

Fairfax County Government / Fairfax County Public Schools
Request for Proposal: RFP10-125118-10

**System Implementation Services for SAP Public
Services, Inc. (SAP) Software**

Proposals Due:

September 14, 2009
2:00 P.M. (Eastern)

Issued By:

DEPARTMENT OF PURCHASING & SUPPLY MANAGEMENT
12000 GOVERNMENT CENTER PARKWAY, SUITE 427
FAIRFAX, VIRGINIA 22035-0013

www.fairfaxcounty.gov/dpsm



FAIRFAX COUNTY

DEPARTMENT OF PURCHASING & SUPPLY MANAGEMENT

12000 GOVERNMENT CENTER PARKWAY, SUITE 427

FAIRFAX, VIRGINIA 22035-0013

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VIRGINIA

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ISSUE DATE: August 5, 2009	REQUEST FOR PROPOSAL NUMBER: RFP10-125118-10	TITLE: System Implementation Services for SAP Public Services, Inc. (SAP) Software
DEPARTMENT: DPSM	DUE DATE/TIME: September 14, 2009 2:00 PM	CONTRACT SPECIALIST: B.J. Clyburn 703-324-3884 or; billie.clyburn@fairfaxcounty.gov

Proposals - In accordance with the following and in compliance with all terms and conditions, unless otherwise noted, the undersigned offers and agrees, if the proposal is accepted, to furnish items or services for which prices are quoted, delivered or furnished to designated points within the time specified. It is understood and agreed that with respect to all terms and conditions accepted by Fairfax County the items or services offered and accompanying attachments shall constitute a contract.

Note: Fairfax County does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment in the performance of its procurement activity.

NAME AND ADDRESS OF FIRM:

Telephone/Fax No.:

E-Mail Address:

Federal Employer Identification No or

Federal Social Security No.(Sole Proprietor)

Prompt Payment Discount:

___% for payment within ___ days/net ___ days

Fairfax Business Prof. & Occupational Licensing (BPOL) Tax No./Attachment 1

By signing this proposal, Offeror certifies, acknowledges, understands, and agrees to be bound by the conditions set forth in Exhibit 1 – General Conditions and Instructions to Bidders.

Line	SMALL BUSINESS	LARGE BUSINESS	OWNERSHIP
1	☐ B	☐ Y	Regardless of Ownership
2	☐ C	☐ A	Women Owned
3	☐ X	☐ V	Minority Owned

State in which Incorporated: _____

Vendor Legally Authorized Signature

Date

Print Name and Title

Secretary

Sealed proposals subject to terms and conditions of this Request for Proposal will be received by the Fairfax County Purchasing Agent at 12000 Government Center Parkway, Suite 427, Fairfax, Virginia 22035-0013 until the date/time specified above.

AN EQUAL OPPORTUNITY PURCHASING ORGANIZATION



(DPSM32) rev 7/08

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EXHIBITS

Exhibit 1	General Conditions and Instructions to Bidders
Exhibit 2	RFP Instructions Summary Table
Exhibit 3	Information Technology Infrastructure and IT Project Implementation Standards
Exhibit 3-A	Fairfax County Information Technology Standards
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Exhibit 5	Supplemental Information – Chart of Accounts and Other Metrics
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1. SCOPE OF CONTRACT

Fairfax County Government and Fairfax County Public Schools (hereinafter referred to as "the County") invite qualified Offerors to implement SAP Public Services, Inc. (SAP) software in three phases for the County.

- 1.1. Phase 1: Consists of implementing Human Resources and Payroll, as well as other software modules necessary to support Human Resources and Payroll, at Fairfax County Government by July 2011. It is expected that a majority of the blueprint work for all three phases will also be completed in this phase.
- 1.2. Phase 2: Consists of Financials, Procurement, and Budget to be implemented at both Fairfax County Government and Fairfax County Public Schools. This phase is expected to be completed by July 2012.
- 1.3. Phase 3: Consists of implementing Human Resources and Payroll at Fairfax County Public Schools. This phase is expected to be completed by July 2013.
- 1.4. Other Services: Offerors will also be expected to deliver other services critical to the success of the project such as technology planning and execution, including technology infrastructure integration; business transformation; change management; and post implementation support.

2. MINIMUM QUALIFICATIONS

Primary Offerors submitting proposals for this procurement must follow Exhibit 2 – Request for Proposal (RFP) Instructions Summary Table and include Attachment 2 – RFP Submittal Checklist and Attachment 3 – Table of Conformance reflecting the following minimum qualifications:

- 2.1. Certified integrator of SAP software.
- 2.2. Minimum CMMI (Capability Maturity Model – a standardized model for assessing and improving software and systems development processes) certification (preferably Level 2 CMMI).
- 2.3. Minimum of five years experience implementing Financial, Budget, Procurement, Human Resources, and Payroll SAP Enterprise Resource Planning (ERP) modules in the public sector (preferably state/local government), including K-12 experience in the United States.
- 2.4. Experience implementing Financial, Budget, Procurement, Human Resources, and Payroll SAP software modules in the public sector (preferably state/local government), including K-12 in the United States in the past five years.
- 2.5. Have successfully served as the lead organization during an implementation of Financial, Budget, Procurement, Human Resources, and Payroll SAP software modules on a public sector (preferably state/local government), including K-12, SAP software project in the United States comparable in governmental size and scope to Fairfax County Government and Fairfax County Public Schools during the past five years. A comparable government is one with an operating budget of at least \$2.0 billion and employs in excess of 7,500 employees. A comparable school system is one that employs in excess of 3,500 employees and serves more than 75,000 students.
- 2.6. Have not been terminated for cause from any ERP implementation in the past five years.

- 2.7. Have not filed for bankruptcy protection under Chapter 7 or 11 in the past seven years.
- 2.8. Capable of securing a performance bond or other security in the amount of one-third of the contract.

3. **PROJECT BACKGROUND**

Fairfax continues to be one of the best-managed counties in the United States and is a nationwide model for academic excellence. However, many of the technology applications that are core to running government and school operations are nearing the end of their useful lifecycle and no longer maximize the benefits of current technology, which has advanced dramatically in the areas of financial and human resource management.

- 3.1. In 2006, the County conducted an internal assessment of the corporate systems that support human resources and payroll, finance, procurement and budget. The results of the evaluation identified that the majority of these systems relied almost exclusively on retirement eligible in-house staff for maintenance, were written in outdated, technical code and necessitated numerous “workaround” systems to gain necessary functionality currently not available for staff to do their jobs.
- 3.2. The Fairfax County Government and Fairfax County Public Schools partnership and business investment will facilitate operational efficiencies through enabling robust self-service processes, reducing various “side” systems currently used to provide functionality that is lacking in the core systems, and identifying independent business processes that achieve a greater value when done jointly between the two organizations.
- 3.3. Currently, the Fairfax County Government and Fairfax County Public Schools operate the same systems for finance, budget and procurement, but run separate systems for human resources/payroll and time and attendance. See chart below.

Functional Area	Current Application	Application Description	Fairfax County Government	Fairfax County Public Schools
Financial	FAMIS	FAMIS 4.2, vendor-supported	X	X
Purchasing	CASPS	Walker Interactive Systems 16.6.5, not vendor-supported	X	X
Budget	BPREP	BPREP 4.2, vendor-supported	X	X
Human Resources/ Payroll	PRISM	Human Resources Integral Systems 9.0.3, not vendor-supported	X	
	Lawson	Lawson 9.0.1.3 environment and 9.0.0.5 applications, vendor-supported		X
Time and Attendance	County Government-Developed	Interfaced with PRISM	X	
	Public Schools-Developed	Interfaced with Lawson		X

- 3.4. The decision was made to jointly replace the systems listed above with an ERP application used by both organizations. Implementation of the Fairfax County Unified System (FOCUS) will be accomplished in three phases:

- Phase 1: County Government human resources/payroll (July 2011)
- Phase 2: County Government and Public Schools budget, financials, and procurement (July 2012)
- Phase 3: Public Schools human resources/payroll (July 2013)

This phased approach and the order in which to replace the systems was determined based upon the internal assessment and the need to address the identified system shortcomings and lack of support in a prioritized manner.

- 3.5. The County has retained the services of the Government Finance Officers Association (GFOA) to provide consulting and analytical services for the procurement of the system implementer services contract.
- 3.6. Fairfax County Government and Fairfax County Public Schools operate on a July 1 – June 30 fiscal year and use both autonomous and semi-autonomous processes. For example, the human resources and payroll systems for Fairfax County Government and Fairfax County Public Schools are completely separate and are on different software platforms. The financials application is also separate; however, it resides on a single instance with two databases (one for Fairfax County Government and one for Fairfax County Public Schools). Finally, purchasing and inventory processes are shared between Fairfax County Government and Fairfax County Public Schools. Fairfax County Public Schools is a discretely presented component unit of Fairfax County Government in the Comprehensive Annual Financial Report (CAFR); however, both have specific, separate and unique reporting requirements as mandated by state code.
- 3.7. Planning and designing an appropriate supporting infrastructure technology environment for optimal performance of the ERP system is a key activity of this project. The Offeror will function in a technical advisory role based on experience in similar implementations and in conformance with Fairfax County Government and Fairfax County Public Schools IT security architecture. The Offeror will also assist the County Government's Department of Information Technology (DIT) with architecture design, hardware system and storage sizing, configuration and build, and other technology planning activities related to this project. The Offeror will recommend a landscape plan for the appropriate number of environments (e.g., sandbox, development, quality assurance, staging, testing, production, and disaster recovery, etc.). The Offeror may be required to perform tasks under DIT supervision and assist DIT with procuring the supporting hardware and software technologies based on the Offeror's methodology. Fairfax County Government anticipates hosting and managing the SAP software and associated technology platforms for Fairfax County Government and Fairfax County Public Schools. The County will also consider alternative deployment strategies, such as external application hosting services, for the implementation. See Exhibit 3 (A – E) for further technology information.
- 3.8. Fairfax County Government and Fairfax County Public Schools have already examined their existing business processes and have completed a series of "As-Is" business process maps. These process maps are provided for the Offeror's reference as part of this Request for Proposal (RFP). See Exhibit 4 – Process Maps for details.

- 3.9. This project is directed by a Steering Committee comprised of Fairfax County Government and Fairfax County Public Schools officials, including senior leaders of the core departments. Project operations are managed and staffed by a joint Project Management Team (PMT). The PMT ensures the project is successfully progressing towards its long-term vision and oversees the day-to-day operations of the project, including business functional elements, change management provisions, and essential technology activities. Supporting the PMT is a larger project team that provides the necessary core resources to execute project activities. In addition, subject matter experts from the County will participate throughout the implementation.
- 3.10. The County has selected the entire SAP suite and certain third party software functionality. Below are the components that SAP has indicated are needed to meet the County's requirements.

