



2009 Request for Proposal

Payroll, Financial Accounting Information Systems, and Related
Services

Date of issue: August 17, 2009

Date Proposal is due: September 14, 2009

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I. INTRODUCTION & RULES OF PARTICIPATION

A. Introduction

The purpose of this request for Proposal (RFP) is to solicit competitive proposals from qualified Proposers to provide application software, implementation services, training services, and maintenance and support services in order to successfully implement and maintain an integrated financial system for consideration by Child Care Associates (CCA). Sealed proposals must be prepared in strict accordance with the instructions and requirements contained in this RFP.

Child Care Associates is a 501 c3 nonprofit organization formed in 1968, to provide quality child care for Texas families. Today, Child Care Associates has grown into the largest private, nonprofit child care company in the area with over 700 employees operating in 38 child care centers throughout Fort Worth and Tarrant County. Major funded programs include Head Start, Early Head Start, Healthy Marriage Demonstration Project, Texas Early Education Model (TEEM), subsidized child care contracts for the Local Workforce Boards – Tarrant County Child Care Management Services, serving families in Tarrant County and West Central Texas CCPO, serving families in Abilene and 19 surrounding counties. Child Care Associates collaborates with area school districts to allow full day services to be provided to low income families by combining pre-kindergarten and Head Start programs. Overall programs provide services to more than 25,000 children annually.

The accounting policies of Child Care Associates conform to the Generally Accepted Accounting Principals for organizations exempt from Federal Income Tax.

B. Schedule of Events

RFP Available For Distribution: 5:00 PM CST, Monday, August 17, 2009

Pre-Proposal Conference: 2:00 PM CST, Friday, August 21, 2009

Deadline for Requests for Information to RFP: 5:00 PM CST, Tuesday, August 25, 2009

Answers to Inquiries to RFP Published: 5:00 PM CST, Monday, August 31, 2009

Deadline for Proposal Receipt: 10:00 AM CST, Monday, September 14, 2009

Public Opening: 10:15 AM CST, Monday, September 14, 2009

Product Demonstrations: Week of September 21 to Friday September 25, 2009

Projected Award Date: Wednesday, September 30, 2009

Implementation Phase I Beginning: Monday, October 5, 2009

New System Live: Friday, January 1, 2010

C. Revisions to Schedule

CCA reserves the right to change the dates in the Schedule of Events above upon written notification to prospective Proposers through e-mail as Addendum.

D. Pre-Proposal Conference

A pre-proposal conference will be held on August 21, 2009 at 2:00 PM CST. The pre-proposal conference will take place via Conference call. All interested Proposers should contact the CCA Representative listed in

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Section I.E to receive the call-in number. CCA will accept questions at the conference and attempt to provide answers at that time, but answers provided by CCA shall not be binding until they are published on August 31st. No sales presentations shall take place at this conference. Attendance at the pre-proposal conference is **not mandatory**.

E. Communication with CCA Representatives

All communications regarding this Request for Proposal (RFP) from Proposers and other sources **MUST** be directed as follows:

Patricia Cloutier, Procurement Specialist
3000 E. Belknap
Fort Worth, TX 76111
pcloutier@childcareassociates.org

Requests for information by firm(s) regarding the meaning or interpretation of terms or requirements in this RFP must be requested of the contact person listed above, in writing, as is further described below.

F. Exceptions to RFP

Exceptions to any of the terms of this RFP to which a Proposer will not or does not agree must be presented by the Proposer in writing as provided in section 1.G and directed to: pcloutier@childcareassociates.org. Such exceptions must be specific, and the Proposer must state a reason for each exception and propose alternative language, if appropriate. The purpose of the exception process is to permit CCA to correct any technical or contractual requirement, provision, ambiguity or conflict in the RFP and related documents, which may be unlawful, improvident, unduly restrictive of competition or otherwise inappropriate. Unless timely submitted as an exception, any such ambiguity, conflict or problem shall be resolved in favor of CCA.

G. Inquiries/Addenda

All questions about this bid should be directed in WRITTEN form no later than 5:00 PM CST, August 25, 2009. After the date no questions will be allowed. The request must contain the firm's name, address, phone number, and e-mail address. All questions must be submitted by email to the contact person listed in Section D. CCA will issue responses to inquiries by 5:00 PM CST, August 31, 2009. All questions will be answered in writing and distributed via e-mail to all Proposers. If it becomes necessary to revise any part of this RFP or otherwise provide additional information, an addendum will be issued to all prospective Proposers who received copies of this original request.

H. Proposal Requirements

These instructions describe the required format for a responsive Proposal. Any material deviation from the format outlined below may result in a rejection of the non-conforming Proposal. Responses should be written using MS Word. MS Project may be used for the Project Plan and MS Excel may be used for the Cost Proposal, if preferred.

1. TECHNICAL PROPOSAL

Proposers shall submit one (1) original of the TECHNICAL PROPOSAL SIGNATURE PAGE (ATTACHMENT B) and one (1) original and seven (7) copies of the TECHNICAL PROPOSAL. E-mailed Proposals will not be accepted.

The Proposal must be structured in the following order and labeled with the corresponding titles stated below. An identifiable tab sheet shall precede each section of a Proposal.

