the Bidder's proposal

APPENDIX A SCOPE OF SERVICE

1.0 DEFINITIONS

Wherever these words occur in this RFP, they shall have the following meaning:

- A. "RFP" shall mean Request for Proposal.
- B. "Addendum" shall mean an amendment or modification to the RFP (Request for Proposals).
- C. "Bid" shall mean the proposal submitted by a Bidder consistent with the RFP.
- D. "Bidder" shall mean an individual, firm, partnership or corporation that submits a qualified Bid.
- E. "Contractor" and Bidder are used interchangeably.
- F. "MQs" shall mean minimum qualifications.
- G. "CREST" shall mean County of Riverside Enterprise Solutions for Property Taxation project.
- H. "COUNTY" shall mean the County of Riverside. For purposes of this RFP, CREST and County are used interchangeably.
- I. "ACR" shall mean the Assessor-County Clerk-Recorder.
- J. "ACO" shall mean the Auditor-Controller Office.
- K. "TTC" shall mean the Treasurer-Tax Collector.
- L. PTMS shall mean the individual Property Tax Management Systems for the Assessor-County Clerk-Recorder, Auditor-Controller Office and Treasurer-Tax Collector.
- M. "IPTMS" shall mean the Integrated Property Tax Management System which will encompass the PTMS's for the Assessor-County Clerk-Recorder, Auditor-Controller Office and Treasurer-Tax Collector.
- N. "IMS" shall mean Information Management System, the County's primary legacy property tax management system operated jointly by the Assessor-County Clerk-Recorder, Treasurer-Tax Collector and Auditor-Controller Office.
- O. "COTS" shall mean Commercial Off the Shelf Software.
- P. "Rich" or "Smart" Client shall mean an application software client that executes on the desktop workstation.

2.0 PURPOSE/BACKGROUND

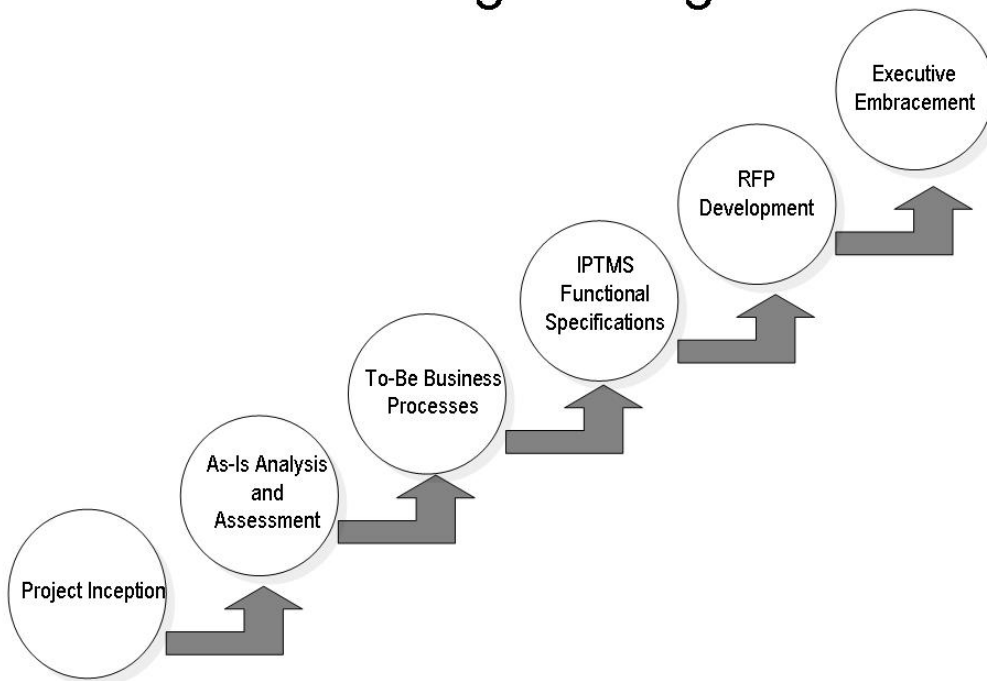
2.1 The offices of the Assessor-County Clerk-Recorder, Treasurer-Tax Collector and Auditor-Controller Office are in the second stage of a multi-agency reengineering project, referred to as the County of Riverside Enterprise Solutions for Property Taxation (CREST) Project. The result will be the design, development and implementation of an Integrated Property Tax Management System (IPTMS). When fully implemented, the IPTMS will replace the existing legacy property tax systems.

2.2 This Request for Proposal is the culmination of the initial phase of the CREST Project that included an extensive analysis of the County's property tax management systems.

2.3 The graphic below depicts the steps in the CREST requirements project which generated this RFP and the associated system requirements (Exhibit E).

2.4

IPTMS Re-Engineering Phases



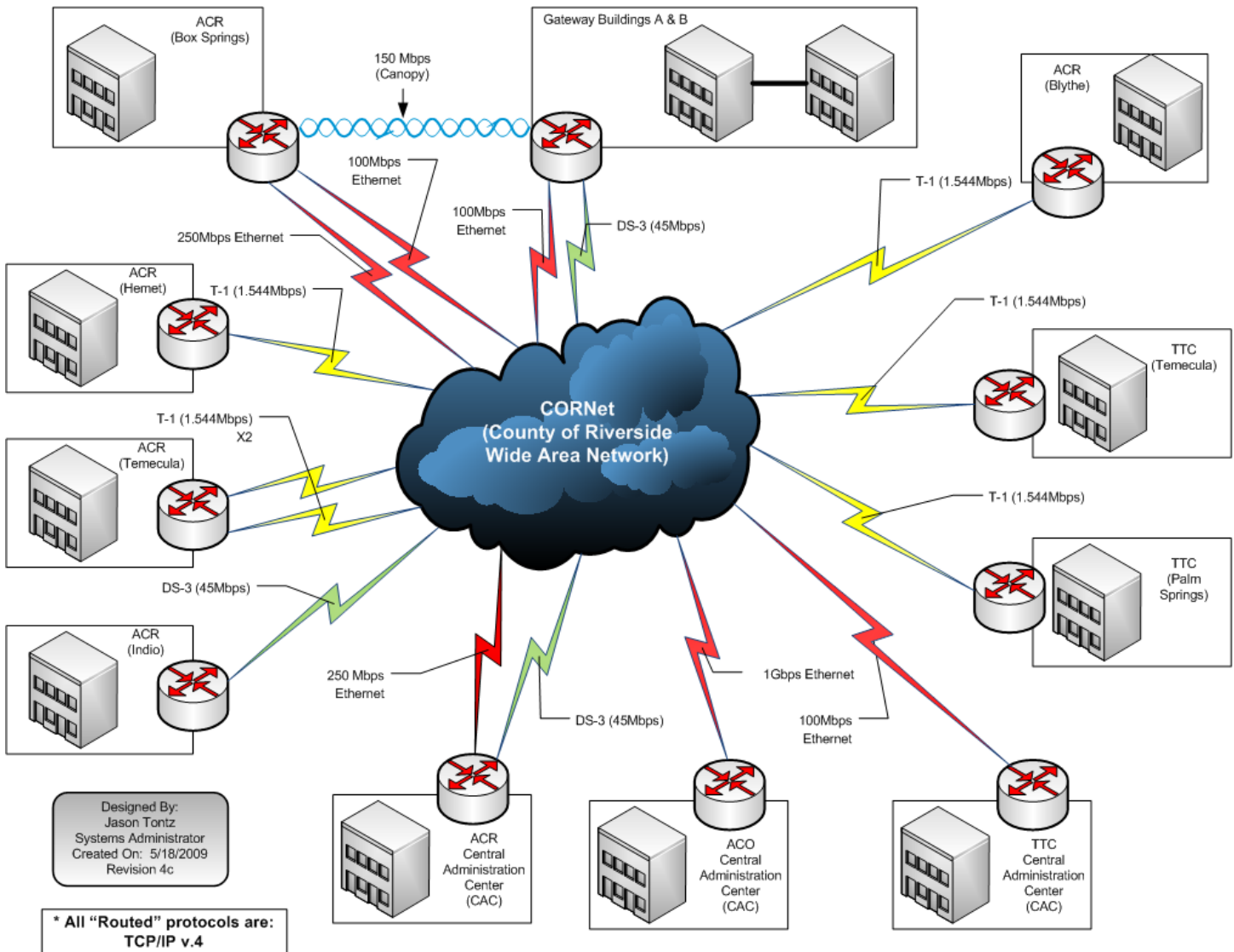
2.5 The purpose of this RFP is to solicit fixed price proposals from qualified firms to implement a turn-key Integrated Property Tax Management System for the County.

2.6 The desired solution will:

- i. Meet all property assessment legal mandates
- ii. Improve public service
- iii. Improve access to property tax information
- iv. Improve effectiveness in property tax administration

2.7 The current property tax information system for the County is comprised of a combination of heterogeneous applications independently developed and maintained by the three departments. The primary application supporting property tax is the Information Management System. IMS is hosted on an IBM mainframe system running a Z/OS operating system and using an IBM IMS hierarchical database.

2.8 The following diagram describes the Riverside wide area network that supports the property tax departments.



2.9 In addition to IMS, there are numerous ancillary applications in use by the three property tax departments. These will be replaced by IPTMS. The systems to be replaced by IPTMS will be identified in the information provided with this RFP.

2.10 Performance Bond

Prior to contract award, the successful bidder shall furnish an acceptable Performance Bond fully executed in the amount representing one hundred percent (100%) of the highest cost implementation phase. The surety for this bond shall be admitted in the State of California.

2.11 Non-Disclosure Agreement for Bidder Access to IPTMS Requirements

CREST IPTMS requirements documents will be made available upon request and subject to the execution of a Non-Disclosure Agreement (NDA) between the County and the bidder (refer to Exhibit D). Upon execution of the Non-Disclosure Agreement, the County will create an internet-based account with username and password to provide bidder access to the requirements documents.

2.11 Financing Options

The bidder shall identify in detail any options it may offer to the County for financing the solutions identified in response to this RFP.

3.0 SCOPE OF SERVICE

3.1 Introduction

The project scope includes replacing the legacy property tax systems currently used by ACR, TTC, and ACO with the new property tax system described in this RFP. This solicitation is for a fixed price bid for all services and package software and/or frameworks required to address this scope of work. The fixed price bid does not include the price for hardware, operating systems and network infrastructure required to host the solution. The bidder will be responsible for all of the following activities:

- i. Solution Design
- ii. Development of new solutions or implementation of COTS products
- iii. Testing
- iv. Training/Knowledge Transfer
- v. Deployment
- vi. Support
- vii. Source Code Escrow

3.2 Solution Design

The awarded bidder will provide all services required to design IPTMS based on the requirements and specifications provided with this RFP. The bidder will specify in collaboration with the County the technical environments required to build and host the IPTMS applications. Based on this design, the County will secure and deploy the required technical environments required to host the application based on these environments.

3.3 Development of New Solutions or Implementation of COTS Products

3.3.1 The bidder will provide all services required to develop new solutions or to implement COTS products for IPTMS based on the requirements and specifications provided with this RFP.

3.3.2 The bidder will provide all development environments including workstations, development software, application frameworks and unit testing tools required to build the solution.

3.4 Testing

3.4.1 The bidder will provide all services required to test IPTMS. This includes all unit testing, system testing, integration testing, stress testing, performance testing and load testing.

3.4.2 The bidder will generate all test plans and test scenarios/procedures and test data required to fully test IPTMS. The County will provide resources to assist in extracting data from legacy systems to support the generation of test data, in addition to providing legacy instances of test databases to support the testing activities.

3.4.3 The bidder will provide support services to the County during the User Acceptance test periods.

3.5 Training/Knowledge Transfer

3.5.1 The bidder will provide onsite services to train the County staff on the usage of IPTMS using a train the trainer approach.

3.5.2 The bidder will generate all training materials required to execute training by County staff.

3.5.3 The bidder will provide all technical documentation required for County staff to maintain the IPTMS applications.

3.6 Deployment

3.6.1 The bidder will provide services to deploy the IPTMS applications into all environments during the period of performance of this contract.

3.6.2 The building of software releases will be performed in County hosted software environments.

3.6.3 The bidder will provide services required to convert all of the necessary data from the legacy sources to the IPTMS environments to support the deployment. The County will provide the necessary resources to extract required data from the legacy sources.