Item	Abbreviation	Description	Version
1	FI-AP	Financial Accounting - Accounts Payable	7.0
2	FI-TR	Financial Accounting - Treasury & Risk Management	7.0
3	FI-AR	Financial Accounting - Accounts Receivable	7.0
4	FA-PS	Financial Accounting - Project Systems	7.0
5	PSM-GM	Public Sector Management - Grants Management	7.0
6	PSM-FM	Public Sector Management - Funds Management	7.0
7	FA-FA	Financial Accounting - Fixed Assets	7.0
8	FI-GL	Financial Accounting - General Ledger	7.0
9	FI-CM	Financial Accounting - Cash Management	7.0
10	FA-TM	Financial Accounting - Travel Management	7.0
11	PPS	Procurement for Public Sector - Supplier Self Service	7.0
12	MM-INV	Materials Management - Inventory Management	7.0
13	LO-PP	Logistics - Production Planning	7.0
14	LO-WM	Logistics - Warehouse Management	7.0
15	LO-PM	Logistics - Plant Maintenance	7.0
16	LO-SD	Logistics - Sales & Distribution	7.0
17	LO-SM	Logistics - Service Management	7.0
18	EAM	Enterprise Asset Management	7.0
19	HCM-PA	Human Capital Management - Personnel Administration	7.0
20	HCM-Recruit	Human Capital Management - eRecruiting	7.0
21	HCM-OM	Human Capital Management - Organization Management	7.0
22	HCM-CM	Human Capital Management - Compensation Management	7.0
23	HCM-BA	Human Capital Management - Benefits Administration	7.0
24	HCM-EIC	Human Capital Management - Employee Interaction Center	7.0
25	HCM-PAY	Human Capital Management - Payroll	7.0
26	HCM-TM	Human Capital Management - Time Management	7.0

Item	Abbreviation	Description	Version
27	HCM-TRV	Human Capital Management - Travel Management	7.0
28	HCM-ESS	Human Capital Management - Employee Self Services	7.0
29	HCM-MSS	Human Capital Management - Manager Self Services	7.0
30	HCM-EHS	Human Capital Management - Environmental Health & Safety	7.0
31	HCM-PD	Human Capital Management - Personnel Development	7.0
32	HCM - EL	Human Capital Management - Enterprise Learning	6.04
33	SCM	Supply Chain Management	7.0
34	SRM	Supplier Relationship Management	7.0
35	SAP NW	SAP NetWeaver	7.0
36	BI	SAP Business Intelligence	7.0
37	Explorer	Search capabilities using sentence structures	XI 3.1
38	Insight	Insight (Data Integrator); Text Searches	XI 3.0
39	SSM	SAP Strategy Management	7.0
40	PBF	SAP Budget Preparation System	7.0
41	PatternStream	Budget Document Production System	3.2
42	RWD-Prod Pak	SAP Computer Based Training and On-Line Help	3.1
43	Adobe	On-Line Forms Processing	7.0
44	Duet	SAP Integration to Microsoft Office	1.0
45	Seal Systems	FAX Solution for SAP	4.3.0
46	Nakisa	Organization Chart Production	2.0
47	Resume Mirror	Resume Extraction Solution	3.2

3.11. County Metrics

	Fairfax County Government	Fairfax County Public Schools
Operating Budget	\$3.4 Billion FY09	\$2.2 Billion FY09
Population	1,045,300 CY08	168,284 (Student Enrollment) SY08-09
W-2's Processed	20,500	38,200

4. PRE-PROPOSAL CONFERENCE

- 4.1. An optional pre-proposal conference will be held on Wednesday, August 12, 2009 at 10:00 A.M. in the Fairfax County Government Center, 12000 Government Center Parkway, Board Auditorium, Fairfax, Virginia 22035-0013. Attendees requiring special services are asked to provide their requirements to the Department of Purchasing and Supply Management ADA representative at (703) 324-3201 or TTY 1-800-828-1140. Please allow three (3) business days in advance of the event to make the necessary arrangements.

- 4.2. The purpose of the pre-proposal conference is to give potential Offerors an opportunity to ask questions and to obtain clarification about any aspect of this RFP. Offerors may submit any questions pertaining to the RFP, in writing, prior to the pre-proposal conference to Billie.Clyburn@fairfaxcounty.gov. Deadline for submission of written questions prior to the pre-proposal conference is 2:00 P.M. Monday, August 10, 2009. All other questions will be answered during the pre-proposal conference process.
- 4.3. Questions and answers will be documented during the pre-proposal conference and distributed by the County Contract Specialist via Addendum posted to the Department of Purchasing and Supply Management website: www.fairfaxcounty.gov/DPSM.

5. CONTACT FOR THIS PROCUREMENT

- 5.1. All communications and requests for information and clarifications shall be directed to the following procurement official:

B.J. Clyburn, CPPO, Contract Specialist
Department of Purchasing and Supply Management
Telephone: (703) 324-3884
Fax: 703-324-3228
Billie.Clyburn@fairfaxcounty.gov

6. CONTRACT PERIOD AND RENEWAL

- 6.1 This contract will begin on the date of award and terminate five years after the date of the award. This contract may be renewed for five, one-year periods, as mutually agreed upon by both the County and the contractor. The contractor agrees that prices shall remain firm for the term of the contract. Changes in cost for any subsequent contract years may be based on the Consumer Price Index (CPI-U), or other relevant indices as agreed to by both parties.
- 6.2 The obligation of the County to pay compensation due the contractor under the contract or any other payment obligations under any contract awarded pursuant to this RFP is subject to appropriations by the Fairfax County Board of Supervisors to satisfy payment of such obligations. The County's obligations to make payments during subsequent fiscal years are dependent upon the same action. If such an appropriation is not made for any fiscal year, the contract shall terminate effective at the end of the fiscal year for which funds were appropriated and the County will not be obligated to make any payments under the contract beyond the amount appropriated for payment obligations under the contract. The County will provide the contractor with written notice of non-appropriation of funds within thirty (30) calendar days after action is completed by the Board of Supervisors. However, the County's failure to provide such notice shall not extend the contract into a fiscal year in which sufficient funds have not been appropriated.

7. SELECTION CONSULTANT

- 7.1 The County has retained the services of GFOA for this project. The role of GFOA is to provide consulting and analytical services to support the Offeror evaluation process. The decision to select services suppliers is solely that of the County. The

County reserves the right to use other consultants to assist in the evaluation of proposals for this project.

8. GENERAL GUIDELINES

- 8.1. Negotiated Implementation Services Contract – This procurement involves the award of a negotiated contract for SAP software system implementation services. As such, the County will negotiate with Offerors to obtain the highest quality, most comprehensive services and the best price and business terms. It is anticipated that once the County identifies two or more viable firms through implementation interviews and other evaluative processes, parallel negotiations will take place on costs of implementation and related services as well as other items that are critical to project success or will mitigate the County's risks. The County will consider all cost and business terms to be negotiable and will not be artificially constrained by an Offeror's internal corporate policies. In short, firms that contend they lack flexibility because of their corporate policy on a particular negotiation item will face a significant disadvantage and may not be elevated to the final negotiation phase.
- 8.2. Software Company Participation – Offerors are expected to work in cooperation with SAP throughout this procurement and subsequent implementation. This does not prohibit SAP Consulting from submitting an implementation services proposal.
- 8.3. Pricing
 - 8.3.1. The County shall pay to the selected Offeror a firm fixed-price amount as specified in the agreed upon negotiated price for the agreed upon final scope of services.
 - 8.3.2. County and the Offeror may agree to additional services within the scope of the agreement. In such case, compensation shall be determined in accordance with the Offeror's rate schedule as set forth in the agreement, as well as provisions in Section 23 of the RFP.
- 8.4. Offerors Available for Interviews – Offerors selected for on-site interviews agree to be available on dates specified by the County. Failure to be available for specified dates may lead the County to elevate another Offeror.
- 8.5. Functional and Technical Requirements – The Offerors submitting proposals recognize that their responses on how the SAP software meets the County Government and Public School's detailed functional and technical requirements/reports will be attached and a part of the implementation contract.
- 8.6. General Requirements – All Offerors are required to follow the Technical Proposal Instructions and ensure that all components are included in their proposal. By virtue of submitting a proposal, Offerors acknowledge that:
 - 8.6.1. The County may cancel this RFP or reject proposals at any time prior to an award and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous (Code of Virginia, § 2.2-4359D). The County reserves the right to reconsider any proposal submitted at any phase of the procurement. It also reserves the right to meet with select Offerors at any time to gather additional information. Furthermore, the County reserves the right to delete or add functionality (e.g., modules, third party solutions, services) at anytime during the project.

- 8.6.2. All third party implementation services proposed as part of this package are subject to the same guidelines of this RFP, unless otherwise stated. The primary Offeror will serve as the primary point of contact for this RFP. It is the responsibility of the primary Offeror to be accountable to both manage and be responsible for the performance of any third party implementers that the Offeror chooses to use for this engagement. The Offeror must show evidence of a formal agreement with third party companies.

9. INTERVIEWS

- 9.1. Client Reference Checks and Other Discoveries – The Offeror's ability to meet the service requirements of its customers, and its responsiveness to its clients will be evaluated through discussions with Offeror references supplied in Attachment 4 – Implementation Services Reference Form as well as supplemental discovery work, as necessary. Research will target areas concerning:
 - 9.1.1. Offeror history
 - 9.1.2. Implementation success
 - 9.1.3. Cost overruns
 - 9.1.4. Project support
 - 9.1.5. Post-implementation support
 - 9.1.6. Work product quality (i.e., stability, flexibility, usability)
 - 9.1.7. Meeting deliverables/milestones on time (within scope)
 - 9.1.8. Disciplinary notices (cure notices, failure to perform, etc.)
 - 9.1.9. Problem resolution escalation
 - 9.1.10. Daily communication
 - 9.1.11. Transfer of knowledge
- 9.2. Site Visits – The County reserves the right to make on-site visits to the Offeror's former or current clients to assess the capabilities of both the Offeror and the Offeror's individual staff. These visits will be used, in conjunction with general product and market research, to ascertain the quality of Offeror solutions. This includes an evaluation of product usability, effectiveness, Offeror responsiveness, and Offeror support practices of the proposed solution in similar operating and business environments.
- 9.3. Implementation Interviews, Presentations and Product Demonstrations – An on-site demonstration consisting of scripted presentations may be scheduled to allow Offerors to present their approach to describe their best practices for business processes solutions, workflows, dashboards, etc. In preparation for this, the County reserves the right to contact the Offeror several weeks before the scheduled interview (if applicable) to discuss the format and content of this meeting.
- 9.4. Consulting Staff Interviews – All proposed staff resources must be available for in-person interviews by County and GFOA staff.

10. WARRANTY

- 10.1. The County requires a warranty for implementation services (e.g., work products, developed modifications, and system configuration) for a minimum of 24 months after the system final acceptance date of the respective modules. The implementation services warranty will also reference the Offeror's response to the functional requirements matrix (Attachment 5) and inventory of reports (Attachment 6) as the basis for the warranty.

- 10.2. The Offeror must correct any and all defects in material and/or workmanship that may appear during the guarantee period, or any defects that occur within the warranty period by repairing, (or replacing with new items or new materials, if necessary) any such defect at no cost to the County and to the County's satisfaction.
- 10.3. Should the Offeror's warranty or guarantee exceed the requirements stated above, that warranty or guarantee will be the primary one used in the case of defect. Copies of Offeror's warranties must be provided upon request.
- 10.4. All warranties and guarantees must be in effect from the date of acceptance by the County of the goods or services.
- 10.5. The Offeror must observe and comply with all Federal, State, County and local laws, ordinances and regulations in providing the goods and performing the services.

11. TRADE SECRETS/PROPRIETARY INFORMATION

- 11.1. Trade secrets or proprietary information submitted by an Offeror in connection with a procurement transaction shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, Offerors must invoke the protections of this section prior to or upon submission of the data or other materials.
- 11.2. The Offeror must identify the data or other materials to be protected and state the reasons why protection is necessary. Disposition of material after award(s) should be stated by the Offeror.

12. REQUIRED SUBMITTALS

- 12.1. Each Offeror must supply all the documentation required in the RFP. Failure to provide documentation with the Offeror's response to the RFP may result in the disqualification of the Offeror's proposal.

13. SUBMISSION OF PROPOSAL

- 13.1. One (1) original bound copy (duly marked) and thirty-five (35) bound copies of the Technical proposal, and one (1) original bound copy (duly marked) and thirty-five (35) bound copies of the Cost proposal (Attachment 7) all clearly identifying the RFP number shall be delivered to the following address in sealed envelopes or packages:

Department of Purchasing and Supply Management
12000 Government Center Parkway, Suite 427
Fairfax, Virginia 22035-0013
Telephone: 703-324-3201

It is requested that fifty (50) copies each of the technical and cost proposal be provided in a CD format. The Offeror must include a notarized statement that the CD version is a true copy of the printed version. Electronically stamped delivery receipts are available.

- 13.2. Offerors are reminded that changes to the RFP, in the form of addenda, are often issued between the issue date and within five (5) working days before the due date of the solicitation. All addenda responses must be signed and submitted to the

Department of Purchasing and Supply Management, 12000 Government Center Parkway, Suite 427, Fairfax, VA 22035-0013 before the due date/time or must accompany the proposal. Notice of addenda will be posted on eVA and the DPSM current solicitation webpage. It is the Offeror's responsibility to monitor the web page for the most current addenda at www.fairfaxcounty.gov/dpsm.

- 13.3. It is the Offeror's responsibility to clearly identify and to describe the services being offered in response to the RFP. The thoroughness and organization of the Offeror's response is critical to the County's evaluation process. The RFP forms must be completed legibly and in their entirety; and all required supplemental information must be furnished and presented in an organized, comprehensive and easy to follow manner.
- 13.4. Submission of unnecessarily elaborate brochures or other presentations beyond that sufficient to present a complete and effective proposal is not desired. Elaborate artwork, expensive paper, bindings, visual and other presentation aids are not required. The County encourages Offerors to use recycled paper wherever possible.
- 13.5. The County will not incur any cost for the preparation and/or submission of the Offeror's response.

14. LATE PROPOSALS

- 14.1. Proposals received by DPSM after the date and time prescribed shall not be considered for contract award and shall be returned to the Offeror.

15. PERIOD THAT PROPOSALS REMAIN VALID

- 15.1. Proposals, including pricing, will remain valid for a period of one year after the date specified for receipt of proposals.