1. PROPOSAL SUMMARY AND INTRODUCTION
2. MANDATORY REQUIREMENTS
3. QUALIFICATIONS AND EXPERIENCE (ATTACHMENT A, Written Narrative)

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- a. Company Background Table
- b. Written Narrative Responses
- c. Attachments
4. PROJECT METHODOLOGY (Written Narrative Responses)
 - a. Implementation Project Plan
 - b. Data Conversion/Migration
 - c. Customization and Development
 - d. Testing
 - e. Training
 - f. Customer Support and System Maintenance
 - g. Software Updates and New Releases
 - h. System Adaptability
 - i. Attachments
5. FUNCTIONAL REQUIREMENTS ([Accounting Software Functional Requirements.xls](#) ATTACHMENT C)
 - a. Technical
 - b. Ease of Use
 - c. Report Writing
 - d. General Ledger
 - e. Accounts Payable
 - f. Accounts Receivable
 - g. Bank Reconciliation
 - h. Procurement
 - i. Payroll
 - j. Budgeting
 - k. Fixed Assets
 - l. Allocations
 - m. Grant Management
 - n. Business Intelligence
6. REFERENCES (ATTACHMENT F)

2. COST PROPOSAL

Proposers shall submit one (1) original of the COST PROPOSAL SIGNATURE PAGE (ATTACHMENT E) and one (1) original and seven (7) copies of the COST PROPOSAL (ATTACHMENT D). The Cost Proposal and copies should be submitted in a separate, sealed envelope and clearly marked "COST PROPOSAL". E-mailed proposals will not be accepted.

Proposers shall quote a functional, holistic system that is usable by CCA in addressing the needs expressed within this RFP without the requirement for change orders. Any items that the Proposal cannot or will not be able to address for the cost quoted must be clearly noted within the RFP response.

CCA does not intend to allow any change orders, which will increase the cost as quoted by the Proposer and will expect that the Proposer include any and all components in the price quoted so as to implement a complete and functional project. The submittal of a Proposal by a firm will be considered by the Child Care Associates as constituting an offer by the firm to perform the required services at the stated fees.

CCA will consider several evaluation factors, of which price is only one. COST PROPOSALS will be evaluated only after technical evaluations are complete, and only for those firms deemed likely to be selected, based on technical evaluations.

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I. *Proposal Submission/Delivery*

Proposals must be received by 10:00 AM CST, September 14, 2009. The originals and all copies of TECHNICAL and COST Proposals must be submitted in sealed envelopes or containers as outlined above, stating on the outside the firm's name, address, telephone number, "Proposal for Payroll, Financial Accounting Information Systems, and Related Services" and delivered to:

Child Care Associates
ATTN: Purchasing Division
3000 E. Belknap
Fort Worth, TX 76111

Hand-carried and express mailed Proposals may be delivered to the above address ONLY between the hours of 8:30 AM and 5:00 PM., local time, Monday through Friday.

Firms are responsible for informing any commercial delivery service, if used, of all delivery requirements and for ensuring that the required address information appears on the outer wrapper or envelope used by such service. Any RFP received after 10:00 AM CST, September 14, 2009 will not be considered and will be returned unopened. Proposal signature pages must be signed by an officer of the company who is legally authorized to enter into a contractual relationship in the name of the firm.

J. *Proposal Opening*

Proposals will be opened at 10:15 AM on September 14, 2009 at Child Care Associates' Corporate Offices located at 3000 E. Belknap, Fort Worth, Texas 76111 at which time all RFP submittals will be publicly announced. Proposers may participate via teleconference. All interested Proposers should contact the contact listed in Section I.D to receive the call-in number.

K. *Late Proposal/Modification*

Proposal and/or modifications received after the RFP due date and time are late and will not be considered. Proposal submitted early may be withdrawn by the Proposer prior to the Proposal due date specified. Following the Proposal due date, the Proposal constitutes a binding offer for a period of ninety (90) days or until selection is made by CCA, whichever occurs earlier, and may not be withdrawn by the Proposer prior to the award.

L. *Postponement/Cancellation/Waiver of Irregularities*

CCA may, at its sole and absolute discretion, reject any and all, or parts of any and all, Proposal; re-advertise this RFP; postpone or cancel, at any time, this RFP process; or waive any irregularities in this RFP or in the Proposal received as a result of this RFP.

M. *Costs Incurred by Firms*

All expenses involved with the preparation and submission of Proposal to CCA, or any work performed in connection therewith shall be borne by the firm(s). No payment will be made for any responses received, or for any other effort required of or made by the firm(s) prior to commencement of work as defined by a contract approved by CCA.

N. *Qualification of Firms*

As a part of the Proposal evaluation process, CCA may conduct a background investigation of firm. Firm's submission of a Qualification constitutes acknowledgment of the process and consent to such investigation.

O. Negotiations

CCA may award a contract on the basis of initial offers received, without discussions. Therefore, each initial offer should contain the firm's best terms from a cost or price and technical standpoint.

CCA reserves the right to enter into contract negotiations with the selected firm. If CCA and the selected firm cannot negotiate a successful contract, CCA may terminate said negotiations and begin negotiations with the next highest scoring firm. This process will continue until a contract has been executed, all firms have been rejected, or CCA suspends the RFP process. No firm shall have any rights against CCA arising from such negotiations.

P. Grievance Procedures

1. Definitions

- a) A grievance is, defined as and limited to, an alleged improper interpretation, application, or violation of an individual's terms and conditions regarding the Request for Proposal (RFP) process. Note that appealing because a proposal was submitted past the deadline or required information was omitted is not considered a valid grievance.
- b) A "party of interest" is the person or persons making the appeal and any person whom might be required to take action or against whom action might be taken to resolve the claim.
- c) Workdays are those days when administrative offices are scheduled to be open.