3.6.4 The retirement of the County's property tax systems will be accomplished in a multi-phased project where in each phase each department will implement new features in IPTMS and retire the associated features in the legacy property system. This phased approach will require the development and maintenance of transitional interfaces between the County's legacy property tax system and the bidder's proposed new system as IPTMS modules are developed and deployed and legacy system modules are retired. The bidder will provide all services required to implement these transitional interfaces with legacy systems. The County will provide the necessary resources to interface with the legacy applications.

3.7 Support

The bidder will be required to provide on-going annual application support and knowledge transfer to County maintenance staff for the proposed turn-key solution. The period of support will be for three years following the successful implementation of IPTMS.

3.8 Source Code Escrow

In the performance of the development tasks pursuant to a Contract Award associated with this RFP, the bidder shall deposit all source code media for all COTS, third party, or other proprietary products and all associated development tools into a Source Code Escrow for use by the County. County shall have unrestricted access to such source code to use, modify, and maintain the IPTMS. All source code for components of the IPTMS which are to be owned by the County pursuant to this RFP shall be delivered in electronic form directly to the County and shall not be subject to any escrow.

3.9 Deliverables

3.9.1 This section describes the required IPTMS deliverables that need to be created and in many cases maintained throughout the project. These deliverables are presented in different sub-sections, indicating which phase of the project the deliverable is required to be produced. You are required to indicate in your Project Plan when each of these deliverables will be created.

3.9.2 The following is a description of the deliverable sub-sections:

- i. **Project Initiation Deliverables** – The Project Initiation deliverables will be created during the first phase of the project and maintained throughout the project as necessary
- ii. **Phase I Deliverables** – The Phase I deliverables will be created during the first implementation phase (Phase I) of the project. See Phased Implementation Plan (Exhibit E).
- iii. **Departmental Phase Deliverables** – The Departmental Phased deliverables will be created for each of the departments (ACR, ACO and TTC) in each of the phases of the project. See Phased Implementation Plan (Exhibit E).
- iv. **IPTMS Phased Deliverables** – The IPTMS Phased Deliverables will be created during each of the implementation phases (Phase I-IV) of the project. See Phased Implementation Plan (Exhibit E).

3.9.2.i Project Initiation Deliverables

The following deliverables will be completed during the Project Initiation Phase.

3.9.2.i.a Project Management Plan

3.9.2.i.a.1 The Project Management Plan describes how the project management team will manage and execute the project. The plan must include the following:

- i. The project management processes selected by the project management team
- ii. The level of implementation of each selected process
- iii. The descriptions of the tools and techniques to be used for accomplishing those processes
- iv. The selected project life cycle and, for multi-phase projects, associated project phases
- v. How the selected processes will be used to manage the project, including the dependencies and interactions among those processes and the essential inputs and outputs
- vi. How work will be executed to accomplish the project objectives
- vii. How changes will be monitored and controlled
- viii. How configuration management will be performed
- ix. How the integrity of the performance measurement baselines will be maintained and used
- x. The needs and techniques for communication among stakeholders
- xi. Key management reviews for content, extent, and timing to facilitate addressing open issues and pending decisions

3.9.2.i.a.2 The Project Management Plan addresses these issues as sections within the plan or as separate documents as follows:

- i. Schedule Management Plan
- ii. Scope Management Plan
- iii. Issue Management Plan
- iv. Quality Management Plan
- v. Change Management Plan
- vi. Risk Management Plan
- vii. Resource Management Plan
- viii. Communications Management Plan

3.9.2.i.b Schedule Management Plan

3.9.2.i.b.1 The Schedule Management Plan establishes how schedule management will be carried out in the project. It serves as guidance for the scheduling process. It formats and defines the roles and responsibilities for stakeholders in those processes. It does not provide detailed schedule information, but instead explains how that information will be captured, expressed, and modified.

3.9.2.i.b.2 The Schedule Management Plan includes descriptions of required documents (e.g. network diagrams, Gantt charts, milestone charts), as well as insight on how those documents may be developed.

3.9.2.i.b.3 The County requires the use of Microsoft Project for project scheduling and for project plan development.

3.9.2.i.c Scope Management Plan

3.9.2.i.c.1 The Scope Management Plan describes how the team will define the scope, develop the detailed scope statement, define and develop the work breakdown structure, verify the scope and control the scope of the project.

3.9.2.i.c.2 The components of the Scope Management Plan include:

- i. A process to describe the preparation of a detailed scope statement based upon the preliminary project scope statement
- ii. A process that enables the creation of the Work Breakdown Structure (WBS) from the detailed project scope statement
- iii. A process that specifies how formal verification or acceptance of the completed project scope statement and its companion WBS will be obtained
- iv. A process to control how requests for changes to the detailed project scope statement will be processed. This process is directly linked to integrated change control.

3.9.2.i.d Issue Management Plan

The Issue Management Plan describes how the project will contend with environmental, cultural, technical, and project-specific concerns that either exist or will inevitably come to pass. Because issues are conditions that must be dealt with (unlike risks, which may or may not occur), the Issue Management Plan identifies concerns that must be either acknowledged or addressed.

3.9.2.i.e Quality Management Plan

The Quality Management Plan provides guidance on how quality will be ensured on the project through design reviews, documentation, and other protocols. It gives management and the customer a clear understanding of how quality will be maintained and what documentation they can expect (addressing quality) during the life of the project.

3.9.2.i.f Change Management Plan

The Change Management Plan is the definition of the formal process for making changes to the project's original scope. It generally involves redefining existing objectives and deliverables or specifying new project objectives and deliverables.

3.9.2.i.g Risk Management Plan

The Risk Management Plan is a document that is intended to foresee risks, to estimate the effectiveness, and to create response plans to mitigate them. The Risk Management Plan contains an analysis of likely risks with both high and low impact, as well as mitigation strategies to help the project avoid being derailed should common problems arise.

3.9.2.i.h Resource Management Plan

The Resource Management Plan describes how and when project team members will be acquired, the criteria for releasing them from the project, the identification of training needs and the impacts to the organization.

3.9.2.i.i Communications Management Plan

The Communications Management Plan defines the communication requirements for the project and how information will be distributed. This includes:

- i. Communication requirements based on roles
- ii. What information will be communicated
- iii. How the information will be communicated
- iv. When will information be distributed
- v. Who does the communication
- vi. Who receives the communication

3.9.2.i.j Configuration Management Plan

The Configuration Management Plan defines the process by which work product integrity is maintained using configuration identification, configuration control, configuration status, and configuration audits. The plan must address the following topics:

- i. Establishing Baselines
- ii. Tracking and Controlling Changes
- iii. Maintaining Integrity

3.9.2.i.k Phased Implementation Plan

This Phased Implementation Plan defines the implementation phases for the IPTMS project by department, functional area and process. The bidder is required to update this document based on the actual implementation.

3.9.2.i.l Transitional Interface Plan

The Transitional Interface Plan describes the plan for approaching the transitional interfaces required to support the Phased Implementation Plan. The Transitional Interface Plan must address the interfaces required to support the on-going operations of the legacy systems and IPTMS throughout the phased implementation. The plan should describe the general approach to the transitional interfaces, selected tools and techniques, descriptions of what information is required to be exchanged between legacy and phased systems, and interface approach alternatives.

3.9.2.i.I Application Architecture

The Application Architecture has two components: functional architecture and software architecture. The functional architecture should describe the architecture from a functional component or module view of the application as prescribed in the Conceptual Architecture requirement document. It should focus on the interaction between the individual functions within the PTMS and between the individual departmental PTMS's. The software architecture should describe the architecture from a software module perspective relative to the Conceptual Architecture requirement document.

3.9.2.i.m Technical Architecture

This deliverable will describe the technical architecture required to support the development and implementation of the application in addition to the production environment. The technical architecture must describe the following:

- i. Hardware Environment
- ii. Operating System Environment
- iii. Network Environment
- iv. Security (Authentication)

3.9.2.i.n Test Plan

The Test Plan forms the framework within which the team performing the testing will work throughout the project. It directs, guides, and constrains the test effort. It focuses work on the useful and necessary deliverables. It communicates the intent of the effort to stakeholders. The Test Plan captures the following informational elements:

- i. The definition of the goals and objectives of the test effort within the scope of the iteration (or project)
- ii. The definition of the targeted test items
- iii. An explanation of the approach or strategy that will be used
- iv. The resources and schedule required
- v. The deliverables to be produced

3.9.2.i.o Training Plan

The Training Plan outlines the activities required to design, develop and deliver a training program. It outlines the objectives, needs, strategy, and curriculum to be addressed when training users on a new or enhanced system.

3.9.2.i.p General System Requirements Confirmation

The General Systems Requirements Confirmation documents the bidder's confirmation and elaboration of the General System Requirements.

3.9.2.i.q Implement Configuration Management Environment

The Implementation of the Configuration Management Environment provides the complete environment to manage the building and deployment of the proposed solution.

3.9.2.i.r Implement Development Environment

The Implementation of the Development Environment provides the complete environment to perform the integrated development and builds of the proposed solution by the development team.

3.9.2.i.s Implement Testing Environment

The Implementation of the Testing Environment provides the formal testing environment to be used by the test team for the proposed solution.

3.9.2.ii Phase I Deliverables

The following deliverables are to be completed only during Phase I for use throughout all the phases.

3.9.2.ii.a Implement QA Environment

The Implementation of the QA Environment provides the environment for the pre-production and user acceptance testing.

3.9.2.ii.b Implement Certification Environment

The Implementation of the Certification Environment provides the environment for testing deployments by individual departments outside of the normal phased implementation plan. The software deployed in this environment will match that of the current production build.

3.9.2.ii.c Implement Production Environment

The Implementation of the Production Environment provides the environment for the production deployment and on-going operations of the IPTMS applications.

3.9.2.iii Departmental Phase Deliverables

The following deliverables must be completed by department and for each phase (Phase I through IV).

3.9.2.iii.a Phase Requirements Confirmation

The Phase Requirements Confirmation documents the confirmation and elaboration of the Functional Requirements by department and by phase. This deliverable addresses the associated requirements for the each phase in the project, based on the Phased Implementation Plan. This confirmation must be done prior to the beginning of any other development work in Phases I-IV.

3.9.2.iii.b Phase Design

3.9.2.iii.b.1 The Phase Design documents details of how to implement solutions for IPTMS by department and by phase. This deliverable addresses the associated design for each phase in the project, based on the Phased Implementation Plan. This design must be done prior to the beginning of any other development work in Phases I-IV.

3.9.2.iii.b.2 This deliverable describes the design for the associated department for the functional areas and processes to be implemented during the target phase as defined in the updated Phased Implementation Plan. The design will include:

- i. The implementation of product software or frameworks
- ii. The design for custom developed software
- iii. User Interfaces
- iv. Data Interfaces between the PTMS's and other systems defined in the requirements
- v. Physical data model to support the implementation
- vi. Any transitional interface required to support the deployment

3.9.2.iii.b.3 The following deliverables must be completed by department and for each implementation phase (Phase I through IV).

3.9.2.iii.b.3.i Phase Develop and Test Software

The Phase Develop and Test deliverable represents the completed development, unit testing and integration testing of the departmental software solution for a target phase according to the Phased Implementation Plan.

3.9.2.iii.b.3.ii Phase Develop and Test Transitional Interfaces

The Phase Develop and Test Transitional Interface deliverable represents the completed development, unit testing and integration testing of the departmental transitional interfaces for a target phase according to the Phased Implementation Plan.

3.9.2.iii.b.3.iii Phase Develop System Test Scenarios and Data

The Phase Develop System Test Scenarios and Data deliverable represents the completed system test scenarios and associated data for a target phase according to the Phased Implementation Plan.

3.9.2.iii.b.3.iv Phase Develop User Acceptance Test Scenarios and Data

The Phase Develop User Acceptance Test Scenarios and Data deliverable represents the completed user acceptance test scenarios and associated data for a target phase according to the Phased Implementation Plan.

3.9.2.iii.b.3.v Phase Stress/Performance/Load Test Scenarios and Data

The Phase Stress Test Scenarios and Data deliverable represents the completed scenarios and data for the phase stress, performance and load test scenarios for the target phase according to the Phased Implementation Plan.

3.9.2.iii.b.3.vi Phase Complete Stress/Performance/Load Test

The Phase Complete Stress/Performance/Load Test deliverable represents the completed departmental phase load, performance and stress test using the accepted Stress/Performance/Load Test Scenarios and Data for the target phase according to the Phased Implementation Plan.