16. BASIS FOR AWARD

- 16.1. The County Purchasing Agent (or delegate) will review each Offeror's Attachment 3 – Table of Conformance submitted in response to this RFP against the minimum criteria spelled out in Section 2 of this RFP. Only proposals submitted by Offerors determined by the Purchasing Agent to fully meet the minimum criteria will be elevated for detailed review and evaluation.
- 16.2. At any time during the evaluation process the County Purchasing Agent may arrange for discussions with firms submitting proposals, if required, for the purpose of obtaining additional information or clarification. Offerors are advised that, in the event of receipt of an adequate number of proposals meeting the minimum criteria, which, in the opinion of the County Purchasing Agent, require no clarifications and/or supplementary information, such proposals may be evaluated without further discussion. Consequently, Offerors should provide complete, thorough proposals with the Offerors most favorable terms. Should proposals require additional clarification and/or supplementary information, Offerors should submit such additional material in a timely manner.
- 16.3. Proposals which, after discussion and submission of additional clarification and/or supplementary information, are determined to meet the specifications of this RFP will

be classified as "acceptable". Proposals found not to be acceptable will be classified as "unacceptable" and no further discussion concerning same will be conducted.

- 16.4. A Committee has been established to review and evaluate selected technical and cost proposals submitted in response to this RFP. The technical proposals will be scored and the cost proposals of the highest rated Offerors will then be reviewed and scored.
- 16.5. During the course of the evaluation process, Offerors may be asked to participate in interviews, presentations and possibly product demonstrations. Reference checks will also be completed during this phase of the evaluation.
- 16.6. No Offeror, including any of their representatives, subcontractors, affiliates and interested parties, shall contact any member of the Committee or any person involved in the evaluation of the proposals. Committee members will refer any and all calls related to this procurement to the procurement official named in Section 5 of the RFP. Failure to comply with this directive may, at the sole discretion of the County, result in the disqualification of an Offeror from the procurement process.

16.7. Evaluation Criteria

- 16.7.1. The County will review all proposals received as part of a documented evaluation process. The initial decision point will be validation of Attachment 3 – Table of Conformance. For each subsequent decision point in the process, the County will evaluate Offerors according to specific criteria and will then elevate a certain number of Offerors to the next level of evaluation. Offerors not elevated may be elevated at a later date.

The sole purpose of the proposal evaluation process is to determine which solution best meets the County's needs. The evaluation process is not meant to determine that one Offeror's implementation services are superior to any other, but rather that the selected Offeror can provide the best implementation services for the County's current and future needs based on the information available and the County's best efforts of determination. Offerors that are deemed responsive to the RFP and who have the highest scores at each level will advance to the next level of evaluations.

- 16.7.2. The proposal evaluation criteria should be viewed as standards that measure how well an Offeror's approach and capabilities meet the desired requirements and needs of the County. The criteria that will be used to evaluate proposals includes:

- 16.7.2.1. Company Background, Experience, and References
- 16.7.2.2. Implementation Methodology
- 16.7.2.3. Technology Planning, Integration, and Execution
- 16.7.2.4. Vendor Interviews
- 16.7.2.5. Cost

- 16.7.3. The County reserves the right to determine the suitability of proposals on the basis of any or all of these criteria.
- 16.7.4. Select Offerors will be invited for implementation and consulting staff interviews at the County. As part of this process, Offerors may be requested to participate in product demonstrations.

17. NEGOTIATIONS

- 17.1. This RFP is being utilized for competitive negotiation. Under the competitive negotiation process, a contract may be awarded to the responsible Offeror whose proposal is determined to be the most advantageous to the County, taking into consideration price and the evaluation factors set forth in the RFP.
- 17.2. When the evaluation and ranking of the technical and cost proposals have been completed, the Committee will select two or more Offerors deemed to be fully qualified and best suited among those submitting proposals including price. Selected Offerors shall be invited to enter negotiations.
- 17.3. After negotiations have been conducted with each Offeror so selected, the County shall select the Offeror which, in its opinion, has made the best proposal, and shall award the contract to that Offeror. The County reserves the right to make multiple awards as a result of this solicitation.
- 17.4. Should the County determine in writing and in its sole discretion that only one Offeror is fully qualified, or that one Offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that Offeror. The Selection Committee will make appropriate notifications to the County Executive and Board of Supervisors prior to actual award of contract.

18. AWARD

As part of the award process, the County reserves the rights to:

- 18.1. Accept or reject any or all proposals.
- 18.2. Waive any informality in proposals received.
- 18.3. Accept or reject any or all of the items in the proposal.
- 18.4. Award the contract in whole or in part and/or negotiate any or all items with individual Offerors if it is deemed in the County's best interest.
- 18.5. Make no selection if proposals are deemed to be outside the fiscal constraint or not in the best interests of the County.
- 18.6. Waive any irregularities and technicalities and may, at its sole discretion, request a clarification or other information to evaluate any or all proposals.
- 18.7. Prior to awarding the contract, require Offerors to submit evidence of qualifications or any other information the County may deem necessary.
- 18.8. With approval of the Purchasing Agent or designee, cancel the RFP or portions thereof, without penalty.

19. INSURANCE

- 19.1. The selected Offeror (Contractor) is responsible for its work and for all materials, tools, equipment, appliances, and property of any and all description used in connection with the project, whether owned by the Contractor or by the County. The Contractor assumes all risks of direct and indirect damage or injury to any person or

property wherever located, resulting from any action, omission, commission or operation under the contract, or in connection in any way whatsoever with the contracted work.

19.2. The Contractor shall, during the continuance of all work under the contract provide the following:

- 19.2.1. Maintain statutory Worker's Compensation and Employer's Liability insurance in limits of not less than \$100,000 to protect the Contractor from any liability or damages for any injuries (including death and disability) to any and all of its employees, volunteers, or subcontractors, including any and all liability or damage which may arise by virtue of any statute or law in force within the Commonwealth of Virginia, or which may be hereinafter enacted.
- 19.2.2. Maintain Commercial General Liability insurance in the amount of \$1,000,000 per occurrence/aggregate, to protect the Contractor, its subcontractors, and the interest of the County, against any and all injuries to third parties, including bodily injury and personal injury, wherever located, resulting from any action or operation under the contract or in connection with contracted work. The General Liability insurance shall also include the Broad Form Property Damage endorsement, in addition to coverage's for explosion, collapse, and underground hazards, where required.
- 19.2.3. Maintain owned, non-owned, and hired Automobile Liability insurance, in the amount of \$1,000,000 per occurrence/aggregate, including property damage, covering all owned, non-owned borrowed, leased, or rented vehicles operated by the Contractor. In addition, all mobile equipment used by the Contractor in connection with the contracted work will be insured under either a standard Automobile Liability policy, or a Comprehensive General Liability policy.
- 19.2.4. Maintain Errors and Omissions Liability insurance in the amount of \$3,000,000 per occurrence and/or \$5,000,000 in aggregate to cover each individual professional staff.
- 19.2.5. Arrange for liability insurance by General Liability and Automobile Liability policies for the full limits required, or by a combination of underlying Liability policies for lesser limits with the remaining limits provided by an Excess or Umbrella Liability policy.
- 19.2.6. Rating Requirements:
 - 19.2.6.1. The Contractor agrees to provide insurance issued by companies admitted within the Commonwealth of Virginia, with a Best's Key Rating of at least A:VI.
 - 19.2.6.2. European markets including those based in London, and the domestic surplus lines markets that operate on a non-admitted basis are exempt from this requirement provided that the Contractor's broker can provide financial data to establish that a market is equal to or exceeds the financial strengths associated with the A.M. Best's rating of A:VI or better.
- 19.2.7. Indemnification - Article 63 of Exhibit 1 – General Conditions and Instructions to Bidders shall apply.

- 19.2.8. The Contractor will provide an original, signed Certificate of Insurance citing the contract number and such endorsements as prescribed herein, and shall have it filed with the County Purchasing Agent and/or Risk Manager before any work is started.
- 19.2.9. If the Contractor delivers services from a County-leased facility, the Contractor is required to carry property insurance on all equipment, to include County-owned installed and maintained equipment used by the Contractor while in their care, custody and control for use under this contract.
- 19.2.10. No change, cancellation, or non-renewal shall be made in any insurance coverage without a 45 day written notice to the County Purchasing Agent and/or Risk Manager. The Contractor shall furnish a new certificate prior to any change or cancellation date. The failure of the Contractor to deliver a new and valid certificate will result in suspension of all payments until the new certificate is furnished.
- 19.2.11. Precaution shall be exercised at all times for the protection of persons (including employees) and property.
- 19.2.12. The Fairfax County Government and Fairfax County Public Schools, their employees and officers shall be named as additional insureds in the Automobile, General Liability and Professional Liability policies and it shall be stated on the Insurance Certificate with the provision that this coverage is primary to all other coverage the Fairfax County Government and Fairfax County Public Schools may possess.
- 19.2.13. If an "ACORD" Insurance Certificate form is used by the Contractor's Insurance agent, the words, "endeavor to" and "... but failure to mail such notice shall impose no obligation or liability of any kind upon the company" in the "Cancellation" paragraph of the form shall be deleted or crossed out.

20. METHOD OF ORDERING

- 20.1. The County may use four (4) different methods of placing orders from the final contract: Purchase Orders (POs); Blanket Purchase Orders (BPs); Small Orders (SOs) and, approved County procurement cards.
- 20.2. A Blanket Purchase Order (BP) may be issued to the Contractor on behalf of each County Agency who will be ordering items or services covered in the contract. The BP indicates that sufficient funds have been obligated as required by Title 15.2-1238 of the Code of the Commonwealth of Virginia. Each BP will cite a specific period of time, and will indicate an agency authorization order code to be used when ordering to identify those employees authorized to place calls. No specific dollar limitation will be indicated on the BP's.
- 20.3. Orders may be placed orally by authorized employees of the County identifying themselves with their agency authorization order code, BP call number, and their name. The Contractor may contact agency personnel listed on the Purchase Order to verify the authorization of the employee placing the call.
- 20.4. A Purchase Order (PO) or Small Purchase Order (SO) may be issued to the Contractor on behalf of the County agency ordering the items/services covered under this contract. An issued PO or SO will become part of the resulting contract. The

purchase order indicates that sufficient funds have been obligated as required by Title 15.2-1238 of the Code of the Commonwealth of Virginia.

- 20.5. Procurement Card orders and payments may also be made by the use of a Fairfax County or Fairfax County Public Schools "Procurement" Card. The Procurement Card is currently a Master Card. Contractors are encouraged to accept this method of receiving orders.
- 20.6. Questions regarding establishing an account with Master Card should be referred to: MC/Master Card Merchant Services at 1-800-762-6663. It is anticipated that participating contractors will accept procurement card orders.
- 20.7. Regardless of the method of ordering used, solely the contract and any modification determine performance time and dates.
- 20.8. Performance under this contract is not to begin until receipt of the purchase order, Procurement Card order, or other notification to proceed by the County Purchasing Agent and/or County agency to proceed. Purchase requisitions shall not be used for placing orders.
- 20.9. The Department of Purchasing and Supply Management has the capability to issue purchase orders electronically and transmit them to vendors by fax. For more information about the Fax Purchase Order program, call (703) 324-3268, TTY 1-800-828-1140.

21. REPORTS AND INVOICING

- 21.1. The Contractor must maintain all records in compliance with federal and state regulations. The Contractor(s) must submit to the FOCUS Director, monthly statistical reports and an annual tabulated report.
- 21.2. The Contractor must invoice the FOCUS Director. Invoices for all users of the contract must meet County requirements, unless otherwise indicated. The Contractor must send the FOCUS Director an itemized monthly invoice (or as agreed to between the parties), which must include the information listed below:
 - 21.2.1. Project milestone
 - 21.2.2. Project phase and task
 - 21.2.3. Date of services
 - 21.2.4. Type of services
 - 21.2.5. Itemized cost for each item/service
- 21.3. Implementation services will be paid only on a milestone completion basis, meaning the County will pay only when the Contractor has completed to the County's satisfaction the mutually agreed upon payment milestones, as defined in the contract document. The Contractor must notify the FOCUS Director of any risk possibilities or milestone slippage.
- 21.4. The Contractor will provide the FOCUS Director with a monthly and year-to-date utilization report which lists all information shown above in paragraph 21.2. The Contractor will mail the invoices and the utilization reports to the individual identified in the final contract.

- 21.5. Retention: The County will deduct an amount of 15% retention on all milestone payments, with such retention being released only upon the County's final acceptance of the entire system.