2. Purpose

The purpose of this procedure is to secure, at the lowest possible level, equitable solutions to the problems, which may from time to time arise affecting individuals. Both parties agree that these proceedings will be kept confidential as may be appropriate at any level of the procedure. It is the policy of this agency to respond promptly to any grievances that may arise.

3. Procedure – General

- a) Failure by the Administration at any step of this procedure to communicate the decision on a grievance within the specified time limits shall permit the aggrieved to proceed to the next step.
- b) The time limits specified may be extended by mutual agreement and shall be exclusive of discretionary leave and scheduled vacation.
- c) Failure by the aggrieved at any step of the procedure to appeal a grievance to the next step within the specified time limits shall be acceptance of the decision rendered at that step.

4. Action and Appeal

a) Level 1

The grievance must be discussed with the Procurement Specialist within three (3) business days after the individual(s) first knew or should have known of the event or series of events causing the grievance. Failure to resolve the matter at issue, then the aggrieved shall present the grievance in writing proceeding to Level 2.

b) Level 2

If the outcome of the conference at Level 1 is not to the individual's satisfaction, the individual(s) must submit a grievance in writing to the appropriate division Vice-President within seven (7) calendar workdays.

1. The grievance shall specify:
2. A description of the action being appealed
3. A citation of the law or regulation allegedly violated that forms the basis of the appeal.
4. A thorough explanation of the appeal.
5. An original signature by the appealing organization's authorized representative.

Appeals submitted by way of fax or e-mail will not be accepted. If the appeal does not include the minimum required information, the appealing organization will be notified and requested to respond accordingly before the deadline arrives in order for the appeal to proceed. No exception will be made to an appealing organization that does not file their appeal within the published deadline.

The document shall contain all points to be included in the grievance. Facts not contained in the document may be introduced at appeal levels and in the procedure only with consent of all parties of interest.

The meeting shall be held within seven (7) business days or at a mutually agreed time, after the appropriate Vice-President receives the request to discuss the complaint.

The Vice-President will then investigate the matter fully and render a decision as soon as practicable, not to exceed five (5) business days.

c) Level 3

If the grievance is not resolved to the individual's satisfaction at Level 2, then the individual may appeal to the President/CEO in writing within seven (7) business days. The decision of the President/CEO will be final.

Q. Rules, Regulations, Licensing Requirements

Proposers shall comply with all laws, ordinances and regulations applicable to the services contemplated herein, including those applicable to conflict of interest and collusion. Firms are presumed to be familiar with all Federal, State and local laws, ordinances, codes and regulations that may in any way affect the services offered.

R. Liability

Proposers shall save and keep CCA harmless from any and all legal liability which may be established on behalf of any person or persons or corporation, whomsoever for, or growing out of any infringement of letter, patent or copyright of the United States in respect of the normal use of the goods and services proposed.

S. Proposal Evaluation/Selection Process

CCA shall award a contract to a Proposer whose Proposal is considered to provide the best overall technical solution and value to CCA. An Evaluation Team will be formed to evaluate the Proposals. The Team will include CCA employees and other persons invited by CCA to participate. The Proposal selection steps will be as follows:

1. Responsiveness to RFP

All Proposal received will be reviewed by the Procurement Specialist to determine if the Proposal is responsive to the submission requirements outlined in this RFP. A responsive RFP is one which follows the requirements of the RFP, includes all required documentation, is submitted in the format outlined in the RFP, has a separately packaged COST PROPOSAL and TECHNICAL PROPOSAL, is of timely submission, and has the appropriate signatures as required on each document. Failure to comply with these requirements may deem a Proposal non-responsive.

2. Mandatory Requirements for Evaluation Consideration

All TECHNICAL PROPOSALS that are responsive will then be turned over to the Evaluation Team to determine if Mandatory Requirements for Evaluation Consideration have been met. TECHNICAL PROPOSALS which meet the Mandatory Requirements will be moved to further consideration under Evaluation Criteria Matrix I.

3. Evaluation Criteria Matrix I

The Evaluation Team will score Proposers based on criteria identified in the Proposer responses to Qualifications and Experience (Table, Written Narrative Responses), Project Methodology (Written Narrative Responses), and Functional Requirements (Excel Workbook Responses). The Evaluation Team will apply the following assigned weighted values:

EVALUATION CRITERIA MATRIX I	Weight
QUALIFICATIONS AND EXPERIENCE	20%
PROJECT METHODOLOGY	20%
SYSTEM FEATURES AND FUNCTIONALITY	30%
Technical, Ease of Use, Report Writing	
MODULE FEATURES AND FUNCTIONALITY	30%
GL, AP, AR, Bank Reconciliation, Procurement, Payroll, Budgeting	
Fixed Assets, Allocations, Grant Management, Business Intelligence	
	100%

The scores received under Evaluation Criteria Matrix I will be used to identify a “short list” of finalists, to a maximum number of three (3).

4. Evaluation Criteria Matrix II

Finalists will be evaluated in accordance with Evaluation Criteria Matrix II. Those selected will be asked to make software demonstrations, reference checks will be conducted, and Proposer implementation interviews will be conducted. The Evaluation Team will apply the following assigned weighted values:

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EVALUATION CRITERIA MATRIX II		Weight
FUNCTIONAL/TECHNICAL DEMONSTRATIONS BASED ON REQUIREMENTS		35%
DEMONSTRATION INVOLVEMENT/INTERVIEWS		10%
COST OF OWNERSHIP		30%
DETAILED REFERENCE CALLS		25%
		100%

5. Recommendation for Contract Award

Based on the results under Evaluation Criteria Matrix II, the Evaluation Team will then make a recommendation for contract award and final contract negotiations will be entered into.