3.9.2.iii.b.3.vii Phase Complete User Acceptance Test

The Phase Complete User Acceptance Testing deliverable represents the completed departmental phase user acceptance test using the accepted User Acceptance Test Scripts and Data for the target phase according to the Phased Implementation Plan.

3.9.2.iii.b.3.viii Phase Training Materials

The Phase Training Materials represents the completed deliverable departmental user training materials for the target phase according to the Phased Implementation Plan. The training materials will be used by the bidder to train the trainers, and the County trainers will use the same material to train the end users.

3.9.2.iii.b.3.ix Phase Complete Train-the-Trainers Sessions

The Phase Complete Train-the-Trainers Session deliverable represents the completed train the trainer sessions for the target phase according to the Phased Implementation Plan.

3.9.2.iv IPTMS Phased Deliverables

The following deliverables must be completed by phase (Phase I through IV).

3.9.2.iv.a Phase Develop and Test Inter-Departmental Interfaces

The Phase Develop and Test Inter-Departmental Interfaces deliverable represents the completed and tested software required to support the inter-departmental interfaces for the target phase.

3.9.2.iv.b Phase System Test

The Phase System Test represents the completed IPTMS system testing for the target phase. The system test at the IPTMS level will exercise the departmental systems tests with the integrated PTMS's to ensure that the product performs accurately with each department's deployable product.

3.9.2.iv.c Phase User Acceptance Test

The Phase User Acceptance Test deliverable represents the completed IPTMS user acceptance testing for the target phase. The user acceptance test at the IPTMS level will exercise the departmental systems tests with the integrated PTMS's to ensure that the product performs accurately with each department's deployable product.

3.9.2.iv.d Phase Deployment Plan

The Phase Deployment Plan deliverable represents the complete plan to prepare and execute the deployment of the IPTMS solution of the target phase. The deployment plan will enumerate the steps required to prepare the environments, implement the product, convert legacy data, implement transitional interfaces, bring the system live and retire any legacy applications.

3.9.2.iv.e Phase Develop and Test Data Conversion

The Phase Develop and Test Data Conversion deliverable represents the completed data conversion required to support the deployment of the IPTMS solution of the target phase. The deployment plan will enumerate the steps required to prepare the environments, implement the product, convert legacy data, implement transitional interfaces, bring the system live and retire any legacy applications.

3.9.2.iv.f Phase Implement Production Software

The Phase Implementation Production Software deliverable represents the production implementation and acceptance of the IPTMS software for the target phase according to the Phased Implementation Plan.

3.10 Maintenance and Support Services

3.10.1 Post Implementation Support

At no additional cost, bidder shall provide post implementation support services to identify and correct errors in IPTMS functionality and operation that were not identified and/or corrected during testing, deployment and implementation.

3.10.2 Regular Maintenance and Support

Bidder shall provide pricing and terms for ongoing IPTMS maintenance and support services.

4.0 WORK PRODUCT

4.1 Ownership of Work Product

4.1.1 COTS Components of IPTMS

County shall have a non-exclusive fully paid perpetual license to use, copy, modify and maintain all components of the work products included in the IPTMS produced by the successful bidder in response to this RFP to the extent such components are COTS. The bidder shall provide (or arrange to provide in the case of third party COTS) a licensed copy of the source code of any COTS to County. The foregoing rights of the County in such work products shall not be subject to payment of any periodic license or usage fee.

4.1.2 Custom Components of IPTMS

County shall own and hold the exclusive license to use, copy, modify and maintain all components of the work products produced by the successful bidder in response to this RFP which are developed as a new solution, Expanded COTS, Custom COTS, or Custom software.

4.1.3 Definition of Work Product

The work products will include but not be limited to all source code, development tools, build tools, test tools, deployment tools and associated documentation. The County requires one electronic copy of all work products, to be provided to the County within 30 days of the conclusion of each phase of the project.

4.1.3 Agreements with Employees and Contractors

The bidder shall provide evidence satisfactory to the County that all employees and contractors who perform work on behalf of bidder pursuant to this RFP are bound by contractual commitments to maintain the confidentiality of all County information and have further agreed that all work products created by such employees and contractors are "works for hire".

4.2 Warranty Against Infringement and Indemnity

The successful bidder shall warrant that it either owns or has the right to license to County the IPTMS and all work products contained therein on the terms set forth in Section 4.1. Bidder shall further indemnify and defend County against any claims by any third party that the IPTMS infringes on third party intellectual property rights.

4.2 Work Papers

All work papers prepared in connection with the contractual services will remain the property of the successful bidder; however, all reports rendered to the County are the exclusive property of the County and subject to its use and control.

5.0 TIMELINE

DATES:

1. RELEASE OF REQUEST FOR PROPOSAL	June 1, 2009
2. DEADLINE FOR SUBMISSION OF PRE-BID QUESTIONS Email: LBoerner@co.riverside.ca.us Email: Imark@co.riverside.ca.us Fax: 951-955-3730	Must be in the form of an Email or Fax by the close of business 5:00 PM (PST) on: June 24, 2009
3. NON-MANDATORY BIDDERS MEETING and WEBINAR @ www.Purchasing.co.riverside.ca.us	July 9, 2009 10:00 AM (PST)
4. FINAL DEADLINE FOR SUBMISSION OF QUESTIONS. Email: LBoerner@co.riverside.ca.us Email: Imark@co.riverside.ca.us Fax: 951-955-3730	Must be in the form of an Email or Fax by the close of business 5:00 PM (PST) on: July 31, 2009
5. DEADLINE FOR PROPOSALS	September 1, 2009 1:30 PM (PST)
6. TENTATIVE DATE FOR AWARDDING RFP Approximately 30 to 180 days after the RFP closes.	The Bidders are responsible for checking the Purchasing website for notice of intent to award at: www.Purchasing.co.riverside.ca.us

6.0 PERIOD OF PERFORMANCE

The period of performance for the implementation shall be three (3) years. Following a successful implementation, maintenance and support shall be for three (3) years in renewable one year increments.

7.0 PROPOSAL SUBMITTAL

All proposals shall be signed by an authorized agent and placed in a sealed package clearly marked "Bidder Proposal." The submitted proposal shall be prepared in a bound notebook(s). **The submitted proposal must consist of one (1) original and five (5) additional copies; each in a 3 ring binder; each containing one (1) Microsoft Word document of the submitted proposal and one (1) searchable PDF document of the submitted proposal, both stored on virus free CD, DVD, or flash drive. Faxed or emailed proposals will not be accepted.**

ALL BIDS MUST BE SENT TO: County of Riverside
Purchasing and Fleet Services
Attention: Lisa Boerner and Ines Mark
RFP# PUARC-1104
2980 Washington Street
Riverside, CA 92504-4647

8.0 GENERAL REQUIREMENTS

Procedures for Submitting Proposals

- 8.1. All proposals must be submitted in accordance with the standards and specifications contained within this Request for Proposal (RFP) and must contain a cover page with a certification of intent to meet the requirements specified.
- 8.2. The cover page of a responsive bid must be signed appropriately and completed with the date, company name, and name and title of a company officer/owner authorized to sign on behalf of the company.
- 8.3. The County reserves the right to waive, at its discretion, any irregularity, which the County deems reasonably correctable or otherwise not warranting rejection of the proposal.
- 8.4. The County shall not pay any costs incurred or associated in the preparation of this or any proposal or for participation in the procurement process.
- 8.5. Modification of Proposals: Any bidder who wishes to make modifications to a proposal already received by the County must withdraw his/her proposal in order to make the modifications. All modifications must be made in ink, properly initialed by bidder's authorized representative, executed, and submitted in accordance with the terms and conditions of this solicitation. It is the responsibility of the bidder to ensure that modified proposals are resubmitted before the RFP submittal deadline of September 1, 2009.
- 8.6. Bidders may withdraw their proposals at any time prior to the due date and time by submitting notification of withdrawal signed by the bidder's authorized agent. Proposals cannot be changed or modified after the date and time designated for receipt.
- 8.7. Proposals must be typed uniformly on letter size (8 ½ " x 11") sheets of white paper, single sided or double sided, each section clearly titled, with tabs A-M, and each page clearly and consecutively numbered. Proposals must be clean and suitable for copying. Proposals must be specific unto themselves. For example, "*See Enclosed Manual*" will not be considered an acceptable proposal. Receipt of all addenda, if any, must be acknowledged in the proposal.
- 8.8. **Late proposals will not be accepted.** Postmarks will not be accepted in lieu of this requirement. Proposals submitted to any other County office will be rejected.
- 8.9. The proposal shall be concise and to the point. Costly bindings, color plates, glossy brochures, etc. are neither necessary nor recommended. Examples of previous work may be submitted but will not necessarily influence the evaluation process.

9.0 REQUIRED FORMAT OF PROPOSALS

Proposals must contain the following sections:

- A.** Proposal Cover Page (Page 4 of this RFP)
- B.** Table of Contents
- C.** Corporate/Company/Agency Profile
- D.** Experience
- E.** Proposed Solution
- F.** Project Approach
- G.** Cost Proposal
- H.** Credentials/Resumes/Certifications/Licenses
- I.** References
- J.** Evidence of Insurability/ Business Licenses
- K.** Financial Information
- L.** Clarification/Exceptions/Deviations
- M.** Requirements Matrix Response

A. Proposal Cover Page

The Proposal Cover Page (page 4 of this RFP) must be signed by an authorized representative. Signature by an authorized representative of the organization on the proposal cover page shall constitute a warranty, the falsity of which shall entitle the County of Riverside to pursue any remedy authorized by law, which shall include the right, at the option of the County of Riverside, of declaring any contract made as a result thereof, to be void.

B. Table of Contents

This section shall include a comprehensive table of contents that identifies material by sections A-M (in the order list above) and by sequential page numbers.

C. Corporate/Company/Agency Profile

This section of the proposal is designed to establish the bidder as an entity with the ability and experience to provide the services as specified in the RFP. The profile should be concise and clear, and include descriptive information regarding service delivery. The following information must be provided as follows:

1. Business name and legal business status (i.e., partnership, corporation, etc.);
2. Proof of non-profit status, if applicable;
3. Company overview of services or activities performed, include:
 - a. The history of the bidder's firm - include a brief history of the firm.
 - b. The number of years in business under the present business name, as well as prior business names.
 - c. Number of years experience providing the proposed, equivalent, or related services.
 - d. Company hierarchy (President, Vice President, Company Officers, etc.) and organizational chart. Organizational chart shall clearly identify all positions that are being proposed to be funded under the project.
 - e. Company size - number of staff, proposed number of staff to provide services, and participant base.

- f. Location of the office from which the work under this contract will be provided and the staff allocation at that office.
4. Whether the bidder holds controlling or financial interests in any other organization, or is owned or controlled by any other person or organization. If none, that must be stated.

D. Experience

1. Description of the firm's California Property Tax Experience

Discuss your firm's experience with California Property Taxation. If your firm does not have direct California Property Tax Experience, discuss how your firm will acquire California Property Tax Experience for this project. This response should include identifying experience in each of the three types of departments involved in this project (Assessor-County Clerk-Recorder, Treasurer-Tax Collector, and Auditor-Controller-Office).

2. Description of the firm's Property Tax Experience in other States

Discuss your firm's experience with Property Taxation outside of the State of California. This response should include identifying experience in each of the three types of departments involved in this project (Assessor-County Clerk-Recorder, Treasurer-Tax Collector, and Auditor-Controller-Office).

3. Description of the firm's Systems Implementation Experience

Discuss your firm's implementation experience with completed projects of similar size and scope. It is preferable that this includes the implementation of Property Tax systems, but may include other systems as well.

E. Proposed Solution

The bidder must clearly and fully describe their proposed solution referencing the required Conceptual Architecture referenced in Exhibit E. The proposed solution has two components: application architecture and the proposed technology platform.

E.1 Application Architecture

- i. The bidder's proposed application architecture must be described in context to the IPTMS Conceptual Architecture provided as part of this RFP. The IPTMS architecture is described in four distinct application domains: ACR PTMS, ACO PTMS, TTC PTMS and Consolidated Data Access. The architecture must identify, within each of the four application domains, the software components that will be used to address the functional requirements. The components of the architecture can be composed of COTS and custom developed application software. Each of the architecture components should be clearly identified if it is COTS, Expanded COTS, Custom COTS or Custom.
- ii. The components of the application architecture will be used in reference to the Functional Requirement Matrix (see Exhibit E) to identify which application component will be used to address the associated requirement.