22. ELECTRONIC PAYMENT OPTION

- 22.1. The Vendor ACH Payment Program of Fairfax County allows payments to be deposited directly to a designated financial institution account. Funds will be deposited into the account of your choice automatically and on time. Payment information (confirmation of payments) is provided via email and all transactions are conducted in a secure environment. The program is totally free as part of the Department of Finance's efforts to improve customer service. For more information or to obtain a Vendor Agreement (ACH credits), please contact the Department of Finance at 703-324-3122 or via email to ACHpayments@fairfaxcounty.gov. A copy may also be picked up at the Department of Purchasing and Supply Management.

23. CHANGES

- 23.1. The County may, at any time, by written order, require changes in the services to be performed by the Contractor. If such changes cause an increase or decrease in the Contractor's cost of, or time required for, performance of any services under this contract, an equitable adjustment shall be made and the contract shall be modified in writing accordingly. The County Purchasing Agent must approve all work that is beyond the scope of this RFP.
- 23.2. No services for which an additional cost or fee will be charged by the Contractor shall be furnished without the prior written authorization of the County Purchasing Agent.

24. MANAGEMENT OF PERSONNEL

- 24.1. The County reserves the right to have Contractor staff replaced if their work is unsatisfactory; or if their behavior is perceived disruptive to our work environment; or if a staff member becomes ill; or if the assigned individual is no longer suitable for the assigned tasks; or if for any other reasons the assigned work tasks are terminated. The County will not assume any responsibility or liability for personnel actions taken by the Contractor should such a replacement be required. All employees are required to sign Attachment 8 – Consultant/Contractor Agreement.

25. DELAYS AND SUSPENSIONS

- 25.1. The County may direct the Contractor, in writing, to suspend, delay, or interrupt all or any part of the work of this contract for the period of time deemed appropriate for the convenience of the County. The County will extend the Contractor's time of completion by a period of time that in the discretion of the County's Purchasing Agent is reasonably suited for completion of work. The County may further amend the contract by mutual agreement for any increase in the cost of performance of the contract (excluding profit) resulting solely from the delay or suspension of the contract. No adjustment shall be made under this clause for any delay or interruption resulting from any other cause, including the fault or negligence of the Contractor.
- 25.2. If the County does not direct the Contractor, in writing, to suspend, delay, or interrupt the contract, the Contractor must give the County Purchasing Agent written notice if

the County fails to provide data or services that are required for contract completion by the Contractor. The County may extend the Contractor's time of completion by a period of time that in the discretion of the Purchasing Agent is reasonably suited for completion of work. The County may further amend the contract by mutual agreement for any increase in the cost of performance of the contract (excluding profit) resulting solely from the delay or suspension of the contract. No adjustment shall be made under this clause for any delay or interruption resulting from any other cause, including the fault or negligence of the Contractor.

- 25.3. The Contractor shall continue its work on other phases of the project or contract, if in the sole discretion of the County Purchasing Agent such work is not impacted by the County's delay, suspension, or interruption. All changes to the work plan or project milestones shall be reflected in writing as a contract amendment.

26. ACCESS TO AND INSPECTION OF WORK

- 26.1. The County Purchasing Agent and using agencies will, at all times, have access to the work being performed under this contract wherever it may be in progress or preparation.

27. PROJECT AUDITS

- 27.1. The Contractor shall maintain books, records and documents of all costs and data in support of the services provided. The County or its authorized representative shall have the right to audit the books, records and documents of the Contractor under the following conditions:
 - 27.1.1. If the contract is terminated for any reason in accordance with the provisions of these contract documents in order to arrive at equitable termination costs.
 - 27.1.2. In the event of a disagreement between the Contractor and the County on the amount due the Contractor under the terms of this contract.
 - 27.1.3. To check or substantiate any amounts invoiced or paid which are required to reflect the costs of services, or the Contractor's efficiency or effectiveness under this contract.
 - 27.1.4. If it becomes necessary to determine the County's rights and the Contractor's obligations under the contract or to ascertain facts relative to any claim against the Contractor that may result in a charge against the County.
- 27.2. These provisions for an audit shall give the County unlimited access during normal working hours to the Contractor's books and records under the conditions stated above.
- 27.3. Unless otherwise provided by applicable statute, the Contractor, from the effective date of final payment or termination hereunder, shall preserve and make available to the County for a period of three (3) years thereafter, at all reasonable times at the office of the Contractor but without direct charge to the County, all its books, records documents and other evidence bearing on the costs and expenses of the services relating to the work hereunder.
- 27.4. The County's right to audit and the preservation of records shall terminate at the end of three (3) years as stated herein. The Contractor shall include this "Right of Audit

and Preservation of Records" clause in all subcontracts issued by it and they shall require same to be inserted by all lower tier subcontractors in their subcontracts, for any portion of the work.

- 27.5. Should the Contractor fail to include this clause in any such contract or lower tier contract, or otherwise fail to insure the County's rights hereunder, the Contractor shall be liable to the County for all reasonable costs, expenses and attorney's fees which the County may have to incur in order to obtain an audit or inspection of or the restoration of records which would have otherwise been available to the County from said persons under this clause. Such audit may be conducted by the County or its authorized representative.

28. OTHER SERVICES

- 28.1. The Contractor must establish formal evaluation and quality control procedures to monitor each facet of the final contract. The evaluation and quality control procedures must provide sufficient information to allow the County's administrators to monitor the program's progress and effectiveness. The County's administrators will use the quality control report to evaluate the effectiveness of the program on an annual basis. The Contractor will submit the quality control report to the Contract Administrator identified in the final contract not later than the annual anniversary of the contract award date each contract year.
- 28.2. The Contractor must provide a process for post-contract validation of all requirements therein and provide a report in support of Section 10.

29. DATA SOURCES

- 29.1. The County will provide the Contractor all available data possessed by the County that relates to this contract. However, the Contractor is responsible for all costs for acquiring other data or processing, analyzing or evaluating County data.

30. SAFEGUARDS OF INFORMATION

- 30.1. Unless approved in writing by the County Purchasing Agent, the Contractor may not sell or give to any individual or organization any information, reports, or other materials given to, prepared or assembled by the Contractor under the final contract.

31. ORDER OF PRECEDENCE

- 31.1. In the event of conflict, the Acceptance Agreement (provided at contract award) and the Special Provisions of the contract shall take precedence over Exhibit 1 – General Conditions and Instructions to Bidders.

32. SUBCONTRACTING

- 32.1. If one or more subcontractors are required, the Contractor is encouraged to utilize small, minority-owned, and women-owned business enterprises. For assistance in finding subcontractors, contact the Virginia Department of Business Assistance <http://www.dba.state.va.us>; the Virginia Department of Minority Business Enterprise

<http://www.dmb.state.va.us/>; local chambers of commerce and other business organizations.

- 32.2. As part of the contract award, the Contractor agrees to provide the names and addresses of each subcontractor, that subcontractor's status as defined by the County, as a small, minority-owned and/or woman-owned business, and the type and dollar value of the subcontracted goods/services provided using Attachment 9 – Business Classification Schedule.
- 32.3. The Contractor is responsible for the management, performance, and payment of all subcontractors. The Contractor must disclose all subcontractors to the County.

33. USE OF CONTRACT BY OTHER PUBLIC BODIES

- 33.1. Reference Paragraph 75 of Exhibit 1 – General Conditions and Instructions to Bidders, Cooperative Purchasing. Offerors are advised that the resultant contract(s) may be extended, with the authorization of the Offeror, to other public bodies, or public agencies or institutions of the United States to permit their use of the contract at the same prices and/or discounts and terms of the resulting contract. If any other public body decides to use the final contract, the Contractor(s) must deal directly with that public body concerning the placement of orders, issuance of purchase orders, contractual disputes, invoicing and payment. The County of Fairfax acts only as the "Contracting Agent" for these public bodies. Failure to extend a contract to any public body will have no effect on consideration of your offer.
- 33.2. It is the Contractors responsibility to notify the public body(s) of the availability of the contract(s).
- 33.3. Other public bodies desiring to use this contract will need to make their own legal determinations as to whether the use of this contract is consistent with their laws, regulations, and other policies.
- 33.4. Each public body has the option of executing a separate contract with the Contractor(s). Public bodies may add terms and conditions required by statute, ordinances, and regulations, to the extent that they do not conflict with the contracts terms and conditions. If, when preparing such a contract, the general terms and conditions of a public body are unacceptable to the Contractor, the Contractor may withdraw its extension of the award to that public body.
- 33.5. The County shall not be held liable for any costs or damages incurred by another public body as a result of any award extended to that public body by the Contractor.

34. NEWS RELEASE BY VENDORS

- 34.1. As a matter of policy, the County does not endorse the products or services of a contractor. News releases concerning any resultant contract from this solicitation will not be made by a contractor without the prior written approval of the County. All proposed news releases will be routed to the Purchasing Agent for review and approval.

35. AMERICANS WITH DISABILITIES ACT REQUIREMENTS

- 35.1. Fairfax County is fully committed to the Americans with Disabilities Act (ADA) which guarantees non-discrimination and equal access for persons with disabilities in employment, public accommodations, transportation, and all County programs, activities and services. Fairfax County government contractors, subcontractors, vendors, and/or suppliers are subject to this ADA policy. All individuals having any County contractual agreement must make the same commitment. Your acceptance of this contract acknowledges your commitment and compliance with ADA.
- 35.2. In the acquisition of telecommunications, electronic and information technology goods and services, the accessibility determination will be conducted as part of the subjective evaluation and will be subservient to the general, technical and functional requirements of the product. At a minimum the offer must provide information on how the product complies in the form of a Voluntary Product Accessibility Template (VPAT) or a comparable document.
- 35.3. Fairfax County is committed to a policy of nondiscrimination in all County programs, services, and activities and will provide reasonable accommodations upon request. Bidders requesting special accommodations should call the Department ADA representative at (703) 324-3201 or TTY 1-800-828-1140. Please allow seven (7) working days in advance of the event to make the necessary arrangements.

36. HIPAA COMPLIANCE

- 36.1. The County has designated certain health care components and employee health plans as covered by the Health Insurance Portability and Accountability Act of 1996. The successful Offeror will be designated a business associate pursuant to 45 CFR part 164.504(e) of those agencies identified as health care components of the County, including the Fairfax-Falls Church Community Services Board, upon award of contract. The successful Offeror shall be required to execute a Fairfax County Business Associate Agreement and must adhere to all relevant federal, state, and local confidentiality and privacy laws, regulations, and contractual provisions of that agreement. These laws and regulations include, but are not limited to: (1) HIPAA – 42 USC 201, et seq., and 45 CFR Parts 160 and 164; and (2) VA Code – Title 32.1, Health, § 32.1-1 et seq. The Offeror shall have in place appropriate administrative, technical, and physical safeguards to ensure the privacy and confidentiality of protected health information.
- 36.2. Further information regarding HIPAA Compliance is available on the County's website at <http://www.fairfaxcounty.gov/HIPAA>.

37. VENUE

- 37.1. This contract and its terms, including, but not limited to, the parties' obligations under it, the performance due from each party under it, and the remedies available to each party for breach of it, shall be governed by, construed and interpreted in accordance with the laws of the Commonwealth of Virginia. Any jurisdiction's choice of law, conflict of laws, rules, or provisions, including those of the Commonwealth of Virginia that would cause the application of any laws other than those of the Commonwealth of Virginia shall not apply. Any and all disputes, claims and causes of action arising out of or in connection with this contract or any performance hereunder, shall be brought in the state courts of Fairfax County, Virginia, or in the United States District Court, Eastern District of Virginia, Alexandria Division.

38. BACKGROUND CRIMINAL INVESTIGATION/IDENTIFICATION

- 38.1. By the signature of its authorized official on the response to this solicitation, the successful Offeror certifies that neither the contracting official nor any of the successful Offeror's employees, agents or subcontractors who will have direct contact with students has been convicted of a felony or any offense involving the sexual molestation or physical or sexual abuse or rape of a child. The successful Offeror agrees to remove from the contract any employee, agent or subcontractor who has been determined by the County and/or the School Board to be disqualified from service due to such convictions or the failure to truthfully report such convictions.
- 38.2. The successful Offeror shall immediately notify the contract specialist if any Contractor or employee of said Contractor providing services under the contract is arrested or indicted as a defendant in Virginia or any other jurisdiction. The County reserves the right to require that the employee be suspended from working on the contract until the charge(s) is adjudicated. This requirement does not apply to minor traffic violations, not requiring the appearance of the employee in court, unless the charge includes the illegal possession, distribution, use or influence of drugs or alcohol.
- 38.3. Due to enhanced security measures, the successful Offeror employees/representatives are required to have photo identification and be able to present same upon request. The successful Offeror employees/representatives shall report to the appropriate administrative and/or main office each time a site is visited. The successful Offeror employees will be required to wear a company picture ID badge, or temporary name tag, issued by the County, clearly visible above the waist. The successful Offeror employees/representatives who arrive at the County/School facility without appropriate identification badges will immediately be dismissed from the job site.
- 38.4. Failure to comply with the above requirements may result in termination of the contract.