II. SCOPE OF SERVICES

A. Existing Conditions

1. Agency Information

The Mission of CCA is to assist family successes through excellence in comprehensive child care and development services.

CCA serves Tarrant County as well as nineteen other counties in West Central Texas. The Agency's 2009 budget is approximately \$70 million dollars. CCA currently has seven-hundred employees located in the Corporate Office and Direct Care service locations in Tarrant County. The Corporate offices are located near downtown Fort Worth. The organization is governed by a Board of Directors and the President and CEO is John Whitcamp.

The Direct Care Services Division includes thirty-eight Child Care Centers. In addition, CCA operates programs in fifteen Fort Worth ISD Elementary Schools, Four HEB (Hurst, Euless, Bedford) ISD Elementary Schools, and two Elementary Schools in Eagle Mountain/Saginaw ISD, as well as twenty-four home-based care facilities.

The Contract Care Service Division Services a provider base of five hundred eighty four provider sites in Tarrant County and one hundred provider sites in West Central Texas.

The Agency currently administers the following grants and programs:

- US Dept of Health and Human Services:
 - Head Start
 - Early Head Start
 - Non-Federal Share
- Texas Health and Human Services Commission:
 - Healthy Marriage Demonstration Project
- West Central Texas Workforce Development Board: Child Care Management Services (CCMS)
 - Child Care Program Operations (CCPO)
 - Child Care Mandatory and Matching Funds of the Child Care and Development Fund
 - Child Care and Development Block Grant
 - Social Services Block Grant
- Tarrant County Workforce Development Board: Child Care Management Services (CCMS)
 - Child Care Mandatory and Matching Funds of the Child Care and Development Fund
 - Child Care and Development Block Grant
 - Social Services Block Grant
- US Dept. of Housing and Urban Development
 - Pass through the City of Fort Worth – Child Care for Families at Risk of Welfare Dependency
- US Dept. Agriculture
 - Passed Through from Texas Department of Health and Human Services - Special Nutrition – Day Homes
- Texas Early Education Model (TEEM)
- Child Care subsidy grants funded by the United Way
- Non-subsidized fee-based Child Care Services

2. Current Financial Accounting System

CCA has been using American/Kintera/Blackbaud Enterprise FundWare Version: 07.40.4035 since 2005. We have fifteen (15) concurrent user licenses in the Finance Department located in CCA's Corporate Offices. There are nine (9) users in the Finance Department and the rest of the capacity is used to handle electronic purchasing workflows.

CCA has experienced inordinate difficulties with FundWare from inception due to poor implementation, insufficient staff training, poor product support and lack of improvements or upgrades in the software. FundWare cannot provide the reporting, ease of use, smooth integrations with other systems, enhanced tools or efficiencies in entry and processing as required by the CCA Finance Department and Administration. FundWare was acquired by Blackbaud in August 2008. Blackbaud will not continue to support FundWare in the long term, and will not be allocating further resources to its development, or upgrading any of its features or modules.

Some requirements detailed in this RFP are purported functionality of FundWare, but the processes are so antiquated or difficult that they are either not currently used or only used minimally. In the past, a considerable amount of time, effort and dollars have been spent trying to make CCA's existing software deliver the fullest functionality, but these attempts have not been successful. The functionality is provided by the use of other software, such as *Microsoft Excel* or *Access* which requires considerable time and effort to integrate these services making them inefficient and cumbersome. Frequently, information must be entered redundantly into several different systems. It is important for the new System to provide all of these services in an integrated, holistic solution.

3. Finance Vision

The Project Scope encompasses all the work required to successfully implement a Financial Management System that meets the requirements in this RFP and the work required to a successful transition to the post-implementation environment. The Proposer awarded the contract shall assume ultimate responsibility for the management of the project, and take all steps necessary to manage the project to ensure that it is completed in a high quality, timely manner.

The Financial Management System shall be an integrated, maintainable, secure solution with strong financial controls that provide support for both the day-to-day financial business processes and information to meet the decision making needs of all organizational levels of CCA. The System shall provide CCA with the capability to improve business processes.

Furthermore, it is the desire of CCA that the System provide general improvements by moving manual processes to electronic processes to improve productivity and provide better information to CCA management, funders, Board and other constituencies and to provide it more quickly.

4. Technical Environment

CCA operates a Microsoft Windows server environment with full level Active Directory integration using a Cisco Adaptive security routing and switch at 100 MBP to desktop and 1000 MBP in core network. Employees are equipped with, or have access to, desktop and laptop personal computers that function on Microsoft Windows XP Professional Version 2002 (Service Pack 3) operating systems, and are equipped with Microsoft Office 2003. Mobile Data computers will use Wireless LAN cards or Cisco SSL VPN clients for remote connectivity. Various models of Networked based printers are available to all workstations. Currently, there are three in-house IT staff members, a Director and two technicians serving the organization.

5. Data Conversion

It is desirable that historical data be converted from the existing system to the selected new System, given poor long-term support prospects for FundWare and the cost-prohibitive nature of such support, if required on a long-term basis. Proposers should make recommendations regarding the level of detail to be migrated and methods of accomplishing the related objectives. All costs for such recommended procedures should be included in the COST PROPOSAL.