- iii. The bidder must describe if the application will use a "Rich" or "Smart" client, browser based interface, or a combination of both.
- iv. The bidder must describe how the proposed solution will maintain a common user interface, particularly if the application architecture is comprised of a combination of COTS and custom developed software.
- v. The bidder must describe how the proposed solution will interface with each of the other non-PTMS applications within the individual departmental application domains.
- vi. The application architecture should be a functional representation of the application architecture and not a technical application architecture representing the layers of application software components classified without technical context such as Presentation Layer, Business Rules/Middleware and Data Access Layer.

E.2 Technology Platform

The bidder must describe briefly the required technology platform required to support the proposed application architecture. The technology platform description must include:

- i. Proposed database software(s)
- ii. Proposed hardware environment(s)
- iii. Proposed Operating System(s)
- iv. Proposed Software for Interfaces between the individual PTMS's and the other systems within the departmental application domains.

F. Project Approach

In this section of the proposal response, the bidder must fully describe their approach to managing the work, including methodologies to be employed to address the scope of services.

a. Phased Implementation

- i. Discuss your firm's understanding of the described Phased Implementation Plan (Exhibit E) approach and how your firm would implement your solution following this approach. Provide a description by department, functional area and process how your solution will address the defined business process and requirements. Include in your description if the process and requirements will be satisfied with your solution as part of an existing package, 3rd party integrated package, customized package or 3rd party package or custom developed.
- ii. Discuss your firm's ideas, if any, on an alternate approach to the prescribed Phased Implementation Plan (Exhibit E).

b. Transitional Interfaces

Discuss your firm's understanding of the transitional interfaces required to support the phased implementation approach and how your firm would implement your solution following this approach.

c. Project Management Approach

- i. Describe your firm's approach to project management for projects of this size and complexity.
- ii. Provide a detailed Microsoft Project plan with this response that describes how this project will be performed following the prescribed Phased Implementation Plan (Exhibit E) and deliverables described in this RFP within the desired timeframe. Describe your overall project management methodology. Indicate how you will ensure the required project deliverables will be developed.
- iii. Describe your firm's status reporting approach, indicating how status will be reported to County Project Management.

d. Risk Management Approach

Provide a Risk Management Plan that identifies the risks that are likely to exist in a project of this size and complexity and provide risk mitigation or avoidance strategies for each identified risk.

e. Implementation Methodology

Describe your firm's implementation methodology for projects of this size and complexity involving your design, development, and configuration management approach.

f. Requirements

Describe your firm's approach to confirming and understanding the IPTMS requirements. This should include specific discussion on requirements gap analysis and requirements confirmation.

g. Testing Approach

Describe your firm's approach to unit testing, integration testing, system testing, user acceptance testing, performance testing, stress testing and load testing. Discuss how testing will be conducted by the individual departments and as a group for each phased deployment.

h. Training Approach

Describe your firm's training approach, and specifically how you propose to implement the "train the trainer" model to accomplish training.

i. Quality Management

Describe your firm's approach regarding this project to ensure proper compliance and quality assurance.

j. Communications and Organizational Change Management Approach

Describe your firm's approach to Communications and Organizational Change Management.

k. Staff Management

Describe your firm's approach to staffing this project, scaling staff according to phases and addressing unanticipated contingencies such as loss of key personnel.

l. Disaster Recovery Plan

Describe your firm's approach to ensuring that the work products generated in this project will be protected in the event of natural or other disasters.

G. Cost Proposal

- i. In this section, please complete and include the Cost Proposal Sheet attached as Exhibit A. Bidders may also include any other documents as information to further explain the proposed costs. Proposals must fully describe all costs to charges to County as part of this project. As stated in the Cost Proposal Sheet, bidders must provide fully inclusive blended rates (including all costs), which include all of the bidders, project-related or supported expenses.
- ii. Describe how costs will be controlled and properly identified to the specific tasks, while providing a high quality of services, high level of integrity and outcomes.
- iii. Describe any Financing Options that bidder may offer. Provide all details regarding terms and conditions that may apply.

H. Credentials/Resumes/Certifications/Licenses

- i. This section shall state the key person(s) responsible for administering or providing the services. Identify the project manager, solution architect, lead analysts, development leads, testing lead and training lead. Include his/her position, responsibilities, qualification/experience, and a copy of his/her certification or licenses held if applicable.

- ii. Bidder shall specifically provide the following information on all employees to be providing service:
 - a. Description of education;
 - b. General experience;
 - c. Experience or education related to the RFP project;
 - d. Letters of reference if available;
 - e. Any other information, which will assist in evaluating qualifications.
- iii. Provide the bidder's company background checking procedures and company utilized.

I. References

- i. All bidders must include present and past performance information with a minimum of three (3) references. Each reference shall include:
 - a. Dates of work performed
 - b. Total team size
 - c. Total project revenue
 - d. Current contact person, company, address, and email and telephone number for each reference identified
- ii. Describe recent similar projects that are equivalent to this project. These experiences must show the qualifications of the bidder's capabilities to complete the County's requirements. Provide a summary of the scope of services performed for these other projects.
- iii. Please verify that all reference information is correct. References must clearly correlate their performance with the requirements of this RFP.

J. Evidence of Insurability/Business Licenses

All bidders shall submit evidence of all required insurance. An Accord cover page will suffice and if awarded the contract the Bidder has ten (10) calendar days to produce the required insurances including a certified endorsement naming the County as additionally insured. The bidder shall certify to the possession of any and all current required licenses or certifications. Do not purchase additional insurance until this bid has been awarded. Provide a copy of **current** business license or other applicable licenses.

K. Financial Statement

All bidders must submit financial statements (**balance sheet and income statement**) for its business that are dated no more than twelve (12) months prior to the date of the proposal submission and cover a period of at least one (1) year. These statements should clearly identify the financial status and condition of the bidder's entire business entity. Please place in a separate envelope and mark "Confidential" if your firm requires this to be kept confidential. The County does not guarantee that the financials submitted will be kept confidential.

L. Clarification, Exceptions or Deviations

All bidders shall describe any exception or deviation from the requirements of the RFP. Each clarification, exception or deviation must be clearly identified. If your firm has no clarification, exception or deviation, a statement to that effect shall be included in this section.

M. Requirements Matrix Response

- i. All bidders must complete and return as part of the proposal a completed requirements matrix for the General System Requirements and each Functional Area. The requirements matrix requires that each bidder provide their compliance with each of the IPTMS requirements and indicate specifically where in the proposed solution based on the Conceptual Architecture (Exhibit E) the requirement will be satisfied.
- ii. The requirements matrix provides space for each bidder to provide the level of compliance, the module or component specified on the proposed solution where the requirement is satisfied, and if directed a comment or remark to clarify the individual response.

M.1 Compliance

The following is a list of the valid responses to the requirements:

- i. "COTS" - Requirement will be satisfied by part of the current COTS functionality.
- ii. "Expanded COTS" - Requirement will be satisfied as part of an enhancement to the COTS Product.
- iii. "Custom COTS" - Requirement will be satisfied by the customization of COTS Product specifically for the County.
- iv. "Custom" - Requirement will be satisfied as part of customized software for Riverside County. The bidder must identify in the Remarks which custom module within their proposed application architecture satisfies the requirement.
- v. "Not Applicable" - Requirement is not applicable because the requirement is satisfied in some alternate manor. The bidder must describe in the Remarks why the requirement is not applicable.
- vi. "Not Compliant" - The bidder has chosen to not comply with the requirements. The bidder must describe in the Remarks section why the bidder chose not to be compliant with the requirement.

In the event that there are bidder presentations, the bidder may be requested to demonstrate any requirement that is responded to as part of a COTS component of the solution. In all cases, the bidder may be asked to demonstrate their understanding of the requirement to be implemented.

M.2 PTMS Module

The bidder must identify the module or component of their proposed application architecture where the requirement will be addressed.

M.3 Remarks

The bidder must provide comments to substantiate their compliance selection to the requirement. Any remarks must be individually enumerated in the remarks section for the requirement.

10.0 EVALUATION CRITERIA

Proposals may be evaluated based on the criteria listed below:

1. Responsiveness to and understanding of the RFP requirements
2. The quantity and locations of facilities, if applicable
3. Bidder's experience and ability
4. Overall cost to the County
5. References with demonstrated success with similar work to the Scope of Service
6. Technical capability and project methodology
7. Financial status
8. Clarification, Exceptions or Deviations
9. Credential/Resumes/Licenses/Certifications
10. Samples submitted
11. Any other factors the County determines to be appropriate

11.0 EVALUATION PROCESS

All contacts during the review selection phase will be only through the Purchasing Department. Attempts by the Contractor to contact any other County representative may result in disqualification of the Contractor. All evaluation material will be considered confidential and not released by the County. The County reserves the right to split or make the award that is most advantageous to the County.

12.0 INTERPRETATION OF RFP

The Contractor must make careful examination and understand all of the requirements, specifications, and conditions stated in the RFP. If any Contractor planning to submit a proposal finds discrepancies in or omissions from the RFP, or is in doubt as to the meaning, a written request for interpretation or correction must be given to the County. Any changes to the RFP will be made only by written addendum and may be posted on the Purchasing website at www.purchasing.co.riverside.ca.us. The County is not responsible for any other explanations or interpretations. All notices regarding this procurement may be posted on the County's purchasing website at www.purchasing.co.riverside.ca.us.

13.0 CONTRACTUAL DEVELOPMENT

If a proposal is accepted, the County will enter into a contractual agreement with the selected Contractor. A sample of the standard County contract to be used for this project is attached as Exhibit B. The terms of this contract are made part of this RFP and are subject to modification and expansion as necessary to properly document the rights of County and the obligations of Contractor as described in this RFP. If an agreement cannot be reached, negotiations with the second ranking Contractor shall commence.

14.0 CANCELLATION OF PROCUREMENT PROCESS

County may cancel the procurement process at any time. All proposals become the property of the County. All information submitted in the proposal becomes "public record" as defined by the State of California upon completion of the procurement process. If any proprietary information is contained in or attached to the proposal, it must be clearly identified by the Contractor; otherwise the Contractor agrees that any and all documents provided may be released to the public after contract award.

The procurement process may be canceled after opening but prior to award if the County determines that cancellation is in the best interest of the County for reasons (but not limited to) such as:

- Inadequate, ambiguous, or otherwise deficient specifications that were cited in the RFP.
- The services are no longer required.
- Proposals received are at an unreasonable cost.
- Proposal did not independently arrive in open competition, were collusive, or were not submitted in good faith.
- The County determines after analysis of the proposals that its needs can be satisfied through a less expensive method.

The County reserves the right to amend or modify the project Scope of Services prior to the award of contract, as necessity may dictate, and to reject any and all proposals hereunder. This Request for Proposal does not commit the County to award a contract or to pay any costs incurred in the preparation of a proposal in response to this request. The County reserves the right to accept or reject any or all proposals received as a result of this request, to negotiate with any qualified source or to cancel in part or in its entirety this Request of Proposal if it is in the best interest of the County.

15.0 CONFIDENTIALITY AND PROPRIETARY DATA

All materials received relative to this RFP will be kept confidential, until such time an award is made or the RFP is canceled, at which time public records may be released. Proposals received will be subject to Government Code §6250, the Public Information Act. Proposal submitters should mark information they consider proprietary or confidential in the event it is exempt from the requirements of the Act.

16.0 COUNTY OBSERVED HOLIDAYS

HOLIDAY	DAY OBSERVED
* New Year's Day	January 1
Martin Luther King Jr's Birthday	Third Monday in January
Lincoln's Birthday	February 12
Washington's Birthday	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Columbus Day	Second Monday in October
Veterans' Day	November 11
*Thanksgiving Day	Fourth Thursday in November
* Following Thanksgiving	Friday following the fourth Thursday in November
*Christmas Day	December 25

*** Note:**

- ❖ Thanksgiving Day, which shall be the fourth Thursday in November unless otherwise appointed.
- ❖ Friday following Thanksgiving Day.
- ❖ December 24 and 31 when they fall on Monday.
- ❖ December 26 and January 2, when they fall on Friday.
- ❖ Friday proceeding January 1, February 12, July 4, November 11 or December 25, when such date falls on Saturday; the Monday following such date when such date falls on a Sunday.

17.0 DISPUTES

In the event of a dispute between a bidder and the County, or a bid protest, the parties shall attempt to resolve the dispute amicably at the working level. If that is not successful, the dispute shall be referred to the senior management of the parties. Any dispute or bid protest which is not resolved by the parties shall be decided by the County's Purchasing Agent, who shall furnish the decision in writing. The decision of the County's Purchasing Agent shall be final. Any bid protest must be filed no later than ten (10) business days after issuance of the County's notice of intent to award; and such bid protest shall contain a detailed statement with the factual and legal basis for the protest. The filing of a bid protest shall not in any way prohibit County from proceeding to award the contract for this RFP.