39. IMMIGRATION AND CONTROL ACT

- 39.1. The Contractor certifies that it does not, and shall not during the performance of the contract for goods and services in the Commonwealth knowingly employ an unauthorized alien as defined in the federal Immigration Reform and Control Act of 1986.

40. CERTIFICATION REGARDING DEBARMENT OR SUSPENSION

- 40.1. In compliance with contracts and grants agreements applicable under the U.S. Federal Awards Program certification is required by all Offerors submitting a proposal in response to this RFP and the Offeror must complete and submit Attachment 10 – Certification Regarding Debarment or Suspension.

41. TECHNICAL PROPOSAL INSTRUCTIONS/SUBMITTAL

41.1. Submittal Requirements:

41.1.1. In order to facilitate the analysis of responses to this RFP, Offerors are required to prepare their proposals in accordance with the instructions outlined in this part and in Exhibit 2 – RFP Instructions Summary Table. Attachment 2 – RFP Submittal Checklist should be included to ensure all necessary elements are part of the submitted proposal. Attachment 3 – Table of Conformance is required to ensure Offerors meet the stated minimum qualifications. Proposals should be prepared as simply as possible and provide a straightforward, concise description of the Offeror's capabilities to satisfy the requirements of the RFP. Emphasis should be concentrated on accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and clearly labeled.

41.1.2. Offerors are required to use the outline below when preparing their proposals:

Title Page with DPSM32 and Attachment 3 – Table of Conformance
Letter of Transmittal with Attachment 2 – RFP Submittal Checklist
Table of Contents
Section 1.0..... Executive Summary
Section 2.0..... Company Background
Section 3.0..... Client References
Section 4.0..... Scope of Services
Section 5.0..... Implementation Methodology
Section 6.0..... Quality Assurance
Section 7.0..... Responses to Functional and Technical Requirements
Section 8.0..... Responses to Reporting Requirements
Section 9.0..... Responses to Interface Requirements
Section 10.0..... Responses to Conversion Requirements
Section 11.0..... Roles and Responsibilities
Section 12.0..... Responses to Essay Questions
Section 13.0..... Exceptions to RFP
Section 14.0..... Documents
Section 15.0..... Cost Proposal Instructions/Submittal (**NOTE: This must be submitted as a separate, sealed document**)
Attachments (The Offeror should include any attachments that support the response to this solicitation.)

41.1.3. Executive Summary (Offeror Response – Section 1.0)

41.1.3.1. This part of the response to the RFP should be limited to a brief narrative highlighting the Offeror's proposal, including key elements that provide an overview of what is being offered. It should include what is unique about the Offeror's firm, why it is best qualified to implement the software, and it should identify the primary contacts for the primary Offeror and any third-party Offerors. **This section should not include any reference to cost or pricing.**

41.1.4. Company Background (Offeror Response – Section 2.0)

41.1.4.1. Each Offeror should complete Attachment 11 – Company Background to provide required information about the submitting Offeror's company so that the County can evaluate the Offeror's stability and capability to support the commitments set forth in response to the RFP. The County,

at its sole discretion, may require the Offeror to provide additional support and/or to clarify requested information about the Offeror and any proposed third-party firm(s). In addition to using Attachment 11, the Offeror may provide a narrative on its company background in its proposal. However, any narrative information provided should not be considered a substitute for fully completing Attachment 11. Offeror stability, industry presence, and experience implementing SAP software for comparable local government and K-12 entities will be evaluated using information provided in the proposal.

41.1.5. Client References (Offeror Response – Section 3.0)

- 41.1.5.1. The County considers references for SAP software and associated technology implementations to be important in its decision to award a contract. Offerors should supply references that will be available to speak with County representatives and/or GFOA for approximately 30-60 minutes. The names, phone numbers, and email addresses of the project manager, subject matter experts, technical lead, or person(s) with broad knowledge of the project for each reference must be listed. In addition, provide the names of the lead consultants for the project. All references provided will be contacted by the County/GFOA during the selection process. The County/GFOA will not inform the Offeror prior to contacting these references. Similarly, the County/GFOA will not work through an Offeror's reference manager to complete a reference. The County reserves the right to contact additional clients for references, if deemed necessary.
- 41.1.5.2. Using Attachment 4 – Implementation Services Reference Form, the Offeror should provide three (3) public sector (preferably state/local government), and three (3) K-12 SAP software solution client references. Ideally, references should be similar in size to Fairfax County Government and Fairfax County Public Schools and have a similar implementation scope and methodology. It is also preferred that references utilize the same version of the proposed software. It is the Offeror's responsibility to inform references that they may be contacted by the County/GFOA. The Offeror is required to include a letter of reference from each of the six references.

41.1.6. Scope of Services (Offeror Response – Section 4.0)

- 41.1.6.1. This section of the Offeror's proposal should include a general discussion of the Offeror's overall understanding of the project and the scope of work proposed. The Offeror's services are for implementation of SAP software and integration with related software products and system tools required to fulfill the business and technical requirements in the County's environments. Offerors are required to address the following in their scope descriptions:

41.1.6.1.1. Scope of Products

- 41.1.6.1.1.1. Recommend any products deemed necessary to meet the County's requirements that are not included (or priced) in the suite of products selected from SAP.
- 41.1.6.1.1.2. Reasons for differing from the suite of products selected from SAP, if applicable.

41.1.6.1.2. Project Timeline

41.1.6.1.2.1. High-Level Schedule by Phase (include estimated support assumption timelines) and Target Go-Live dates:

- Phase 1: County Government human resources/payroll (July 2011)
- Phase 2: County Government and Public Schools budget, financials, and procurement (July 2012)
- Phase 3: Public Schools human resources/payroll (July 2013)

41.1.6.1.2.2. Alternative Rollout Schedule

- If provided, include why it is recommended.

41.1.6.1.3. Vendor Relationships

41.1.6.1.3.1. The Offeror must describe the relationship between the Offeror as prime contractor, its subcontractors, and SAP Public Services, Inc. for this project. The County expects the Offeror to understand and be able to tailor its process to meet the needs of the County and manage project objectives and activities to successful delivery.

41.1.7. Implementation Methodology (Offeror Response – Section 5.0)

As a result of the phased project approach, the Offeror's implementation methodology must take into account the requirement to keep necessary current legacy systems operating in parallel to the SAP solution as well as required interfaces and integration as appropriate during the lifecycle of the project. In addition, the Offeror's implementation methodology should address the needs of both complex entities collaborating jointly on this project.

Offerors should provide their methodology or practice and should address these or similar activities. If there are items below that are not explicit or inherent in the Offeror's methodology then the Offeror must explain how the issue is treated in their implementation plan or why it is not necessary based on the methodology proposed for successful implementation.

The Offeror should describe specific details of the proposed implementation methodology that the Offeror will provide as part of this engagement and examples of the delivery methods that will ensure a successful end result for the County. If the methodology differs from SAP's standard ASAP methodology, the Offeror must provide a reason why its method is recommended over the software firm's.

As part of the response in this section, the Offeror is required to address each of the items listed below based upon its understanding of the work required to successfully complete this SAP implementation. The description must address the following:

41.1.7.1. Overview of methodology.

41.1.7.2. Description of how best practice templates or other methods are incorporated into the methodology including how to work with two complex entities in a joint implementation.

41.1.7.3. Description of how the Offeror will work with the County to take advantage of best business practices built into the software; adjusting

business practices where necessary to take full advantage of the capabilities and opportunities provided by the software. With the exception for legal and mandated requirements, the County desires not to customize the system, but rather to enable the system to operate as it was designed.

- 41.1.7.4. Description of the Offeror's approach to business process design. The description must include the following:

41.1.7.4.1. Description of how to handle identified gaps (configuration and/or reengineering existing business processes), noting that any solutions proposed will need to go through an approval and validation process.

41.1.7.4.2. Description of how the Offeror will incorporate standard best practices in its methodology and deliverables.

41.1.7.4.3. Description of the Offeror's methodology for documenting business processes and workflows. The Offeror should identify the tools employed to facilitate development of business process maps based upon best practices.

- 41.1.7.5. Description of the Offeror's methodology regarding technology planning to support the SAP software application. The description should include the following:

41.1.7.5.1. Approach to set-up/support/implementation of the underlying technology infrastructure to support the SAP software in relation to the phased project.

41.1.7.5.2. Discussion of approach to hardware configuration, technology deployment, capacity planning, transport planning, online service system (OSS) note planning, and network systems.

41.1.7.5.3. The County may consider utilizing a hosting service during the implementation process. The Offeror should provide the benefits of using a hosted solution versus utilizing an environment hosted by the County.

41.1.7.5.4. Description of the Offeror's approach to integration planning.

41.1.7.5.5. Description of the Offeror's model for documenting interface design processes.

- 41.1.7.6. Detailed methodology for incorporating third-party software, both those proposed by SAP Public Services, Inc. and any third-party products that the Offeror proposes as part of its RFP response. The County reserves the right to review and approve the list of third-party software recommended as part of the system design process.

- 41.1.7.7. Description of the Offeror's strategy for software application management and deployment and how it will be applied so that the business functionality and requirements are working within the software application. Include in this description the following:

41.1.7.7.1. The Offeror's approach to configuring the SAP application code to meet the County's requirements. The Offeror must show how the

software configuration follows the SAP standard and how the configurations are tracked within either the SAP or the County's change management process.

- 41.1.7.7.2. The Offeror's approach to maximizing SAP software features to avoid unnecessary code modifications. The Offeror must describe what the recommended process is for any code enhancement that may occur to meet legally mandated requirements, as well as the process for implementing, testing, and tracking the enhancement.
- 41.1.7.8. Description of the Offeror's approach to data conversion, including the following:
 - 41.1.7.8.1. Role of the County and the Offeror's proposed staff for data conversion.
 - 41.1.7.8.2. Explanation of the approach for all required data conversion activities for the SAP software functional areas, including identification of legacy system data that needs to be converted for processing and reporting needs, and how the data will be cleansed if necessary.
 - 41.1.7.8.3. Description of the tools and reconciliation processes used.
 - 41.1.7.8.4. Timeline for conducting the conversion. If the approach to data conversion requires importing only a subset of the data into the SAP software, the Offeror must explain the process and requirements for archiving and retrieving the remaining data from a secondary storage component such as a data warehouse.
- 41.1.7.9. Description of the Offeror's approach to testing, including the overall testing strategy within the implementation methodology and the goals for each type of test. The County expects unit, integration, regression, volume stress, end user, and acceptance testing to be a part of this strategy.
- 41.1.7.10. Description of the Offeror's use of project management tools. If the Offeror is using a project management tool that is not part of SAP's Solution Manager, the Offeror must provide a description of how project data will be interfaced between the Offeror's application and Solution Manager.
- 41.1.7.11. Description of the Offeror's approach to project management activities. Project management activities to be addressed, at a minimum, include:
 - 41.1.7.11.1.1. Setting up a project management office to include strategies and approaches for a joint implementer/County Government/Public Schools project team that supports the project's phased implementation approach.
 - 41.1.7.11.1.2. Oversight for overall project guidance and direction.
 - 41.1.7.11.1.3. Approach for project status reports and meetings.
 - 41.1.7.11.1.4. Approach to issue tracking and resolution processes ensuring consistency and quality of project deliverables.

- 41.1.7.11.1.5. Explanation of how the Offeror will monitor actual progress of the project against the project plan.
- 41.1.7.12. Description of the Offeror's approach to project administration. The approach should address, at a minimum, the following:
 - 41.1.7.12.1. Maintaining project documentation, procedures, issues tracking process, project plan updates, developing and updating project dashboards, executing financial documents and deliverables for invoicing, preparing reports, updating project and associated spend plans, and arranging meeting logistics.
 - 41.1.7.12.2. Working with the project's PMT and the County Government's Department of Information Technology Administration Division and IT Project Portfolio Office.
- 41.1.7.13. Description of the Offeror's approach to training that takes into account the strategy and activities for the County Project Team and end-users. The training approach should address the following:
 - 41.1.7.13.1. Overall training methodology, including recommended delivery approach (e.g., classroom, on-line, blended delivery).
 - 41.1.7.13.2. Description of all assumptions addressing availability of County resources, including staff, necessary training tools, and physical space. Include any assumptions about whether any training would be held on-site (i.e., a County facility) or off-site.
 - 41.1.7.13.3. Recommendations for training requirements for:
 - 41.1.7.13.3.1. Pre-implementation training for Project Team members
 - 41.1.7.13.3.2. End-user training
 - 41.1.7.13.3.3. Post-implementation training
 - 41.1.7.13.4. Methodology for assessing current County staff/user skills.
 - 41.1.7.13.5. Methodology for measuring successful knowledge transfer.
 - 41.1.7.13.6. Methodology for working with the SAP Training Coordinator.
- 41.1.7.14. Description of the Offeror's approach to change management, including:
 - 41.1.7.14.1. Overall description of the change management strategy during pre-implementation, implementation, and post-implementation.
 - 41.1.7.14.2. Optimum team design and governance structure for a successful change management program.
 - 41.1.7.14.3. The roles and responsibilities of the County team and the implementation firm.
 - 41.1.7.14.4. Process for identifying and addressing/mitigating change management issues throughout the engagement.
 - 41.1.7.14.5. Overall communications methodology to include best practices for communicating to key target audiences/stakeholder groups such as

project team members, users, and external (resident and vendor) community.