6. System Interfaces

The desired software application will offer a platform and programming language that can provide a bi-directional interface with other systems utilizing automated import and export routines. Proposers should evaluate the following list of interfaces and if the Proposer determines that it is unlikely that the functionality required to interface as described below can be provided by the Proposer's software, the cost of an interface to these systems must be included in the COST PROPOSAL. Proposers should be very specific in providing a detailed explanation of how the functionality will be performed.

SYSTEM INTERFACES		
System	Description	Nature of Interface
Spectrum iVantage Infotronics Attendance Enterprise Proprietary System by Segnant Technologies. E-Vision for Texas Workforce Network.	Human Resources Information System	Regularly import "updates" for employee master file data from iVantage HRIS to Payroll.
	Time Keeping/Time Card	Import employee time cards from all locations into Payroll System for processing payroll.
	Fee Billing at Centers	Import billing and receipts of parent fees into Accounts Receivable.
	CCMS Child Care Attendance Tracking System. Head Start Program Management Software	Importing invoices data into AP, Financial and Regulatory Reporting and Compliance
Child Plus		Grant Management, Budgeting, Financial and Regulatory Reporting and Compliance

B. Project Schedule

CCA envisions an implementation schedule that proceeds at a reasonable pace, allows for sufficient time to implement the solution properly, and accommodates the normal timing of CCA operational functions like payroll tax reporting and financial statement preparation with a minimum of both excess workloads at busy times and duplication of effort. CCA envisions a phased approach to begin on or around October 5, 2009 with the implementation with the solution complete by January 1, 2010.

C. Current Functional Statistics

FUNCTIONAL STATISTICS	
PAYROLL	VOLUME
Regular Employees	700
ACH Records processed/year	16,500
Checks processed/year	2,300
CAPITAL ASSETS	VOLUME
Number of Items	4,000
ACCOUNTS PAYABLE	VOLUME
Number of Vendors	7,000
Number of Invoices/year	57,500
Number of Checks/year	8,000
Number of EFTs/year	13,000
PURCHASING	VOLUME
Number of obligations/year	49,500
Number of purchase orders/year	2,000

D. Proposal Requirements

This section identifies the information which must be submitted as part of the TECHNICAL PROPOSAL. Proposers must demonstrate their ability to satisfy technical requirements as well as detail their plan to perform the required services.

1. Mandatory Requirements for Evaluation Consideration

Written responses to these Mandatory Requirements should be provided. Only proposals meeting all of the Mandatory Requirements for Evaluation Consideration will be elevated for further consideration. Please provide as much verifiable detail as is required for evaluators to determine if the Proposer meets the Requirement.

- (a) The proposed Project Manager leading the implementation team has functioned as the prime implementer in at least five (5) financial system implementation projects of the proposed solution meeting all the following requirements:
 - (i) Implementation on projects referenced in 1.a. included the core financials: general ledger, accounts payable, accounts receivable, purchasing, financial reporting and payroll (at a minimum).
 - (ii) Three (3) or more of the implementations were completed within the last year.
 - (iii) Implementations referenced above were completed on schedule and at the original proposed price.
 - (iv) Two (2) or more of the above referenced implementations were for organizations whose revenues exceed \$70 million annually and who have more than seven-hundred (700) employees.
- (b) The solution being proposed should be designed to meet the mission critical unique accounting and reporting requirements of a grant funded not-for-profit.
- (c) Standard Product: The proposed software must be quoted and be supported as a standard product from the Proposer not as Custom Programming.
- (d) Single Source: The Proposer should provide all the application software proposed, be the provider of implementation services, and be able to provide support to all of the software delivered.

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- (e) The implementation schedule proposed will result in all phases being successfully implemented by the required date of January 1, 2010.

2. Qualifications Under Evaluation Matrix I

Proposals detailing the following requested information should present the Proposers understanding of the work to be performed, as well as CCA's current operations, requirements and objectives. Proposals should be as thorough and detailed as possible so that CCA may properly evaluate your capabilities to provide the required goods/services.

a) Qualifications and Experience

(1) Please complete the Table included as "ATTACHMENT A"

b) Written Narrative Responses

(1) Staffing Plan

Please provide a staffing plan that identifies all Proposed Project Team Members and their responsibilities and roles on the CCA Project.

(2) Community Services Agency Experience

Please provide details regarding Proposers' experience with implementing solutions to grant funded providers of Head Start Programs, Early Head Start programs, CCMS Programs or Community Action Agencies serving children. Please identify organizations by name and location and provide details of the size and scope of the referenced organizations. Please identify the version of the solution provided and year of implementation.

(3) Project Team Experience

Please provide details regarding several implementation projects that meet or exceed size and scope to the CCA project that members of the Proposed Project Team have completed.

(4) Certifications and Licenses

Identify any technical certifications and professional licenses held by the implementation team members.

(5) Attachments

Please attach the following documents:

- a. Audited Financial Statements for the past two (2) most recently closed fiscal years
- b. Organizational Chart of Proposing Firm

c) Project Methodology

The firm should provide a written detailed summation of its approach to addressing the entirety of this project, from specification development through implementation and support. The work plan should effectively communicate a thorough, viable, phased project describing the project team's approach, methods, tools and techniques for deploying/installing the new system.