Prior to the filing of any legal action related to this Agreement, the parties shall be obligated to attend a mediation session in Riverside County before a neutral third party mediator. A second mediation session shall be required if the first session is not successful. The parties shall share the cost of the mediations.

EXHIBIT A
COST PROPOSAL SHEET

1. The County is requiring an all inclusive fixed price bid for all services, related expenses and 3rd party software to implement the Integrated Property Tax Management System specified in this RFP by phase.

Project Phase	Cost
Project Inception	\$
Phase I	\$
Phase II	\$
Phase III	\$
Phase IV	\$
Total	\$

2. The bidder must provide a cost for ongoing service maintenance and support costs for any solution implemented as part of this RFP. The costs should be provided in annual costs for a three year period following the successful implementation of the project.

Annual Service Maintenance & Support	Cost
	\$
	\$
	\$

3. The bidder must provide a cost for ongoing license maintenance and support costs for all 3rd party software contained in this proposal. The costs should be provided in annual costs for a three year period following the successful implementation of the project.

Annual License Maintenance & Support	Cost
	\$
	\$
	\$

4. The bidder must provide hourly costs for resources to be used for estimating changes in scope under this contract.

Resource	Cost
	\$
	\$
	\$

5. Describe any Financing Options that bidder may offer. Provide all details regarding terms and conditions that may apply.

**EXHIBIT B
SAMPLE AGREEMENT**

PROFESSIONAL SERVICE AGREEMENT

for

(INSERT NAME OF PROGRAM)

between

COUNTY OF RIVERSIDE

and

(INSERT COMPANY NAME)



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This Agreement, made and entered into this ____ day of ____, 2009, by and between (INSERT COMPANY NAME), (herein referred to as "CONTRACTOR"), and the COUNTY OF RIVERSIDE, a political subdivision of the State of California, (herein referred to as "COUNTY"). The parties agree as follows:

1. Description of Services

1.1 CONTRACTOR shall provide all services as outlined and specified in Exhibit A, Scope of Services, consisting of (INSERT # OF PAGES) pages at the prices stated in Exhibit B, Payment Provisions, consisting of (INSERT # OF PAGES) pages, and Attachment I, HIPAA Business Associate Attachment to the Agreement, consisting of (INSERT # OF PAGES) pages.

1.2 CONTRACTOR represents that it has the skills, experience and knowledge necessary to fully and adequately perform under this Agreement, and the COUNTY relies upon this representation. CONTRACTOR shall perform to the satisfaction of the COUNTY and in conformance to and consistent with the highest standards of firms/professionals in the same discipline in the State of California.

1.3 CONTRACTOR affirms this it is fully apprised of all of the work to be performed under this Agreement; and the CONTRACTOR agrees it can properly perform this work at the prices stated in Exhibit B. CONTRACTOR is not to perform services or provide products outside of the Agreement.

1.4 Acceptance by the COUNTY of the CONTRACTOR's performance under this Agreement does not operate as a release of CONTRACTOR's responsibility for full compliance with the terms of this Agreement.

2. Period of Performance

2.1 This Agreement shall be effective upon signature of this Agreement by both parties and continue in effect through (INSERT DATE), with the option to renew for (INSERT # OF RENEWALS YEARS), renewable in one year increments by written amendment, unless terminated earlier. CONTRACTOR shall commence performance upon signature of this Agreement by both parties and shall diligently and continuously perform thereafter.

3. Compensation

3.1 The COUNTY shall pay the CONTRACTOR for services performed, products provided and expenses incurred in accordance with the terms of Exhibit B, Payment Provisions. Maximum payments by COUNTY to CONTRACTOR shall not exceed (INSERT DOLLAR AMOUNT) annually including all expenses. The COUNTY is not responsible for any fees or costs incurred above or beyond the contracted amount and shall have no obligation to purchase any specified amount of services or products. Unless otherwise specifically stated in Exhibit B, COUNTY shall not be responsible for payment of any of CONTRACTOR's expenses related to this Agreement.

3.2 No price increases will be permitted during the first year of this Agreement. All price decreases (for example, if CONTRACTOR offers lower prices to another governmental entity) will automatically be extended to the COUNTY. The COUNTY requires written proof satisfactory to COUNTY of cost increases prior to any approved price adjustment. After the first year of the award, a minimum of 30-days advance notice in writing is required to be considered and approved by COUNTY. No retroactive price adjustments will be considered. Any price increases must be stated in a written amendment to this Agreement. The net dollar amount of profit will remain firm during the period of the Agreement. Annual increases shall not exceed the Consumer Price Index- All Consumers, All Items - Greater Los Angeles, Riverside and Orange County areas (Insert type of item or service) and be subject to satisfactory performance review by the COUNTY and approved (if needed) for budget funding by the Board of Supervisors.

3.3 CONTRACTOR shall be paid only in accordance with an invoice submitted to COUNTY by CONTRACTOR within fifteen (15) days from the last day of each calendar month, and COUNTY shall pay the invoice within thirty (30) working days from the date of receipt of the invoice. Payment shall be made to CONTRACTOR only after services have been rendered or delivery of materials or products, and acceptance has been made by COUNTY. Prepare invoices in duplicate. For this Agreement, send the original and duplicate copies of invoices to:

(INSERT DEPARTMENT NAME AND ADDRESS)

- a) Each invoice shall contain a minimum of the following information: invoice number and date; remittance address; bill-to and ship-to addresses of ordering department/division;

Agreement number (insert contract ID#); quantities; item descriptions, unit prices, extensions, sales/use tax if applicable, and an invoice total.

- b) Invoices shall be rendered monthly in arrears.
- c) In accordance with California Government Code Section 926.10, COUNTY is not allowed to pay excess interest and late charges.

3.4 The COUNTY obligation for payment of this Agreement beyond the current fiscal year end is contingent upon and limited by the availability of COUNTY funding from which payment can be made. No legal liability on the part of the COUNTY shall arise for payment beyond June 30 of each calendar year unless funds are made available for such payment. In the event that such funds are not forthcoming for any reason, COUNTY shall immediately notify CONTRACTOR in writing; and this Agreement shall be deemed terminated and have no further force and effect.

4. Alteration or Changes to the Agreement

4.1 The Board of Supervisors and the COUNTY Purchasing Agent and/or his designee are the only authorized COUNTY representatives who may at any time, by written order, make alterations to this Agreement. If any such alteration causes an increase or decrease in the cost of, or the time required for the performance under this Agreement, an equitable adjustment shall be made in the Agreement price or delivery schedule, or both, and the Agreement shall be modified by written amendment accordingly.

4.2 Any claim by the CONTRACTOR for additional payment related to this Agreement shall be made in writing by the CONTRACTOR within 30 days of when the CONTRACTOR has or should have notice of any actual or claimed change in the work which results in additional and unanticipated cost to the CONTRACTOR. If the COUNTY Purchasing Agent decides that the facts provide sufficient justification, he may authorize additional payment to the CONTRACTOR pursuant to the claim. Nothing in this section shall excuse the CONTRACTOR from proceeding with performance of the Agreement even if there has been a change.

5. Termination

5.1. COUNTY may terminate this Agreement without cause upon 30 days written notice served upon the CONTRACTOR stating the extent and effective date of termination.

5.2 COUNTY may, upon five (5) days written notice, terminate this Agreement for CONTRACTOR's default, if CONTRACTOR refuses or fails to comply with the terms of this Agreement or fails to make progress so as to endanger performance and does not immediately cure such failure. In the event of such termination, the COUNTY may proceed with the work in any manner deemed proper by COUNTY.

5.3 After receipt of the notice of termination, CONTRACTOR shall:

- (a) Stop all work under this Agreement on the date specified in the notice of termination; and
- (b) Transfer to COUNTY and deliver in the manner as directed by COUNTY any materials, reports or other products which, if the Agreement had been completed or continued, would have been required to be furnished to COUNTY.

5.4 After termination, COUNTY shall make payment only for CONTRACTOR's performance up to the date of termination in accordance with this Agreement and at the rates set forth in Exhibit B.

5.5 CONTRACTOR's rights under this Agreement shall terminate (except for fees accrued prior to the date of termination) upon dishonesty or a willful or material breach of this Agreement by CONTRACTOR; or in the event of CONTRACTOR's unwillingness or inability for any reason whatsoever to perform the terms of this Agreement. In such event, CONTRACTOR shall not be entitled to any further compensation under this Agreement.

5.6 The rights and remedies of COUNTY provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or this Agreement.

6. Ownership/Use of Contract Materials and Products

The CONTRACTOR agrees that all materials, reports or products in any form, including electronic, created by CONTRACTOR for which CONTRACTOR has been compensated by COUNTY pursuant to this Agreement shall be the sole property of the COUNTY; and may be used by the COUNTY for any purpose COUNTY deems to be appropriate, including, but not limit to, duplication and/or distribution within the

COUNTY or to third parties. CONTRACTOR agrees not to release or circulate in whole or part such materials, reports or products without prior written authorization of the COUNTY.

7. Conduct of Contractor

7.1 The CONTRACTOR covenants that it presently has no interest, including, but not limited to, other projects or contracts, and shall not acquire any such interest, direct or indirect, which would conflict in any manner or degree with CONTRACTOR's performance under this Agreement. The CONTRACTOR further covenants that no person or subcontractor having any such interest shall be employed or retained by CONTRACTOR under this Agreement. The CONTRACTOR agrees to inform the COUNTY of all the CONTRACTOR's interests, if any, which are or may be perceived as incompatible with the COUNTY's interests.

7.2 The CONTRACTOR shall not, under circumstances which could be interpreted as an attempt to influence the recipient in the conduct of his/her duties, accept any gratuity or special favor from individuals or firms with whom the CONTRACTOR is doing business or proposing to do business, in accomplishing the work under this Agreement.

7.3 The CONTRACTOR or its employees shall not offer gifts, gratuity, favors, and entertainment directly or indirectly to COUNTY employees.

8. Inspection of Service; Quality Control/Assurance

8.1 All performance (which includes services, workmanship, materials, supplies and equipment furnished or utilized in the performance of this Agreement) shall be subject to inspection and test by the COUNTY or other regulatory agencies at all times. The CONTRACTOR shall provide adequate cooperation to any inspector or other COUNTY representative to permit him/her to determine the CONTRACTOR's conformity with the terms of this Agreement. If any services performed or products provided by CONTRACTOR are not in conformance with the terms of this Agreement, the COUNTY shall have the right to require the CONTRACTOR to perform the services or provide the products in conformance with the terms of the Agreement at no additional cost to the COUNTY. When the services to be performed or the products to be provided are of such nature that the difference cannot be corrected, the COUNTY shall have the right to: (1) require the CONTRACTOR immediately to take all necessary steps to ensure future performance in conformity with the terms of the Agreement; and/or (2) reduce the Agreement price to reflect the reduced value of the services performed or products provided. The COUNTY may also terminate this Agreement for default and charge to CONTRACTOR any costs incurred by the COUNTY because of the CONTRACTOR's failure to perform.

8.2 CONTRACTOR shall establish adequate procedures for self-monitoring and quality control and assurance to ensure proper performance under this Agreement; and shall permit a COUNTY representative or other regulatory official to monitor, assess or evaluate CONTRACTOR's performance under this Agreement at any time upon reasonable notice to CONTRACTOR.

9. Independent Contractor

The CONTRACTOR is, for purposes relating to this Agreement, an independent contractor and shall not be deemed an employee of the COUNTY. It is expressly understood and agreed that the CONTRACTOR (including its employees, agents and subcontractors) shall in no event be entitled to any benefits to which COUNTY employees are entitled, including but not limited to overtime, any retirement benefits, worker's compensation benefits, and injury leave or other leave benefits. There shall be no employer-employee relationship between the parties; and CONTRACTOR shall hold COUNTY harmless from any and all claims that may be made against COUNTY based upon any contention by a third party that an employer-employee relationship exists by reason of this Agreement. It is further understood and agreed by the parties that CONTRACTOR in the performance of this Agreement is subject to the control or direction of COUNTY merely as to the results to be accomplished and not as to the means and methods for accomplishing the results.