41.1.7.15. Description of the Offeror's approach to risk management, including a description/methodology of how the Offeror identifies and manages risk (both the Offeror's and the County's) and how issues are escalated.

41.1.7.16. Description of each implementation step, using Attachment 12 – Implementation Plan, including:

41.1.7.16.1.Phase

41.1.7.16.2.Step

41.1.7.16.3.Activity

41.1.7.16.4.Task

41.1.7.16.5.Deliverables

41.1.7.16.6.Timeframe

41.1.7.16.7.Resource Responsibilities of the County and Offeror using the following definitions:

41.1.7.16.7.1. Lead: The responsible party takes an active and primary role in completing the Deliverable or Task in question.

41.1.7.16.7.2. Assist: The responsible party takes an active role in helping the Lead to complete the Deliverable or Task (e.g., completing one section of a larger report).

41.1.7.16.7.3. Participant: The responsible party takes a passive role in facilitating the completion of the Deliverable or Task by the Lead (e.g., attending a class).

41.1.7.17. A list of deliverables and milestones by each implementation step.

41.1.7.17.1.A description of each deliverable shall be provided using Attachment 13 – Deliverable Expectation Document (DED). Please use the following definitions when completing the form:

41.1.7.17.1.1. DED Number: The number of the deliverable.

41.1.7.17.1.2. Deliverable Name: Name of Deliverable.

41.1.7.17.1.3. Phase: The name of the phase(s) in which the deliverable is completed.

41.1.7.17.1.4. Description/Objective: A description of the deliverable and the expected outcomes.

41.1.7.17.1.5. Scope: A description of whether or not the deliverable covers all phases and the intended audience.

41.1.7.17.1.6. Outline: An outline of the deliverable.

41.1.7.17.1.7. Assumptions: A list of any assumptions related to the deliverable.

- 41.1.7.17.1.8. Additional Information: Any additional information requested and/or relevant to the understanding of the deliverable content that is not captured elsewhere in the DED.

41.1.7.17.2.A completed DED form should be provided for each deliverable that is to be completed as part of the implementation, including at a minimum the following:

41.1.7.17.2.1. Project Plan

The Project Plan shall include at a minimum:

- 41.1.7.17.2.1.1. Work Breakdown Structure (WBS) Number
- 41.1.7.17.2.1.2. Task Name
- 41.1.7.17.2.1.3. Start Date (Baseline and actual)
- 41.1.7.17.2.1.4. End Date (Baseline and actual)
- 41.1.7.17.2.1.5. Duration
- 41.1.7.17.2.1.6. Work (hours)
- 41.1.7.17.2.1.7. Actual Work (recorded at the phase or task level)
- 41.1.7.17.2.1.8. Deliverable
- 41.1.7.17.2.1.9. Predecessor/Successor
- 41.1.7.17.2.1.10. Resource Name

41.1.7.17.2.2. Risk Management and Issue Management Plan

This plan shall include a description/methodology of how the Offeror identifies and manages risk (both the Offeror's and the County's) and how issues are escalated. The Offeror shall also maintain a database of risks and risk mitigation that tracks, at a minimum, the following:

- 41.1.7.17.2.2.1. Criticality
- 41.1.7.17.2.2.2. Risk Tracking Number
- 41.1.7.17.2.2.3. Risk Name
- 41.1.7.17.2.2.4. Description
- 41.1.7.17.2.2.5. Potential Impact
- 41.1.7.17.2.2.6. Date Reported
- 41.1.7.17.2.2.7. Reported By
- 41.1.7.17.2.2.8. Responsible Party
- 41.1.7.17.2.2.9. Status
- 41.1.7.17.2.2.10. Probability to Occur
- 41.1.7.17.2.2.11. Potential Impact
- 41.1.7.17.2.2.12. Mitigation Steps
- 41.1.7.17.2.2.13. Date Closed
- 41.1.7.17.2.2.14. Assign Risk Management Responsibilities
- 41.1.7.17.2.2.15. Analysis of Identified Risks
- 41.1.7.17.2.2.16. Planned Activities

41.1.7.17.2.3. Business Process Design Documentation

This project includes use of the SAP blueprint methodology for ensuring review of existing business processes and optimizing use of functions in the SAP software.

The SAP software system implementation process includes integration with other existing legacy systems and subsystems. The County has documented key interfaces to existing legacy systems and COTS products (see Attachment 14 – Anticipated Interfaces). These interfaces will need to be examined and new interfaces using modern methods will be designed and implemented. Throughout the project implementation lifecycle, there will be

various integration points to the subsystems aligned with the overall project phases.

At a minimum, the design document is required to address the following items:

41.1.7.17.2.3.1. Fit/Gap analysis.

41.1.7.17.2.3.1.1. Identification of options, along with pros and cons or “work arounds” for each business process option, including impact upon integration of application.

41.1.7.17.2.3.1.2. Estimated work effort for options that are considered “out-of-scope”.

41.1.7.17.2.3.1.3. As part of implementation, the Offeror should undertake a series of design workshops following the Fit/Gap Analysis to outline the vision and design for an integrated solution. The solution should be implemented in a manner that will allow for the evolution of operations and business practices with minimal impact and rework. As a result of those design sessions, a high level integration timeline should be produced. The timeline should be broken into phases that clearly show when different functional areas of the SAP software will be deployed, when any new subsystems will be deployed, and when each of the interfaces will be deployed.

41.1.7.17.2.3.2. Recommended design based upon results of fit/gap analysis.

41.1.7.17.2.3.3. Documentation of County design decisions.

41.1.7.17.2.3.4. Documentation of “To Be” processes and design configuration by function and by proposed software module with justification and recommendations highlighted. The new processes designed should take into account automated processes within the SAP software which can simply be configured as well as new automation of current manual processes as available in the SAP software.

41.1.7.17.2.3.4.1. The Offeror will lead design sessions in which architectural design documents (i.e., Swim Lane Diagrams) are created showing each of the “To Be” processes, as shown in Exhibit 3-D – Core System Integration Plan Template.

41.1.7.17.2.3.4.2. The business processes should be documented and translated into specific design components, able to be implemented using the best practices inherent in the SAP software.

41.1.7.17.2.3.5. Report development plan/design specifications, including recommended reporting tools and reasons for recommendations.

41.1.7.17.2.3.6. Integration design document that describes how all proposed design recommendations tie together.

41.1.7.17.2.3.6.1. Offerors will be required to develop a design that incorporates integration to the described IT environment and required subsystem interfaces.

41.1.7.17.2.3.6.2. The design document should include a timeline that is supported by a detailed integration plan (See Exhibit 3-D – Core System Integration Plan Template).

41.1.7.17.2.3.6.2.1. The integration plan should contain at a minimum consideration of subsystems that will need to integrate with the SAP software as well as high level data flows that would occur between the SAP software and any new subsystems.

41.1.7.17.2.3.6.3. The design document should include information for each interface in the form of a detailed Interface Control Document (ICD) (See Exhibit 3-E – Interface Control Document Template).

41.1.7.17.2.3.7. Updated functional and technical requirements, reports, interfaces, and conversions matrices documenting all agreed upon changes in scope.

41.1.7.17.2.4. Data Conversion Plan

Using the information provided in Attachment 15 – Anticipated Conversions and Exhibit 5 – Supplemental Information – Chart of Accounts and Other Metrics as a minimum, the Offeror will be required to develop a data conversion plan that will position the County to immediately realize the benefits of an integrated system and gain operational efficiencies from legacy systems. As part of implementation, Offerors shall provide a detailed plan that addresses:

41.1.7.17.2.4.1. Catalog of items to be converted

41.1.7.17.2.4.2. Applications impacted

41.1.7.17.2.4.3. Conversion Tools

41.1.7.17.2.4.4. Roles and Responsibilities

41.1.7.17.2.4.5. Conversion Resource Requirements

41.1.7.17.2.4.6. Conversion Strategy

41.1.7.17.2.4.7. Data Clean-up

41.1.7.17.2.4.8. Key Data Translations

41.1.7.17.2.4.9. Acceptance Criteria

41.1.7.17.2.4.10. Conversion Testing/Validation

41.1.7.17.2.4.11. Use of inherent SAP tools versus third-party tools.

41.1.7.17.2.5. Testing Plan

The Offeror will be required to deliver and execute a comprehensive test plan that describes the testing methodology and standards to be utilized. The complexity of an ERP solution requires a comprehensive level of testing to ensure proper functionality and acceptable performance. The Offeror will be expected to work with the County to develop and document testing scenarios which are tied to a requirements traceability matrix.

The County recommends the use of a testing logistic tool. The tool must allow for real time tracking of test results, scenarios, scenario step testing progress, issues tracking and assignment, and generation of multiple reports. The Offeror should explain the tool it will use to manage testing logistics for the SAP software. The Offeror should also recommend to the County how it plans to conduct load and performance testing (including latency) and provide the necessary tools for conducting those tests.

At a minimum, the test plan should incorporate tests across the core system, any new subsystems and all interfaces and should address the areas shown below:

- 41.1.7.17.2.5.1. Scope
- 41.1.7.17.2.5.2. Objective
- 41.1.7.17.2.5.3. Roles and Responsibilities
- 41.1.7.17.2.5.4. Descriptions of Test Sections
- 41.1.7.17.2.5.5. Test Schedule
- 41.1.7.17.2.5.6. Test Execution
- 41.1.7.17.2.5.7. Assumptions for Test Execution
- 41.1.7.17.2.5.8. Constraints for Test Execution
- 41.1.7.17.2.5.9. Testing Strategy
 - 41.1.7.17.2.5.9.1. Test scripts must be tied to functional requirements producing a traceability matrix.
- 41.1.7.17.2.5.10. Test Data Requirements
- 41.1.7.17.2.5.11. Test Resource Requirements
- 41.1.7.17.2.5.12. Staffing
- 41.1.7.17.2.5.13. Expected Results
- 41.1.7.17.2.5.14. Acceptance Criteria (including item pass/fail criteria)
- 41.1.7.17.2.5.15. Testing Workflow
- 41.1.7.17.2.5.16. Issue Tracking
- 41.1.7.17.2.5.17. Issue Reporting
 - 41.1.7.17.2.5.17.1. Reports
 - 41.1.7.17.2.5.17.2. Testing Status Reports
 - 41.1.7.17.2.5.17.3. Phase Completion Reports
 - 41.1.7.17.2.5.17.4. Test Final Report Sign-Off
- 41.1.7.17.2.5.18. Risk Mitigation
- 41.1.7.17.2.5.19. Resource and Environment Needs
- 41.1.7.17.2.5.20. Testing Tools
- 41.1.7.17.2.5.21. Issue Tracking Tools
- 41.1.7.17.2.5.22. Bug Severity and Priority Definition
 - 41.1.7.17.2.5.22.1. Bug Reporting
 - 41.1.7.17.2.5.22.2. Remediation Process
- 41.1.7.17.2.5.23. Core System
 - 41.1.7.17.2.5.23.1. Agencies
 - 41.1.7.17.2.5.23.2. Vendor 1

41.1.7.17.2.5.23.3. Vendor 2

41.1.7.17.2.5.23.4. Vendor 3

41.1.7.17.2.5.24. Core System – New Subsystem 1

41.1.7.17.2.5.24.1. Resources

41.1.7.17.2.5.24.2. Other Requirements

41.1.7.17.2.5.24.3. Test Scenarios

41.1.7.17.2.5.25. Core System – Interface 1

41.1.7.17.2.5.25.1. Resources

41.1.7.17.2.5.25.2. Other Requirements

41.1.7.17.2.5.25.3. Test Scenarios

41.1.7.17.2.6. Cutover/Migration to Production Plan

As part of implementation, the Offeror is required to provide a cutover/migration plan that provides a strategy for, at a minimum, fiscal and calendar year alternatives for all phases of the project. The County requires a standard procedure for moving the configured system from development into production and go-live over multiple phases.