(1) Implementation Plan

The work plan should include the following elements:

- a. The major activities (e.g. system design, technical modification/ customization, installation, conversion, testing, implementation, technical training, user training, and warranty/acceptance) within each phase showing time estimates for all significant tasks required for successful completion of the phase objectives.
- b. Timeline details for all phases indicating the start dates, end dates, and milestones that meets CCA's implementation deadline.
- c. A listing and description of all deliverables by phase.
- d. Identification of major dependencies for each deliverable.
- e. An estimated data conversion schedule.
- f. Project Management services to be provided.
- g. Assigned staff levels
- h. A description of business processes redesign services to be provided.
- i. Recommendations on CCA internal resources needed during the implementation phase.
- j. A sample implementation plan used during an actual implementation of comparable scope and size including both a base timeline and actual timeline of phases, activities and deliverables.
- k. Specification of the implementation team members' physical location and planned time to be spent at CCA and remotely for implementation.
- l. Statistical information regarding the success of customer implementations on time and on budget.

Deference will be given to Proposal work plans that provide for tenured expertise with the knowledge of how similar organizations operate in order to minimize implementation time and foster software acceptance.

(2) Data Conversion/Migration

The work plan should include the following elements:

- a. Proposed approach for handling the conversion of historical data and initial table population including information on both extraction from Fundware and loading data into the new system.
- b. Recommended approach for detailed data conversion from Fundware
- c. Required CCA staff involvement including information to be provided and tasks to be performed in data conversion.
- d. Description of data mapping tools, particularly those used for the mapping of cross-walks for major code structure changes (chart of accounts, etc.).

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- e. "Pre-conversion" data cleansing programs, processes, and procedures.
- f. Approach for performance of conversion testing including how errors will be identified and corrected.
- g. An efficiency roadmap focused on saving the organization time and money by changing or eliminating redundant processes.

(3) Customization and Development

The optimal solution is an "out-of-the-box" solution, requiring little to no customer-specific customization to application code in order to accommodate CCA requirements. CCA is willing to entertain innovative Proposals; however, there is no interest in being a beta site for any products. CCA aims to procure a turnkey system that meets a minimum of 85% to 90% of the requirements stated within this RFP.

Please provide details on any proposed customization or development including the following elements:

- a. Consulting requirements for upgrades to new versions.
- b. Recommended approach for analyzing areas requiring development and executing the design and implementation of these modifications.
- c. Description of major deliverables of development including completed feature customizations, reports, integrations and data migration processes. The work plan includes testing for each component to verify functionality according to specifications.
- d. Methods to be employed for import and export of data from and to other automated systems.
- e. A percentage of customers that have required custom coding during implementation.

(4) Testing

Describe plans for the testing and validation to ensure product and data integrity prior to "go live" date including the following elements:

- a. How long the System will be pilot tested before going live and if this testing period meets typical recommended standards for projects of like size and scope.
- b. A detailed explanation of your proposed testing strategy including a fully functional test environment.
- c. Outline of proposed capacity testing (load/stress, volume/throughput).
- d. Outline of proposed unit testing covering both normal and exception processing.
- e. Outline of proposed integration/interface testing (integration between modules and external interfaces).
- f. Description of proposed testing of business rules and processes.
- g. If the System is able to operate a test database separate from the production database.

(5) Training Plan

Describe the activities, materials and methods the project team will use to train CCA staff and on-going training resources to meet knowledge transfer needs, including the following:

- a. The estimated schedule in order to complete user training prior to "go-live" date.
- b. A sample training plan for a project of similar size and scope.
- c. Training resources available to CCA users by a live, on-site instructor.
- d. Whether or not CCA's database will be used for training with an end user configured application version.
- e. Provision, if available, of different learning paths for employees based on each employee's specific role.
- f. Specification of the number of training hours provided to each trainee based on role.
- g. Description of training methods used that will enable users to process transactions and carry out tasks utilizing a variety of realistic scenarios relevant to the end user's typical environment.
- h. Description of the training staff to be provided, including evidence of their qualifications and amount of experience training users on the proposed solution.
- i. A description of the certification process in place for trainers to guarantee quality of delivery.
- j. Description of comprehensive written curriculum materials which are provided for reference during training.
- k. An example of training materials to be utilized.
- l. An explanation of post training assessment tools, if any, to quantifiably measure the retention and application of knowledge related to the System.
- m. The Proposal work plan provides a variety of training delivery options, such as live instructor classroom training, internet based courses, and self-paced tutorials to meet supplemental training needs.
- n. The Proposal training plan offers free online training for new hires after the Implementation.
- o. Training is included in the maintenance fee if the software is upgraded, without an additional charge.
- p. The Proposal addresses training needs for any third party software recommended (i.e. a Report Writer), and identifies training options available.
- q. IT staff training recommendations, if any, including technical training that will be provided for in-house information technology staff to enable full use of the source code rights and tools.

(6) Customer Support and System Maintenance

Please describe the Proposal for maintenance and support that specifies the nature of post-implementation and on-going support provided by the Proposer including the following:

- a. Available customer support levels and agreements and what they provide in terms of services included, availability, guaranteed response times and define what level of support is being recommended.

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- b. A secure remote login capability to the CCA system for troubleshooting when needed.
- c. Identification of whether onsite support is available if needed (post implementation) and how onsite support costs are handled.
- d. Description of problem escalation procedures and written documentation for the procedure.
- e. Description of the dispute resolution process to be followed if a disagreement arises regarding the root cause and responsibility for a System issue.
- f. Description of how CCA IT staff will be involved in supporting the recommended solution on an on-going basis after implementation.
- g. Whether or not Proposer provides a dedicated customer representative.
- h. Whether or not Proposer assigns a dedicated support technician.
- i. Details regarding guaranteed response time to a support request.
- j. Emergency/after-hours support availability.
- k. What options CCA has for accessing customer support (i.e. telephone, email, internet based, etc.).
- l. Means employed by Proposer for tracking open support cases and access to status by CCA (i.e. through a customer support website).
- m. Provision, if any, of regular reviews of support case history with dedicated support technician.
- n. Description of how maintenance and support plan is designed to minimize future costs required to maintain and upgrade system.