10. Subcontract for Work or Services

No contract shall be made by the CONTRACTOR with any other party for furnishing any of the work or services under this Agreement without the prior written approval of the COUNTY; but this provision shall not require the approval of contracts of employment between the CONTRACTOR and personnel assigned under this Agreement, or for parties named in the proposal and agreed to under this Agreement.

11. Disputes

11.1 The parties shall attempt to resolve any disputes amicably at the working level. If that is not successful, the dispute shall be referred to the senior management of the parties. Any dispute relating to this Agreement which is not resolved by the parties shall be decided by the COUNTY's Purchasing Department's Compliance Contract Officer who shall furnish the decision in writing. The decision of the COUNTY's Compliance Contract Officer shall be final and conclusive unless determined by a court of competent jurisdiction to have been fraudulent, capricious, arbitrary, or so grossly erroneous as necessarily to imply bad faith. The CONTRACTOR shall proceed diligently with the performance of this Agreement pending the resolution of a dispute.

11.2 Prior to the filing of any legal action related to this Agreement, the parties shall be obligated to attend a mediation session in Riverside County before a neutral third party mediator. A second mediation session shall be required if the first session is not successful. The parties shall share the cost of the mediations.

12. Licensing and Permits

CONTRACTOR shall comply with all State or other licensing requirements, including but not limited to the provisions of Chapter 9 of Division 3 of the Business and Professions Code. All licensing requirements shall be met at the time proposals are submitted to the COUNTY. CONTRACTOR warrants that it has all necessary permits, approvals, certificates, waivers and exemptions necessary for performance of this Agreement as required by the laws and regulations of the United States, the State of California, the County of Riverside and all other governmental agencies with jurisdiction, and shall maintain these throughout the term of this Agreement.

13. Use By Other Political Entities

The CONTRACTOR agrees to extend the same pricing, terms and conditions as stated in this Agreement to each and every political entity, special district, and related non-profit entity in Riverside County. It is understood that other entities shall make purchases in their own name, make direct payment, and be liable directly to the CONTRACTOR; and COUNTY shall in no way be responsible to CONTRACTOR for other entities' purchases.

14. Non-Discrimination

CONTRACTOR shall not be discriminate in the provision of services, allocation of benefits, accommodation in facilities, or employment of personnel on the basis of ethnic group identification, race, religious creed, color, national origin, ancestry, physical handicap, medical condition, marital status or sex in the performance of this Agreement; and, to the extent they shall be found to be applicable hereto, shall comply with the provisions of the California Fair Employment and Housing Act (Gov. Code 12900 et. seq), the Federal Civil Rights Act of 1964 (P.L. 88-352), the Americans with Disabilities Act of 1990 (42 U.S.C. §1210 et seq.) and all other applicable laws or regulations.

15. Records and Documents

CONTRACTOR shall make available, upon written request by any duly authorized Federal, State or COUNTY agency, a copy of this Agreement and such books, documents and records as are necessary to certify the nature and extent of the CONTRACTOR's costs related to this Agreement. All such books, documents and records shall be maintained by CONTRACTOR for at least five years following termination of this Agreement and be available for audit by the COUNTY. CONTRACTOR shall provide to the COUNTY reports and information related to this Agreement as requested by COUNTY.

16. Confidentiality

16.1 The CONTRACTOR shall not use for personal gain or make other improper use of privileged or confidential information which is acquired in connection with this Agreement. The term "privileged or confidential information" includes but is not limited to: unpublished or sensitive technological or scientific information; medical, personnel, or security records; anticipated material requirements or pricing/purchasing actions; COUNTY information or data which is not subject to public disclosure; COUNTY operational procedures; and knowledge of selection of contractors, subcontractors or suppliers in advance of official announcement.

16.2 The CONTRACTOR shall protect from unauthorized disclosure names and other identifying information concerning persons receiving services pursuant to this Agreement, except for general statistical information not identifying any person. The CONTRACTOR shall not use such information for any purpose other than carrying out the CONTRACTOR's obligations under this Agreement. The CONTRACTOR shall promptly transmit to the COUNTY all third party requests for disclosure of such information. The CONTRACTOR shall not disclose, except as otherwise specifically permitted by this Agreement or authorized in advance in writing by the COUNTY, any such information to anyone other than the COUNTY. For purposes of this paragraph, identity shall include, but not be limited to, name, identifying number, symbol, or other identifying particular assigned to the individual, such as finger or voice print or a photograph.

17. Administration/Contract Liaison

The COUNTY Purchasing Agent, or designee, shall administer this Agreement on behalf of the COUNTY. The Purchasing Department is to serve as the liaison with CONTRACTOR in connection with this Agreement.

18. Notices

All correspondence and notices required or contemplated by this Agreement shall be delivered to the respective parties at the addresses set forth below and are deemed submitted two days after their deposit in the United States mail, postage prepaid:

COUNTY OF RIVERSIDE

(INSERT DEPARTMENT NAME)

(INSERT ADDRESS)

CONTRACTOR

(INSERT CONTRACTOR NAME)

(INSERT ADDRESS)

19. Force Majeure

If either party is unable to comply with any provision of this Agreement due to causes beyond its reasonable control, and which could not have been reasonably anticipated, such as acts of God, acts of war, civil disorders, or other similar acts, such party shall not be held liable for such failure to comply.

20. EDD Reporting Requirements

In order to comply with child support enforcement requirements of the State of California, the COUNTY may be required to submit a Report of Independent Contractor(s) form **DE 542** to the Employment Development Department. The CONTRACTOR agrees to furnish the required data and certifications to the COUNTY within 10 days of notification of award of Agreement when required by the EDD. This data will be transmitted to governmental agencies charged with the establishment and enforcement of child support orders. Failure of the CONTRACTOR to timely submit the data and/or certificates required may result in the contract being awarded to another contractor. In the event a contract has been issued, failure of the CONTRACTOR to comply with all federal and state reporting requirements for child support enforcement or to comply with all lawfully served Wage and Earnings Assignments Orders and Notices of Assignment shall constitute a material breach of Agreement. If CONTRACTOR has any questions concerning this reporting requirement, please call (916) 657-0529. CONTRACTOR should also contact its local Employment Tax Customer Service Office listed in the telephone directory in the State Government section under "Employment Development Department" or access their Internet site at www.edd.ca.gov.

21. Hold Harmless/Indemnification

21.1 CONTRACTOR shall indemnify and hold harmless the County of Riverside, its Agencies, Districts, Special Districts and Departments, their respective directors, officers, Board of Supervisors, elected

and appointed officials, employees, agents and representatives from any liability, claim, damage or action whatsoever, based or asserted upon any act or omission of CONTRACTOR, its officers, employees, subcontractors, agents or representatives arising out of or in any way relating to this Agreement, including but not limited to property damage, bodily injury, or death. CONTRACTOR shall defend, at its sole cost and expense, including but not limited to attorney fees, cost of investigation, defense and settlements or awards, the County of Riverside, its Agencies, Districts, Special Districts and Departments, their respective directors, officers, Board of Supervisors, elected and appointed officials, employees, agents and representatives in any such action or claim. With respect to any action or claim subject to indemnification herein by CONTRACTOR, CONTRACTOR shall, at its sole cost, have the right to use counsel of its own choice and shall have the right to adjust, settle, or compromise any such action or claim without the prior consent of COUNTY; provided, however, that any such adjustment, settlement or compromise in no manner whatsoever limits or circumscribes CONTRACTOR's indemnification of COUNTY. CONTRACTOR's obligations hereunder shall be satisfied when CONTRACTOR has provided to COUNTY the appropriate form of dismissal (or similar document) relieving the COUNTY from any liability for the action or claim involved. The specified insurance limits required in this Agreement shall in no way limit or circumscribe CONTRACTOR's obligations to indemnify and hold harmless the COUNTY.

21.2 In the event there is conflict between this clause and California Civil Code Section 2782, this clause shall be interpreted to comply with Civil Code 2782. Such interpretation shall not relieve the CONTRACTOR from indemnifying the COUNTY to the fullest extent allowed by law.

21.3 CONTRACTOR's indemnification obligations shall also apply to any action or claim regarding actual or alleged intellectual property infringement related to any material or product provided to COUNTY pursuant to this Agreement. In the event of any such action or claim, CONTRACTOR shall provide immediate notice to COUNTY of the action or claim. CONTRACTOR may defend or settle the action or claim as CONTRACTOR deems appropriate; however, CONTRACTOR shall be required to obtain for COUNTY the right to continue to use the material or product (or a similar non-infringing material or product with the same function) on terms identical to those stated in this Agreement.

22. Insurance

Without limiting or diminishing the CONTRACTOR's obligation to indemnify or hold the COUNTY harmless, CONTRACTOR shall procure and maintain or cause to be maintained, at its sole cost and expense, the following insurance coverages during the term of this Agreement:

22.1 Workers' Compensation

If the CONTRACTOR has employees as defined by the State of California, the CONTRACTOR shall maintain statutory Workers' Compensation Insurance (Coverage A) as prescribed by the laws of the State of California. Policy shall include Employers' Liability (Coverage B) including Occupational Disease with limits not less than **\$1,000,000** per person per accident. The policy shall be endorsed to waive subrogation in favor of the County of Riverside, and, if applicable, to provide a Borrowed Servant/Alternate Employer Endorsement.

22.2 Commercial General Liability

Commercial General Liability insurance coverage, including but not limited to, premises liability, contractual liability, products and completed operations liability, personal and advertising injury covering claims which may arise from or out of CONTRACTOR'S performance of its obligations hereunder. Policy shall name all Agencies, Districts, Special Districts, and Departments of the COUNTY of Riverside, their respective directors, officers, Board of Supervisors, employees, elected or appointed officials, agents or representatives as Additional Insureds. Policy's limit of liability shall not be less than **\$1,000,000** per occurrence combined single limit. If such insurance contains a general aggregate limit, it shall apply separately to this agreement or be no less than two (2) times the occurrence limit.

22.3 Vehicle Liability

If vehicles or mobile equipment are used in the performance of the obligations under this Agreement, then CONTRACTOR shall maintain liability insurance for all owned, non-owned or hired vehicles so used in an amount not less than **\$1,000,000** per occurrence combined single limit. If such insurance contains a general aggregate limit, it shall apply separately to this agreement or be no less than two (2) times the occurrence limit. Policy shall name all Agencies, Districts, Special Districts, and Departments of the COUNTY of Riverside, their respective directors, officers, Board of Supervisors, employees, elected or appointed officials, agents or representatives as Additional Insureds.

22.4 Professional Liability Insurance

CONTRACTOR shall maintain Professional Liability Insurance providing coverage for the CONTRACTOR's performance of work included within this Agreement, with a limit of liability of not less than **\$1,000,000** per occurrence and **\$2,000,000** annual aggregate. If CONTRACTOR's Professional Liability Insurance is written on a claims made basis rather than an occurrence basis, such insurance shall continue through the term of this Agreement and CONTRACTOR shall purchase at his sole expense either 1) an Extended Reporting Endorsement (also known as Tail Coverage); or 2) Prior Dates Coverage from new insurer with a retroactive date back to the date of, or prior to, the inception of this Agreement; or 3) demonstrate through Certificates of Insurance that CONTRACTOR has Maintained continuous coverage with the same or original insurer. Coverage provided under items; 1), 2) or 3) will continue for a period of five (5) years beyond the termination of this Agreement.