The Offeror should provide information on advantages and disadvantages to fiscal year versus calendar year cutovers for the various modules. The cutover plan shall address, at a minimum:

41.1.7.17.2.6.1. Tasks and activities

41.1.7.17.2.6.2. Technology deployment schedule

41.1.7.17.2.6.3. Sequencing of configuration and data conversion

41.1.7.17.2.6.4. Sequencing of events (e.g., load open purchase orders)

41.1.7.17.2.6.5. Interface implementation

41.1.7.17.2.6.6. Cut-off schedule for legacy applications

41.1.7.17.2.6.7. Go/No-Go Decision Points

41.1.7.17.2.7. Period End/Year-End Closing Script

The Offeror should provide a recommended period-end/year-end opening/closing script (to include carryover of specified balances) addressing at a minimum the following:

41.1.7.17.2.7.1. Tasks and activities

41.1.7.17.2.7.2. Configuration of modules in sequence

41.1.7.17.2.7.3. Running of reports in sequence

41.1.7.17.2.8. System Acceptance Strategy

As part of implementation, the Offeror is required to provide a detailed system acceptance strategy, identifying the key processes and business criteria that lead toward final acceptance. At a minimum, the strategy must include the following elements:

41.1.7.17.2.8.1. Conditional Acceptance, which must include items such as three consecutive payrolls, etc.

41.1.7.17.2.8.2. Final Acceptance

41.1.7.17.2.9. Go-Live/Post-Production Plan

Go-live and post-production involves a multi-phased process. As part of implementation, the Offeror must provide a plan that addresses resource allocation for the support of this process as well as ongoing integration and interfaces required during each succeeding phase. Taking into account the

phased project plan, the Offeror shall provide a plan that describes, at a minimum, the following items for each post-production phase:

- 41.1.7.17.2.9.1. Resource Roles and Responsibilities
- 41.1.7.17.2.9.2. On-site Support
- 41.1.7.17.2.9.3. Tasks
- 41.1.7.17.2.9.4. Configuration Management
- 41.1.7.17.2.9.5. Change Control Policy
- 41.1.7.17.2.9.6. Service Level Agreements
- 41.1.7.17.2.9.7. Performance Measures
- 41.1.7.17.2.9.8. Performance Tuning

41.1.7.17.2.10. Technology Planning

As part of implementation, the Offeror will provide a technology plan that addresses all project activities and the impact on technology. The plan must provide for each of the following items and include both County and Offeror roles and responsibilities for the tasks:

- 41.1.7.17.2.10.1. Conduct a technical gap analysis of Fairfax County Government and Fairfax County Public Schools' technical architecture and existing tools (see Exhibit 3 – Information Technology Infrastructure and IT Project Implementation Standards) in compliance with the technical architecture and supporting products required for optimal performance of the SAP software. This may include any additional supporting technology that the Offeror plans to use to implement the SAP software.
- 41.1.7.17.2.10.2. Description of system environments (e.g., sandbox, development, quality assurance, staging, testing, production, training, and disaster recovery).
 - 41.1.7.17.2.10.2.1. Strategy for utilizing the necessary environments throughout the implementation. Include in the description all of the environments that will be utilized to roll out each phase.
 - 41.1.7.17.2.10.2.2. Project environment set up services.
- 41.1.7.17.2.10.3. Description of software installation process and technical set-up methodology. The Offeror may be required to install the SAP software in the County's technology environment(s) based on SAP's system specifications, the County's standards, and the Offeror's best practices. The County may decide to have SAP do the installation of the development, testing, and production environments. Include in the plan the following:
 - 41.1.7.17.2.10.3.1. Design and size hardware platform and databases for all system environments.
 - 41.1.7.17.2.10.3.2. Validation of the software dependencies.

- 41.1.7.17.2.10.3.3. SAP software installation services for all application environments.
- 41.1.7.17.2.10.3.4. Database installation and configuration services for all application environments.
- 41.1.7.17.2.10.3.5. Middleware connection, implementation and configuration services for all application environments.
- 41.1.7.17.2.10.4. System integration services for all application environments, as follows:
 - 41.1.7.17.2.10.4.1. Offeror is required to help the County design, configure and implement an integrated process for authenticating users against respective Active Directories (School employees authenticate against the Schools' Active Directory and County Government employees authenticate against County Government's Active Directory).
 - 41.1.7.17.2.10.4.2. Offeror is required to help the County design, configure and implement an integrated approach for provisioning services within the SAP solution based on position and role data provided from the respective Active Directory.
 - 41.1.7.17.2.10.4.3. Network integration services for all application environments.
- 41.1.7.17.2.10.5. Assistance with setting up Solution Manager and other SAP best practice techniques for managing and documenting the current configuration of the application.
- 41.1.7.17.2.10.6. Sizing and performance configuration and services for all application environments.
- 41.1.7.17.2.10.7. Change control planning for systems.
- 41.1.7.17.2.10.8. Best practices migration plan between all application environments for subsequent project phases.
- 41.1.7.17.2.10.9. All BASIS and ABAP (and any other proprietary system administration/ programming) procedures and provide knowledge transfer services to County information technology staff.
- 41.1.7.17.2.10.10. Any third-party tools or infrastructure that the Offeror plans to or recommends using in order to implement the SAP software that is not included in the SAP contract. If the Offeror plans to use any additional installation technology to implement the SAP software, then provide the following information:

- 41.1.7.17.2.10.10.1.Explain the installation technology (i.e., tools, scripts, infrastructure, etc.) and related infrastructure requirements (i.e., hardware, network, security, software, client, etc.).
- 41.1.7.17.2.10.10.2.Explain how the installation technology will be used in the implementation process.
- 41.1.7.17.2.10.10.3.Identify the implementation phase(s) the installation technology will be needed (i.e., testing only, base installation, integration, etc.).
- 41.1.7.17.2.10.10.4.Indicate any alternatives in providing or acquiring the installation technology (i.e., Offeror-provided, purchased by County, etc.).
- 41.1.7.17.2.10.10.5.Explain where the installation technology will reside and be used (i.e., on premise, off site, etc.).
- 41.1.7.17.2.10.10.6.Explain how technical issues relating to third-party installation technology would be addressed, escalated, and resolved.
- 41.1.7.17.2.10.11.The County requires optimal performance and data integrity around data retrieval. The County currently utilizes data warehouses. The Offeror should explain the metadata management strategy that it will use to document data stored across multiple systems that are necessary in the implementation of SAP software in order to generate reports. The Offeror will also explain how it intends to design the database(s) to facilitate real-time report generation.
- 41.1.7.17.2.10.12.IT service support processes to include identification and description, at a minimum, of the following as they relate to the phased project plan:
 - 41.1.7.17.2.10.12.1.Change control planning, including best practices for change control policies and how they will be incorporated into the change control plan.
 - 41.1.7.17.2.10.12.2.Upgrade and patch process/strategy, with particular emphasis on best practices for identifying and applying OSS notes.
- 41.1.7.17.2.10.13.Configuration management methodology to include a description of the Offeror's change control methodology (including best practice methods for moving transports) during implementation and post-implementation.
- 41.1.7.17.2.10.14.Integration plan to include core components of the SAP system, underlying technology/architecture, and

interface strategy to ensure interfaces provide full seamless integration with the software application.

41.1.7.17.2.11. Training Plan

The training plan shall include at a minimum:

- 41.1.7.17.2.11.1. Brief course description for each course planned.
- 41.1.7.17.2.11.2. Target audience for each course.
- 41.1.7.17.2.11.3. Delivery timeframe (by phase, implementation step) for each course.
- 41.1.7.17.2.11.4. Recommended delivery approach.
- 41.1.7.17.2.11.5. Recommended knowledge transfer assessment.
- 41.1.7.17.2.11.6. Description of training deliverables and format (i.e. online, written documentation, course materials).
- 41.1.7.17.2.11.7. Description of skill sets achieved at the end of training.

41.1.7.17.2.12. Change Management Plan

The change management plan shall include at a minimum:

- 41.1.7.17.2.12.1. Overall communications methodology.
- 41.1.7.17.2.12.2. Specific approaches for communicating project-related information and information related to education/knowledge transfer.
- 41.1.7.17.2.12.3. Strategy for identifying and communicating business process changes.
- 41.1.7.17.2.12.4. Approach for leveraging ongoing County efforts regarding change management and business process re-engineering.
- 41.1.7.17.2.12.5. Approach to solicit/incorporate user comments and input into design and business process decisions.
- 41.1.7.17.2.12.6. Timing of the information being communicated. The plan should broadly identify communications efforts recommended as related to any key milestone/deliverable completions.
- 41.1.7.17.2.12.7. Recommended delivery mechanisms and frequency.
- 41.1.7.17.2.12.8. Tools to facilitate development and delivery of communications.
- 41.1.7.17.2.12.9. Resistance assessment and mitigation strategy.
- 41.1.7.17.2.12.10. Additional deliverables provided by implementation firm as part of the change management and communications efforts.

41.1.7.17.2.13. Project Management Activities

A detailed plan outlining project management activities will be required as part of implementation. The plan must include, at a minimum:

- 41.1.7.17.2.13.1. Setting up a project management office to include strategies and approaches for a joint implementer/County Government/Public Schools project team.
- 41.1.7.17.2.13.2. Detailed composition of the project team that supports the project's phased implementation approach. Include an organization chart for the project.
- 41.1.7.17.2.13.3. Oversight for overall project guidance and direction.
- 41.1.7.17.2.13.4. Regular project status reports and meetings.
- 41.1.7.17.2.13.5. Process for providing recommendations to the PMT and Steering Committee on how to address issues that arise.
- 41.1.7.17.2.13.6. Issue tracking and resolution processes ensuring consistency and quality of project deliverables.
- 41.1.7.17.2.13.7. Process for monitoring actual progress of the project against the project plan.

41.1.8. Quality Assurance (Offeror Response – Section 6.0)

- 41.1.8.1. The County desires periodic quality assurance reviews of the system throughout the implementation. The County expects to have the quality assurance reviews conducted at a minimum, at the conclusion of each implementation phase. Describe the methodology for conducting quality assurance throughout the implementation. The County reserves the right to hire a third-party implementation advisor/quality assurance management provider to oversee the implementation.

41.1.9. Responses to Functional and Technical Requirements (Offeror Response – Section 7.0)

- 41.1.9.1. The County has identified over 3,000 unique requirements associated with the scope of the project. Embedded in these requirements are common system expectations that provide the foundation for the County's operations. These include items such as:
 - 41.1.9.1.1. An integrated solution that utilizes best practices for local government and K-12 sectors.
 - 41.1.9.1.2. The ability to implement consolidated financial reporting for multiple organizations.
 - 41.1.9.1.3. The ability to implement automated, user-defined workflow and standard practices workflow that can be easily modified by users.
 - 41.1.9.1.4. Flexible and robust user driven data extraction, manipulation, viewing, reporting and querying.

- 41.1.9.1.5. The ability to support legally mandated requirements such as the Health Insurance Portability and Accountability Act (HIPAA) and No Child Left Behind (NCLB).
- 41.1.9.1.6. Intuitive screen design and menu-driven access tailored to users.
- 41.1.9.1.7. An audit trail of all user actions and transactions (configuration/workflow) to the system.
- 41.1.9.1.8. Ensuring system scalability and flexibility for future uses and expansion.
- 41.1.9.1.9. Enhancing employee and vendor self-service.
- 41.1.9.1.10. Providing integrated analytics across the entire solution.
- 41.1.9.2. Attachment 5 – Functional Requirements Matrix identifies the County's functional requirements and responses to these requirements provided by SAP.
 - 41.1.9.2.1. The first worksheet in Attachment 5, "Proposed Software", identifies SAP's proposed list of products. On this worksheet, if the Offeror disagrees with SAP's proposed list, please indicate the reason in the comments column next to the corresponding module.
 - 41.1.9.2.2. The remaining worksheets in Attachment 5 identify the requirements by function. The Offeror shall implement the features and functions specified in these worksheets. Within these worksheets, there is one column listing SAP's responses to the functional requirements. These responses conform to the table below (Response to Functional Requirements). There is another column where SAP specifies which functional module/sub-module will be used to provide this functional requirement. Offerors should respond to each and every requirement by using the functional response column and the table below (Response to Functional Requirements). Offerors should also specify which functional module/sub-module will be used to provide this functional requirement. Offerors must explain each response that differs from SAP's response using the comments field in the worksheets.
 - 41.1.9.2.3. The following answer key must be used when responding to the requirements:

Response to Functional Requirements			
F	Provided fully functional out of the box or with configuration (no custom development)	CR	Custom Report Development Required (Any custom development that will cost extra)
CU	Customization/Software Enhancement (Any custom development that will cost extra)	TP	Third-party Software Required to Fully Provide Requirement (Third-party Software Must be Proposed)
SR	Provided with Standard Report or Reporting Tool	N	Not Included in this Proposal

41.1.9.2.4. Offerors must use one code only per requirement. The spreadsheet is locked to enforce this. All requirement responses must be submitted in the format presented in Attachment 5. The requirements responses submitted will become attached to the implementation services agreement. Offerors are expected to warrant all responses for every response except "N".