(7) Software Updates and New Releases

Please describe how major releases, updates, and patches are provided and applied to the System including the following information:

- a. Whether or not a cost discount structure for new versions is provided.
- b. Whether or not a data migration path is always provided for new releases from one release to another, one version to another, and from one platform to another.
- c. Whether or not self-installable product updates and service packs are available via CD or are downloadable via a secure web connection.
- d. The intention and timeline for product updates and enhancements.
- e. Description of how updates in one module of the application reflect in other modules that use the data (i.e. immediate impact)
- f. Whether or not product updates and upgrades are mandatory when a new version is released.
- g. Description of the process of tracking and integrating customer-mandated changes into the system and how the Proposer prioritizes change requests.
- h. How individual customer as well as industry-wide regulatory/ compliance initiated enhancements are formally addressed.

(8) System Adaptability

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Please describe the procedures in place for adjustments to improve performance and usage of the System that support the system and maintain its operation throughout the life of the system including addressing the following:

- a. Whether or not CCA will be provided with System source code rights and tools to allow authorized users to develop and adapt the application to meet specific needs.
- b. Whether or not the System has an integrated Fund Raising/Donor Management component should the organization elect to implement the function at a future date.
- c. Whether or not the System can be web-enabled for remote access purposes.
- d. How the System is scalable over time to accommodate an increasing number of users, complexity of queries and volume of data, so that the software can continue to operate efficiently without negatively affecting system performance.

d) Functional Requirements By Process Area

The Proposer must address the ability to provide products and services for each requirement as set forth in this RFP.

Please submit completed functional requirements in the attached Excel workbook. [Accounting Software Functional Requirements.xls](#). You may attach additional sheets wherever necessary to provide an adequate response. Please also complete “ATTACHMENT C – HARDWARE REQUIREMENTS”.

Functional Requirements will be coded by Proposers according to the proposed solutions ability to deliver a Requirement and according to the method of delivery.

A “Y” response for a Requirement indicates the current release of the software can fully support ALL the functionality as a standard Feature/Function of the proposed system available in the current software release without special customization. A “Y” can only be used if the delivery method is an “S” (Standard). **Each such response will be assigned a 1.00 point value.**

Otherwise, an "N" (for no) response for a Requirement will be associated with a delivery method F, C, N or T that indicates how the requirement will be delivered as follows.

Delivery Method:

C = Custom - Feature/Function can be provided with custom modifications.

Each such response will be assigned a .70 point value.

T = Third Party Software – Feature/Function is provided via the use of a third party software application.

Each such response will be assigned a .60 point value.

F = Future - Feature/Function will be available in a future release.

Each such response will be assigned a .20 point value.

N = Not Available/Not Proposing - Feature/Function is not being Proposed.

Each such response will be assigned a .00 point value.

3. Qualifications Under Evaluation Matrix II

a) CRITERIA FOR SELECTION

(1) Functional/Technical Demonstrations Based On Requirements

Finalists will be asked to provide an in-depth product demonstration to confirm Proposal responses and in order to allow Child Care Associates to more fully evaluate Proposed solutions.

(2) Demonstration Involvement and Interviews

The Evaluation Team will score the Implementation firm on their professionalism, demonstrated product knowledge, quality of presentation and involvement in the functional and technical demonstrations . The Team will also conduct in-depth telephone or in-person interviews with Proposed Project manager and key team members.

(3) Reference Checks

All Proposers must provide at least five (5) client references with which they have implemented the Proposed not-for-profit accounting System within the past two (2) years. Proposer is to provide a list of References using the form provided as “ATTACHMENT F”.

The Reference submittals received will be screened and rated against the following criteria:

- a. Implementation was completed in a timely manner (on schedule) and to client satisfaction,
- b. Software is functioning to client's satisfaction,
- c. Support has been provided to client satisfaction, and
- d. Client would recommend product and proposed implementation firm to another company.
- e. Implementation was completed at the original proposed price.
- f. Company size in terms of revenue, employees and transaction volume provides a meaningful comparison basis relative to CCA’s project scope.

ATTACHMENT A - QUALIFICATIONS AND EXPERIENCE

Proposing Company Experience

Name of Company
Ownership: Privately held, publicly traded, parent company, etc.
Location of Company headquarters
Location of nearest office to CCA

Proposing Company Experience

Years of Experience:

Number of years in Business
Number of years installing, implementing, licensing, and servicing the proposed software solution.
Number of years providing software solutions to the non-profit sector.

Customer Base:

Number of current customers
Number of nonprofit sector customers

Staffing:

Number of full time personnel at your company
Number of company staff dedicated to proposed software solution

Implementation History:

Total number of implementations in company history of proposed software solution

Implementation Project Team Experience

Staffing:

Number of dedicated project staff on Proposers' implementation team
Number of support staff that are dedicated to the proposed solution who will be available to CCA for on-going support

Project Team Experience:

Number of years implementation Project Manager has worked with the software solution proposed.
Number of implementations of the proposed solution Project Manager has completed.
Total number of implementations of non-profit accounting solutions that members of the Proposed Project Team have completed.
Did Proposed project implementation team members attend the proposed solution's software publishers most recent annual conference?
Have proposed project implementation team members attended proposed solution's product training within the past year?