22.5 General Insurance Provisions - All lines

a) Any insurance carrier providing insurance coverage hereunder shall be admitted to the State of California and have an A M BEST rating of not less than A: VIII (A:8) unless such requirements are waived, in writing, by the COUNTY Risk Manager. If the COUNTY's Risk Manager waives a requirement for a particular insurer such waiver is only valid for that specific insurer and only for one policy term.

b) The CONTRACTOR must declare its insurance self-insured retentions. If such self-insured retentions exceed \$500,000 per occurrence such retentions shall have the prior written consent of the County Risk Manager before the commencement of operations under this Agreement. Upon notification of self insured retention unacceptable to the COUNTY, and at the election of the County's Risk Manager, CONTRACTOR'S carriers shall either; 1) reduce or eliminate such self-insured retention as respects this Agreement with the COUNTY, or 2) procure a bond which guarantees payment of losses and related investigations, claims administration, and defense costs and expenses.

c) CONTRACTOR shall cause CONTRACTOR'S insurance carrier(s) to furnish the COUNTY of Riverside with either 1) a properly executed original Certificate(s) of Insurance and certified original copies of Endorsements effecting coverage as required herein, or 2) if requested to do so orally or in writing by the COUNTY Risk Manager, provide original Certified copies of policies including all Endorsements and all attachments thereto, showing such insurance is in full force and effect. Further, said Certificate(s) and policies of insurance shall contain the covenant of the insurance carrier(s) that thirty (30) days written notice shall be given to the COUNTY of Riverside prior to any material modification, cancellation, expiration or reduction in coverage of such insurance. In the event of a material modification, cancellation, expiration, or reduction in coverage, this Agreement shall terminate forthwith, unless the COUNTY of Riverside receives, prior to such effective date, another properly executed original Certificate of Insurance and original copies of endorsements or certified original policies, including all endorsements and attachments thereto evidencing coverage's set forth herein and the insurance required herein is in full force and effect. **CONTRACTOR shall not commence operations until the COUNTY has been furnished original Certificate (s) of Insurance and certified original copies of endorsements or policies of insurance including all endorsements and any and all other attachments as required in this Section. An individual authorized by the insurance carrier to do so on its behalf shall sign the original endorsements for each policy and the Certificate of Insurance.**

d) It is understood and agreed to by the parties hereto and the insurance company(s), that the Certificate(s) of Insurance and policies shall so covenant and shall be construed as primary insurance, and the COUNTY'S insurance and/or deductibles and/or self-insured retention's or self-insured programs shall not be construed as contributory.

e) The COUNTY'S Reserved Rights--Insurance. If, during the term of this Agreement or any extension thereof, there is a material change in the scope of services; or, there is a material change in the equipment to be used in the performance of the scope of work (such as the use of aircraft or watercraft) the COUNTY reserves the right to adjust the types of insurance required under this Agreement and the monetary limits of liability for the insurance coverage's currently required herein, if, in the COUNTY Risk Manager's reasonable judgment, the amount or type of insurance carried by the CONTRACTOR has become inadequate.

f) CONTRACTOR shall pass down the insurance obligations contained herein to all tiers of subcontractors working under this Agreement.

g) The insurance requirements contained in this Agreement may be met with a program(s) of self-insurance acceptable to the COUNTY.

23. General

23.1 CONTRACTOR shall not delegate or assign any interest in this Agreement, whether by operation of law or otherwise, without the prior written consent of COUNTY. Any attempt to delegate or assign any interest herein shall be deemed void and of no force or effect.

23.2 Any waiver by COUNTY of any breach of any one or more of the terms of this Agreement shall not be construed to be a waiver of any subsequent or other breach of the same or of any other term of this Agreement. Failure on the part of COUNTY to require exact, full and complete compliance with any terms of this Agreement shall not be construed as in any manner changing the terms or preventing COUNTY from enforcement of the terms of this Agreement.

23.3 In the event the CONTRACTOR receives payment under this Agreement which is later disallowed by COUNTY for nonconformance with the terms of the Agreement, the CONTRACTOR shall promptly refund the disallowed amount to the COUNTY on request; or at its option the COUNTY may offset the amount disallowed from any payment due to the CONTRACTOR.

23.4 CONTRACTOR shall not provide partial delivery or shipment of services or products unless specifically stated in the Agreement.

23.5 CONTRACTOR shall not provide any services or products subject to any chattel mortgage or under a conditional sales contract or other agreement by which an interest is retained by a third party. The CONTRACTOR warrants that it has good title to all materials or products used by CONTRACTOR or provided to COUNTY pursuant to this Agreement, free from all liens, claims or encumbrances.

23.6 Nothing in this Agreement shall prohibit the COUNTY from acquiring the same type or equivalent equipment, products, materials or services from other sources, when deemed by the COUNTY to be in its best interest. The COUNTY reserves the right to purchase more or less than the quantities specified in this Agreement.

23.7 The COUNTY agrees to cooperate with the CONTRACTOR in the CONTRACTOR's performance under this Agreement, including, if stated in the Agreement, providing the CONTRACTOR with reasonable facilities and timely access to COUNTY data, information and personnel.

23.8 CONTRACTOR shall comply with all applicable Federal, State and local laws and regulations. CONTRACTOR will comply with all applicable COUNTY policies and procedures. In the event that there is a conflict between the various laws or regulations that may apply, the CONTRACTOR shall comply with the more restrictive law or regulation.

23.9 CONTRACTOR shall comply with all air pollution control, water pollution, safety and health ordinances, statutes or regulations which apply to performance under this Agreement.

23.10 CONTRACTOR shall comply with all requirements of the Occupational Safety and Health Administration (OSHA) standards and codes as set forth by the U.S. Department of Labor and the State of California (Cal/OSHA).

23.11 This Agreement shall be governed by the laws of the State of California. Any legal action related to the performance or interpretation of this Agreement shall be filed only in the Superior Court of the State of California located in Riverside, California, and the parties waive any provision of law providing for a change of venue to another location. In the event any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

23.12 This Agreement, including any attachments or exhibits, constitutes the entire Agreement of the parties with respect to its subject matter and supersedes all prior and contemporaneous representations, proposals, discussions and communications, whether oral or in writing. This Agreement may be changed or modified only by a written amendment signed by authorized representatives of both parties.

COUNTY:

(INSERT DEPARTMENT NAME)
(INSERT ADDRESS)

CONTRACTOR:

(INSERT CONTRACTOR NAME)
(INSERT ADDRESS)

Signature: _____

Signature: _____

Print Name: (YOUR NAME HERE)

Print Name: (CONTRACTOR NAME HERE)

Title: (INSERT TITLE)

Title: (INSERT TITLE)

Dated: _____

Dated: _____

(Insert)
EXHIBIT A
SCOPE OF SERVICE
(INSERT SCOPE OF SERVICE)

EXHIBIT B
PAYMENT PROVISIONS
(INSERT PAYMENT SCHEDULE)

Attachment I
HIPAA Business Associate Addendum to the Agreement
Between the County of Riverside
and
(CONTRACTOR)

This HIPAA Business Associate Agreement Addendum ("Addendum") supplements, and is made part of the Agreement for Services (the "Underlying Agreement") between the COUNTY OF RIVERSIDE ("County") and (Insert Contractor Name) ("Contractor") as of the date of approval by both parties (the "Effective Date").

RECITALS

WHEREAS, County and Contractor entered into the Underlying Agreement pursuant to which Contractor provides services to County, and in conjunction with the provision of such services certain Protected Health Information ("PHI") and/or certain electronic Protected Health Information (ePHI) may be made available to Contractor for the purposes of carrying out its obligations under the Underlying Agreement; and,

WHEREAS, the provisions of the Health Insurance Portability and Accountability Act, Pub. L. No. 104-161 of 1996 ("HIPAA"), more specifically the regulations found at Title 45, CFR, Parts 160 and 164 (the "Privacy Rule") and/or Part 162 (the "Security Rule"), as may be amended from time to time, which are applicable to the protection of any disclosure of PHI and /or ePHI pursuant to the Underlying Agreement; and,

WHEREAS, County is a Covered Entity, as defined in the Privacy Rule; and,

WHEREAS, Contractor, when a recipient of PHI and/or ePHI from County, is a Business Associate as defined in the Privacy Rule; and,

WHEREAS, the parties agree that any disclosure or use of PHI and/or ePHI be in compliance with the Privacy Rule, Security Rule, or other applicable law;

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein, the Parties agree as follows:

1. Definitions. Unless otherwise provided in this Addendum, capitalized terms shall have the same meanings as set forth in the Privacy Rule and/or Security Rule, as may be amended from time to time.
2. Scope of Use and Disclosure by Contractor of County Disclosed PHI and/or ePHI
 - A. Contractor shall be permitted to use PHI and/or ePHI disclosed to it by the County:
 - (1) On behalf of the County, or to provide services to the County for the purposes contained herein, if such use or disclosure would not violate the Privacy Rule and/or Security Rule;
 - (2) As necessary to perform any and all of its obligations under the Underlying Agreement.
 - B. Unless otherwise limited herein, in addition to any other uses and/or disclosures permitted or authorized by this Addendum or required by law, Contractor may:
 - (1) Use the PHI and/or ePHI in its possession for its proper management and administration and to fulfill any legal obligations.
 - (2) Disclose the PHI and/or ePHI in its possession to a third party for the purpose of Contractor's proper management and administration or to fulfill any legal responsibilities of Contractor. Contractor may disclose PHI and/or ePHI as necessary for Contractor's operations only if:
 - (a) The disclosure is required by law; or

- (b) Contractor obtains written assurances from any person or organization to which Contractor will disclose such PHI and/or ePHI that the person or organization will:
 - (i) Hold such PHI and/or ePHI in confidence and use or further disclose it only for the purpose of which Contractor disclosed it to the third party, or as required by law; and,
 - (ii) The third party will notify Contractor of any instances of which it becomes aware in which the confidentiality of the information has been breached.
 - (3) Aggregate the PHI and/or ePHI aggregate the PHI and/or ePHI with that of other data for the purpose of providing County with data analyses related to the Underlying Agreement, or any other purpose, financial or otherwise, as requested by County.
 - (4) Not disclose PHI and/or ePHI disclosed to Contractor by County not authorized by the Underlying Agreement or this Addendum without patient authorization or de-identification of the PHI and/or ePHI as authorized in writing by County.
 - (5) De-identify any and all PHI and/or ePHI of County received by Contractor under this Addendum provided that the de-identification conforms to the requirements of the Privacy Rule and/or Security Rule and does not preclude timely payment and/or claims processing and receipt.
 - C. Contractor agrees that it will neither use nor disclose PHI and/or ePHI it receives from County, or from another business associate of County, except as permitted or required by this Addendum, or as required by law, or as otherwise permitted by law.
 - D. Notwithstanding the foregoing, in any instance where applicable state and/or federal laws and/or regulations are stricter in their requirements than the provisions of HIPAA and prohibit the disclosure of mental health, and/or substance abuse records, the applicable state and/or federal laws and/or regulations shall control the disclosure of records.
3. Obligations of County.
- A. County agrees that it will make its best efforts to promptly notify Contractor in writing of any restrictions on the use and disclosure of PHI and/or ePHI agreed to by County that may affect Contractor's ability to perform its obligations under the Underlying Agreement, or this Addendum.
 - B. County agrees that it will make its best efforts to promptly notify Contractor in writing of any changes in, or revocation of, permission by any Individual to use or disclose PHI and/or ePHI, if such changes or revocation may affect Contractor's ability to perform its obligations under the Underlying Agreement, or this Addendum.
 - C. County agrees to make its best efforts to promptly notify Contractor in writing of any known limitation(s) in its notice of privacy practices to the extent that such limitation may affect Contractor's use of disclosure of PHI and/or ePHI.
 - D. County shall not request Contractor to use or disclose PHI and/or ePHI in any manner that would not be permissible under the Privacy Rule and/or Security Rule.
 - E. County will obtain any authorizations necessary for the use or disclosure of PHI and/or ePHI, so that Contractor can perform its obligations under this Addendum and/or the Underlying Agreement.
4. Obligations of Contractor. In connection with its use of PHI and/or ePHI disclosed by County to Contractor, Contractor agrees to:
- A. Use or disclose PHI and/or ePHI only as permitted or required by this Addendum or as required by law.

- B. Use reasonable and appropriate safeguards to prevent use or disclosure of PHI and/or ePHI other than as provided for by this Addendum.
- C. To the extent practicable, mitigate any harmful effect that is known to Contractor of a use or disclosure of PHI and/or ePHI by Contractor in violation of this Addendum.
- D. Report to County any use or disclosure of PHI and/or ePHI not provided for by this Addendum of which Contractor becomes aware.
- E. Require sub-contractors or agents to whom Contractor provides PHI and/or ePHI to agree to the same restrictions and conditions that apply to Contractor pursuant to this Addendum.
- F. Use appropriate administrative, technical and physical safeguards to prevent inappropriate use or disclosure of PHI and/or ePHI created or received for or from the County.
- G. Obtain and maintain knowledge of the applicable laws and regulations related to HIPAA, as may be amended from time to time.