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ATTACHMENT B - TECHNICAL PROPOSAL SIGNATURE PAGE

The attached "TECHNICAL PROPOSAL," due no later than September 14, 2009 at 10:00 AM, is hereby submitted to Child Care Associates by:

Date of Submission:	
Company:	
Address:	
Phone / Fax No	
Web site:	
E-mail address:	
Contact Person:	
Title:	
Signature:	

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ATTACHMENT C - HARDWARE REQUIREMENTS

The hardware configuration required to properly support the proposed application software at Child Care Associates

Hardware	Minimum	Recommended	Not Supported
Server(s) Component (s):			
CPU			
System Memory (RAM)			
Free Hard Disk Space			
Media			
Workstation Component (s)			
CPU			
System Memory (RAM)			
Free Hard Disk Space			
Video Adapter			
Printer(s)			
Operating Systems			
Database Platforms			
Infrastructure Software			
Client Installation Modes			
Additional Requirements			
Back-up and Recovery			

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ATTACHMENT D – COST PROPOSAL

APPLICATION SOFTWARE COSTS (For 15 Concurrent Users; unless otherwise noted):

Accounts Payable	
Additional Users	
Advanced Security	
Allocation Management	
Budget Management	
Business Intelligence	
Cash Management / Bank Reconciliation	
Data Import / Export	
Document Imaging	
EFT for Accounts Payable/Payroll Direct Deposit	
Electronic Requisitions (10 concurrent users)	
Fixed Assets	
General Ledger	
Grants Management	
Payroll	
Purchase Orders/Encumbrances (10 concurrent users)	
Reporting and query tools	
View Only Licenses / Executive View (5 licenses)	
Third party software used to meet Requirements	
Any additional costs (provide an itemized list)	
Database system	
System development support tools	

TOTAL APPLICATION SOFTWARE COST:	\$	-
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IMPLEMENTATION AND TRAINING COSTS

Software Installation Charge:	
Customization and Development:	
Data Conversion (should match tasks in project plan)	
Data Cleansing Assistance (should match tasks in project plan)	
On-Site Training Charges:	
Other Costs: (provide itemization / explanation)	

TOTAL TRAINING AND IMPLEMENTATION COST:	\$	-
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MAINTENANCE FEES / SUPPORT

Indicate Annual Software Support / Maintenance Charges	
Annual Software License Renewal (if applicable)	
Other Annual Recurring Costs, if applicable (itemize and describe)	
	\$ -

G & A COSTS (Travel, Per Diem, and other)	
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* TOTAL CONTRACT VALUE FOR ALL REQUIREMENTS	\$	-	**
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**This is the figure that will be used in the evaluation.

* Where there is a reference in the RFP to deliverables, submission requirements or other response and contract performance discussions, said discussion may not be all inclusive of all requirements in the RFP. It is incumbent upon the Proposer to read this entire RFP carefully and respond to, and price, all requirements and ensure “Total Contract Value for ALL Requirements” above includes all requirements.

All prices quoted shall be exclusive of Texas Sales Use Tax and Federal Excise Tax from which CCA is exempt. Exemption certificates, if required, will be furnished by at the request of the Proposer.

Hourly rates: As part of your proposal, please provide staff hourly rates for additional work outside the scope of any contract should you be selected. Please describe scenarios under which such hourly rates would be incurred.

Position	Hourly Rate	Description

Specify normal payment terms below:

FINANCING OPTIONS:
Child Care Associates, at its discretion, may wish to consider financing the system cost over multiple years. Please specify what financing options are available. Provide payment estimates for annual payments as shown below.

FINANCING OPTIONS COST:	
Three Year Financing Plan	
Four Year Financing Plan	
Other (please provide details)	

This document must be in a sealed opaque envelope marked COST PROPOSAL separate from the Technical Proposal.

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ATTACHMENT E - COST PROPOSAL SIGNATURE PAGE

The attached "COST PROPOSAL," due no later than September 14, 2009 at 10:00 AM is hereby submitted to Child Care Associates by:

Date of Submission:	
Company:	
Address:	
Web site:	
Phone / Fax No.:	
E-mail address:	
Contact Person:	
Title:	
Signature:	

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ATTACHMENT F - REFERENCES

All Proposers must provide at least five (5) client references with which they have implemented the Proposed not-for-profit accounting System within the past two (2) years.

Reference 1:	
Company Name	
Contact Person's Name	
Contact Person's Position	
Mailing Address:	
City, State, Zip Code	
Telephone Number	
E-Mail Address	
Reference 2:	
Company Name	
Contact Person's Name	
Contact Person's Position	
Mailing Address:	
City, State, Zip Code	
Telephone Number	
E-Mail Address	
Reference 3:	
Company Name	
Contact Person's Name	
Contact Person's Position	
Mailing Address:	
City, State, Zip Code	
Telephone Number	
E-Mail Address	
Reference 4:	
Company Name	
Contact Person's Name	
Contact Person's Position	
Mailing Address:	
City, State, Zip Code	
Telephone Number	
E-Mail Address	
Reference 5:	
Company Name	
Contact Person's Name	
Telephone Number	
Mailing Address	
City, State, Zip Code	
Telephone Number	
E-Mail Address	