5. Access to PHI, Amendment and Disclosure Accounting. Contractor agrees to:

- A. Provide access, at the request of County, within five (5) days, to PHI in a Designated Record Set, to the County, or to an Individual as directed by the County.
- B. To make any amendment(s) to PHI in a Designated Record Set that the County directs or agrees to at the request of County or an Individual within sixty (60) days of the request of County.
- C. To assist the County in meeting its disclosure accounting under HIPAA:
 - (1) Contractor agrees to document such disclosures of PHI and information related to such disclosures as would be required for the County to respond to a request by an Individual for an accounting of disclosures of PHI.
 - (2) Contractor agrees to provide to County or an Individual, within sixty (60) days, information collected in accordance with this section to permit the County to respond to a request by an Individual for an accounting of disclosures of PHI.
 - (3) Contractor shall have available for the County the information required by this section for the six (6) years preceding the County's request for information (except the Contractor need have no information for disclosures occurring before April 14, 2003).
- D. Make available to the County, or to the Secretary of Health and Human Services, Contractor's internal practices, books and records relating to the use of and disclosure of PHI for purposes of determining Contractor's compliance with the Privacy Rule, subject to any applicable legal restrictions.
- E. Within thirty (30) days of receiving a written request from County, make available any and all information necessary for County to make an accounting of disclosures of County PHI by Contractor.
- F. Within thirty (30) days of receiving a written request from County, incorporate any amendments or corrections to the PHI in accordance with the Privacy Rule in the event that the PHI in Contractor's possession constitutes a Designated Record Set.
- G. Not make any disclosure of PHI that County would be prohibited from making.

6. Access to ePHI, Amendment and Disclosure Accounting. In the event contractor needs to create or have access to County ePHI, Contractor agrees to:

- A. Implement and maintain reasonable and appropriate administrative, physical, and technical safeguards to protect the confidentiality of, the integrity of, the availability of, and authorized persons' accessibility to, County ePHI as applicable under the terms and conditions of the Underlying Agreement. The ePHI shall include that which the Contractor may create, receive, maintain, or transmit on behalf of the County.
- B. Ensure that any agent, including a subcontractor, to whom Contractor provides ePHI agrees to implement reasonable and appropriated safeguards.
- C. Report to County any security incident of which Contractor becomes aware that concerns County ePHI.

7. Term and Termination.

- A. Term – this Addendum shall commence upon the Effective Date and terminate upon the termination of the Underlying Agreement, except as terminated by County as provided herein.
- B. Termination for Breach – County may terminate this Addendum, effective immediately, without cause, if County, in its sole discretion, determines that Contractor has breached a material provision of this Addendum. Alternatively, County may choose to provide Contractor with notice of the existence of an alleged material breach and afford Contractor with an opportunity to cure the alleged material breach. In the event Contractor fails to cure the breach to the satisfaction of County in a timely manner, County reserves the right to immediately terminate this Addendum.
- C. Effect of Termination – upon termination of this Addendum, for any reason, Contractor shall return or destroy all PHI and/or ePHI received from the County, or created or received by Contractor on behalf of County, and, in the event of destruction, Contractor shall certify such destruction, in writing, to County. This provision shall apply to all PHI and/or ePHI which is in possession of subcontractors or agents of Contractor. Contractor shall retain no copies of the PHI and/or ePHI.
- D. Destruction not Feasible – in the event that Contractor determines that returning or destroying the PHI and/or ePHI is not feasible, Contractor shall provide written notification to County of the conditions which make such return or destruction not feasible. Upon determination by Contractor that return or destruction of PHI is not feasible, Contractor shall extend the protections of this Addendum to such PHI and/or ePHI and limit further uses and disclosures of such PHI and/or ePHI to those purposes which make the return or destruction not feasible, for so long as Contractor maintains such PHI and/or ePHI.

8. Hold Harmless/Indemnification

Contractor shall indemnify and hold harmless all Agencies, Districts, Special Districts and Departments of the County, their respective directors, officers, Board of Supervisors, elected and appointed officials, employees, agents and representatives from any liability whatsoever, based or asserted upon any services of Contractor, its officers, employees, subcontractors, agents or representatives arising out of or in any way relating to this Addendum, including but not limited to property damage, bodily injury, or death or any other element of any kind or nature whatsoever including fines, penalties or any other costs and resulting from any reason whatsoever arising from the performance of Contractor, its officers, agents, employees, subcontractors, agents or representatives from this Addendum. Contractor shall defend, at its sole expense, all costs and fees including but not limited to attorney fees, cost of investigation, defense and settlements or awards all Agencies, Districts, Special Districts and Departments of the County, their respective directors, officers, Board of Supervisors, elected and appointed officials, employees, agents and representatives in any claim or action based upon such alleged acts or omissions.

With respect to any action or claim subject to indemnification herein by Contractor, Contractor shall, at their sole cost, have the right to use counsel of their choice, subject to the approval of County, which shall not be unreasonably withheld, and shall have the right to adjust, settle, or compromise any

such action or claim without the prior consent of County; provided, however, that any such adjustment, settlement or compromise in no manner whatsoever limits or circumscribes Contractor's indemnification to County as set forth herein. Contractor's obligation to defend, indemnify and hold harmless County shall be subject to County having given Contractor written notice within a reasonable period of time of the claim or of the commencement of the related action, as the case may be, and information and reasonable assistance, at Contractor's expense, for the defense or settlement thereof. Contractor's obligation hereunder shall be satisfied when Contractor has provided to County the appropriate form of dismissal relieving County from any liability for the action or claim involved.

The specified insurance limits required in the Underlying Agreement of this Addendum shall in no way limit or circumscribe Contractor's obligations to indemnify and hold harmless the County herein from third party claims arising from the issues of this Addendum.

In the event there is conflict between this clause and California Civil Code Section 2782, this clause shall be interpreted to comply with Civil Code 2782. Such interpretation shall not relieve the Contractor from indemnifying the County to the fullest extent allowed by law.

In the event there is a conflict between this indemnification clause and an indemnification clause contained in the Underlying Agreement of this Addendum, this indemnification shall only apply to the subject issues included within this Addendum.

9. General Provisions.

- A. Amendment – the parties agree to take such action as is necessary to amend this Addendum from time to time as is necessary for County to comply with the Privacy Rule and HIPAA generally.
- B. Survival – the respective rights and obligations of this Addendum shall survive the termination or expiration of this Addendum.
- C. Regulatory References – a reference in this Addendum to a section in the Privacy Rule means the section as in effect or as amended.
- D. Conflicts – any ambiguity in this Addendum and the Underlying Agreement shall be resolved to permit County to comply with the Privacy Rule, Security Rule, and HIPAA generally.
- E. Interpretation of Addendum – this Addendum shall be construed to be a part of the Underlying Agreement as one document. The purpose is to supplement the Underlying Agreement to include the requirements of HIPAA.

IN WITNESS WHEREOF, the parties hereto have executed this Addendum as set forth below:

CONTRACTOR

COUNTY OF RIVERSIDE

By: _____

By: _____

Date: _____

Date: _____

EXHIBIT C
LOCAL PREFERENCE
Local Business Qualification Affidavit

The County of Riverside Local Business Preference may be applied to this Request for Proposal/Quotation. If you qualify for this preference, please submit this form along with your response to this RFP/Q.

Definition of Local Business

A local business shall mean business firms with fixed offices located within the geographical boundaries of Riverside County, authorized to perform business within the County, and in doing so, credit all sales tax from sales generated within Riverside County to the County, and who provide product or perform contracted work using employees, of whom the majority are physically located in said local offices.

Local businesses" shall have a Riverside County business street address. Post office box numbers, residential addresses or un-staffed sales offices shall not suffice to establish status as a "local business". To qualify as a "local business" the location must be open and staffed during normal business hours and the business must establish proof that it has been located and doing business in Riverside County for at least (6) six months preceding its certification to the County as a local business.

Additional supporting documentation that may be requested by the County to verify qualification includes:

1. **A copy of their current BOE 531-A and/or BOE 530-C form** (State, Local & District Sales and Use Tax Return Form). This is what businesses submit to the State Board of Equalization when paying the sales tax to the State of California indicating the amount of the payment to be credited to each jurisdiction (i.e. Counties, Cities).
2. **A current business license** if required for the political jurisdiction the business is located in.
3. **Proof of the current business address.** The local business needs to be operating from a functional office that is staffed with the company's employees, during normal business hours.

Business Name: _____

Physical Address: _____

Phone: _____ FAX: _____ E-Mail: _____

Length of time at this location: _____ Number of Company Employees at this address: _____

If less than 6 month, list previous
Riverside County location: _____

Business License # (where applicable): _____ Jurisdiction _____

Hours of Operation: _____

Primary function of this location (i.e., sales, distribution, production, corporate, etc): _____

Signature of Company Official

Date

Submittal of false data will result in disqualification of local preference and/or doing business with Riverside County.

EXHIBIT D
Non-Disclosure Agreement

1. [Name] ("Company") wishes to receive certain trade secret, confidential and proprietary information (hereinafter collectively "Information") pertaining to The County of Riverside ("County") CREST Project. This includes Information in any form whatsoever, including oral, written, electronic and machine readable form, pertaining to the above.
2. "Information" shall mean any Information Company receives from the County related to the CREST Project. Company is receiving the information for the sole purpose of work related to a bid for the CREST Project.
3. County is willing to disclose the Information and Company is willing to receive the Information on the terms and conditions set forth herein.
4. The Disclosure of Information by County is in strictest confidence and thus Company will:
 - a. (1) Not disclose to any other person the Information and (2) use at least the same degree of care to maintain the Information secret as the Company uses in maintaining as secret its own secret information, but always at least a reasonable degree of care;
 - b. Use the Information only for the above purpose;
 - c. Restrict disclosure of the Information solely to those employees of Company having a need to know such Information in order to accomplish the purpose stated above;
 - d. Advise each such employee, before he or she receives access to the Information, of the obligations of Company under this Agreement, and require each such employee to maintain those obligations;
 - e. Within fifteen (15) days following request of County, return to County all documentation, copies, notes, diagrams, computer memory media and other materials containing any portion of the Information, or confirm to County in writing, the destruction of such materials; and
 - f. Immediately on sale of Company or merger of Company with a third party, return to County all documentation, copies, notes, diagrams, computer memory media and other materials containing any portion of the Information, or confirm to County in writing, the destruction of such materials.
5. This Agreement imposes no obligation on Company with respect to any portion of the Information received from County which (a)(1) was known to the Company prior to disclosure by County and (2) as to which the Company has no obligation not to disclose or use it, (b) is lawfully obtained by the Company from a third party under no obligation of confidentiality, (c) is or becomes generally known or available other than by unauthorized disclosure, (d) is independently developed by the Company.
6. The information shall remain the sole property of County.
7. In the event of a breach or threatened breach or intended breach of this Agreement by Company, County, in addition to any other rights and remedies available to it at law or in equity, shall be entitled to preliminary and final injunctions, enjoining and restraining such breach or threatened breach or intended breach.
8. The validity, construction, and performance of this Agreement are governed by the laws of the state of California.

9. The rights and obligations under this Agreement may not be sold, assigned or otherwise transferred.

[Name] (Company)

By: _____

Name: _____

Title: _____

Date: _____

The following Company representatives shall be authorized to have access to the Information:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

EXHIBIT E
CREST IPTMS Requirements

1. The CREST IPTMS requirements are available on-line at the following location:

<http://www.riversidecrest.com/crestdocs/>
2. Bidders will be required to submit a signed Non-Disclosure Agreement (Exhibit D) to register with the County and receive access to the requirements site.
3. The following documents represent the CREST IPTMS Requirements:
 - a. **Functional Area Overview** – The Functional Area Overview provides a functional area view for all three departments, providing a enterprise level view of the IPTMS functional areas for all three departments, the relationships between the individual functional areas and the conceptual data exchanged between the functional areas and external entities.
 - b. **Conceptual Data Model** – The Conceptual Data Model represents the departmental conceptual view of the data from a macro level. The conceptual data model identifies the data domains for each department. These domains are used to describe the flow of information in the Process Models.
 - c. **Process Models** – The Process Models describe the distinct business processes for each of the three departments, organized by functional area.
 - d. **Functional Requirements Matrix** – The Functional Requirements provide the requirements for each of the three departments. The functional requirements are organized by department, functional area, process and activity within a process.
 - e. **Logical Data Models** – The logical data models describe the data entities and attributes required to support the functional requirements for each department. The data models include a mapping of entities to the Conceptual Data Model data domain concept.
 - f. **General System Requirements Matrix** – The General System Specifications represent all system requirements that are not related to a functional area.
 - g. **Phased Implementation Plan** – The Phased Implementation Plan describes the desired phased implementation adopted by the County. This plan specifies by department and functional area, the processes that are intended to be implemented with each phase.
 - h. **Conceptual Architecture** – The Conceptual Architecture document describes the conceptual application architecture desired for IPTMS. The architecture describes the overall application architecture showing the context of each departmental PTMS. Additionally, the architecture describes other software applications with which each PTMS must interface in each of the three departmental application domains.