41.1.9.2.5. All responses that are marked F, CU, CR, SR, or TP must be included in the technical and cost proposals. Furthermore, the cost to implement the module necessary to perform that functionality must be included in the cost proposals.

41.1.10. Responses to Reporting Requirements (Offeror Response – Section 8.0)
Offerors must provide responses to the requirements in Attachment 6 – Inventory of Reports. Within the reports inventory, there is a column listing SAP's responses to the reporting requirements. These responses conform to the table below (Response to Reporting Requirements). Offerors must review each response provided by SAP, provide a response using the designated Offeror response column, and explain each response that differs from SAP's response using the comments field in the worksheet. (NOTE: Not all reports have a response from SAP; however, the Offeror is required to respond to all reports listed.) The following answer key must be used when responding to the requirements:

Response to Reporting Requirements		
Item	Response	Response Description
Response to Reporting Requirements	F, FC, CO, TP, EX	F – Report provided fully functional out of the box FC – Report provided out the box with configuration CO – Customize Report (Extra cost to develop) TP – Third-party Software Required to Fully Meet Requirement (Software Must be Proposed) EX – Report not required when using SAP software
Included in Price	Y/N	Indicate with a Yes or No whether or not your firm's work effort to develop or configure the report is included in the pricing schedule.
Estimated Consulting Hours	Number of Hours	Include the number of estimated consulting work hours to complete the report implementation.
Estimated Client Hours	Number of Hours	Include the number of estimated client work hours to complete the report implementation.
Comments	Text	Include any comments or assumptions relevant to the answers above. In cases where there are differences between your response and SAP's response, describe your reasoning for providing a different solution.

41.1.10.1. NOTE: The list of reports provided is the County's best current estimate of what will be required. It is not necessarily a complete list of reports that will be required in the final contract. The County reserves the right to amend this list.

41.1.11. Responses to Interface Requirements (Offeror Response – Section 9.0)
Offerors must provide responses to the interface requirements (Attachment 14 – Anticipated Interfaces). The following answer key must be used when responding to the interface requirements:

Response to Interface Requirements		
Item	Response	Response Description
Interface Disposition	Permanent, Temporary, Go-Away	Permanent – permanent interface, even after the complete SAP solution is installed. Temporary – interface that is only required during implementation. Go-Away – interface that is no longer required as a result of SAP solution.
Phase Based on County Plan	Phase	Indicate the phase in which your response above takes place.
Alternative Roll-Out by Phase	Phase	Indicate the phase in which your response above takes place based on your proposed alternate strategy.
Estimated Consulting Hours Based on County Plan	Number of Hours	Include the number of estimated consulting work hours to complete the interface implementation based on County plan.
Estimated Client Hours Based on County Plan	Number of Hours	Include the number of estimated client work hours to complete the interface implementation based on County plan.
Estimated Consulting Hours Based on Alternative Plan	Number of Hours	Include the number of estimated consulting work hours to complete the interface implementation based on alternative plan.
Estimated Client Hours Based on Alternative Plan	Number of Hours	Include the number of estimated client work hours to complete the interface implementation based on alternative plan.
Comments	Text	Include any comments or assumptions relevant to the answers above.

41.1.12. Responses to Conversion Requirements (Offeror Response – Section 10.0)
Offerors must provide responses to the conversion requirements (Attachment 15 – Anticipated Conversions). The following answer key must be used when responding to the conversion requirements:

Responses to Conversion Requirements		
Item	Response	Response Description
Agree	Y/N	Offerors should identify whether or not your firm agrees that this item needs to be converted.
Included in Price	Y/N	If your firm agrees that this item needs to be converted, indicate with a Yes or No whether or not your firm's work effort to complete the conversion is included in the pricing schedule.
Estimated Consulting Hours	Number of Hours	Include the number of estimated consulting work hours to complete the conversion.

Responses to Conversion Requirements		
Estimated Client Hours	Number of Hours	Include the number of estimated client work hours to complete the conversion.
Comments	Text	Include any comments or assumptions relevant to the answers above.

41.1.12.1. NOTE: The list of anticipated conversions provided is the County's best current estimate of what will be required. It is not necessarily a complete list of conversions that will be required in the final contract. The County reserves the right to amend this list. In addition, please provide any additional conversions that should be considered based on your experience and best practice.

41.1.13. Roles and Responsibilities (Offeror Response – Section 11.0)

41.1.13.1. Offerors are required to submit a staffing plan, including a listing of all sub-contractors, if applicable, and a description of the project team roles. The submission shall incorporate the following:

41.1.13.1.1. Project organization chart showing the County and Offeror staff, role description and a description of the correlation between the County and Offeror roles.

41.1.13.1.2. Using Attachment 16 – Roles and Responsibilities, describe the Offeror's role and the expected client's role for this project.

41.1.13.1.3. Include an estimate of project work effort estimates utilizing Attachment 17 – Staffing Matrix. A staffing chart listing the estimated resource utilization (for both the County staff and the Offeror) for each month shall be submitted on the form provided in this RFP. The County reserves the right to alter work effort ratios based on further discussion with the Offerors throughout the evaluation process.

41.1.13.1.4. It is important to estimate work effort for the County staff and tie this directly to the proposed implementation schedule. The work effort estimates for Offeror staffing should be in line with the Price Estimates related to implementation services, i.e., implementation price should reflect work effort estimates in hours multiplied by the Offeror's hourly rates.

41.1.13.1.5. Explain the rationale and/or assumptions forming the basis for the staffing plan proposed for both the Offeror and County staff. This explanation should be in the context of the overall project plan and rollout strategy to enable the County to fully understand the implications of and need for the proposed staffing.

41.1.13.1.6. The Offeror's proposal should identify an implementation work effort between the County and the Offeror for all phases of the project and for business and technical tasks. The Offeror must explain their rationale and/or assumptions.

41.1.13.1.7. Include a resume of key personnel (e.g., Engagement Manager, Project Manager, Leads) who will be assigned to this engagement.

41.1.13.1.8. The County prefers the assigned personnel have completed SAP's Public Sector Academy.

41.1.13.1.9. The County prefers the assigned Project Managers have industry-recognized certification in project management.

41.1.14. Responses to Essay Responses (Offeror Response – Section 12.0)

Offerors are required to answer the following questions as they relate to the entire project implementation. The requirements for the essay responses must: include a minimum of one paragraph response for each question; cite the proposal paragraph number where the response appears as part of the proposed implementation methodology; and include any supporting rationale for the response.

41.1.14.1. The County's strategy for implementation is as follows:

- Phase 1: County Government human resources/payroll (July 2011)
- Phase 2: County Government and Public Schools budget, financials, and procurement (July 2012)
- Phase 3: Public Schools human resources/payroll (July 2013)

Describe what other functions (e.g., general ledger, accounts payable, etc.) must be included in the configuration and implementation as part of Phase 1. Describe integration points for this type of implementation to existing County applications. Include any assumptions in your response.

41.1.14.2. Describe the ideal technical landscape solution (e.g., sandbox to production) and the client solution (e.g., Gold, DEV1, etc.) for this project. What are the best practices for managing an SAP technology environment for a multi-year, multi-phased project? How does the County protect itself from overinvesting in hardware technology to handle a complex roll-out?

41.1.14.3. Describe how your implementation of the SAP solution can accommodate two or more organizations with different business rules as well as autonomous and semi-autonomous business processing needs. The description should also include the impact of the solution throughout the application. For example, if two company codes are used, what is the impact on reporting, security, vendor/customer maintenance, etc. Please note that the County Government and Public Schools share some business processes (e.g., purchasing) and are completely separate on others (e.g., payroll).

41.1.14.4. Describe a recent experience for a county and/or a school implementation that included similar functional module deployment as outlined in this RFP. Include size metrics and demographic information for both organizations. Describe data conversion efforts, customizations, integrations, business process challenges, and timeframes to accomplish major project milestones. Include major lessons learned.

41.1.14.5. Based upon the Offeror's understanding of the County's requirements and experience with implementing SAP, describe the three largest risks for failure during implementation. Discuss these risks and your approach to mitigate them.

- 41.1.14.6. The County has already conducted a formal assessment of its existing business processes. Discuss the Offeror's experience with utilizing existing 'as-is' business process documentation and with facilitating a transition from these business processes to incorporate best practices. Describe how your firm has implemented best practices in organizations and how they have helped organizations overcome internal resistance to these changes. Provide specific examples of challenges and successes in this area.
 - 41.1.14.7. Based on the information provided about both this project and Fairfax County Government and Fairfax County Public Schools' organizations, describe a recommended post-implementation support organization for the County (taking into account change management, security administration, training, change control policies, etc.).
 - 41.1.14.8. Describe how software product enhancements (e.g., payroll rules) that are developed by your firm are migrated during upgrades of the software. Include what impact they have had on the effort and timing required for upgrades. Provide specific examples of how these issues have been addressed. If SAP recommends an enhancement or upgrade to the software during implementation, describe your method for accommodating this process.
 - 41.1.14.9. Describe your project management methodology and resource allocation strategy for working with two complex entities conducting a joint implementation taking into account the autonomous and semi-autonomous business processes and management structures of Fairfax County Government and Fairfax County Public Schools.
 - 41.1.14.10. If your firm is proposing off-shore or near-shore resources, describe your process for managing these resources during the implementation.
 - 41.1.14.11. Describe your relationship management approach with SAP Public Services, Inc. and other required product vendors, and how it would be tailored to meet the County's project requirements.
 - 41.1.14.12. Based on your understanding of the scope of this engagement, explain your approach to developing an appropriate project plan, to include all activities in the project lifecycle and roles and responsibilities based on your methodology for all participants. Include general implementation approach; how you would address a phased implementation approach; and the target implementation dates for each phase.
- 41.1.15. Exceptions to RFP (Offeror Response – Section 13.0)
- 41.1.15.1. All requested information in this RFP must be supplied. Offerors may take exception to certain requirements, including the terms and conditions, in this RFP. All exceptions shall be clearly identified in this section and accompanied by a written explanation providing a description of the advantages or disadvantages to the County as a result of the exceptions. The County, at its sole discretion, may negotiate or reject any exceptions or specifications within the proposal.
 - 41.1.15.2. All Offerors must specifically disclose all aspects of the proposed solution which are variations from the documented information

technology standards and desired architectures (see Exhibit 3 – Information Technology Infrastructure and IT Project Implementation Standards) and provide approaches for consideration about the manner in which non-standard components may be integrated.

41.1.16. Documents (Offeror Response – Section 14.0)

To establish a complete and competitive proposal, Offerors must submit the following documents:

- 41.1.16.1. Sample Implementation Services Contract
- 41.1.16.2. Sample Statement of Work
- 41.1.16.3. Sample Project Plan
 - 41.1.16.3.1. Include the identification of the tasks and timeframes for completing the project. The sample should include a high-level WBS and timeline to include all readiness milestones to include infrastructure for all subsystems and any County preparations regarding network, server, security and integration with existing applications such as a Microsoft environment to include Active Directory, Exchange, and Microsoft Productivity Suite, CA e-Trust, and e-Novell.
- 41.1.16.4. Sample User and Administrator Manuals
- 41.1.16.5. Sample Technical Specifications
- 41.1.16.6. Sample Maintenance Procedures
- 41.1.16.7. Sample Project Management Documents
- 41.1.16.8. Sample Testing Plans and Scripts
- 41.1.16.9. Sample Cutover Plans

42. COST PROPOSAL INSTRUCTIONS/SUBMITTAL

(Offeror Response – Section 15.0)

- 42.1. Offerors should submit their cost proposal in a separate, sealed packet according to the format provided in Attachment 7 – Cost Proposal. **Do not cite price anywhere else in the submission.**
- 42.2. The County reserves the right to contact Offerors on price and scope clarification at any time throughout the selection process and negotiation process.
- 42.3. The County is asking Offerors to estimate prices and hours for all categories with the understanding that they may have to make assumptions. **Do not use “To Be Determined” or similar annotations in the cells for cost estimates.**
- 42.4. Offerors should base their cost estimates on an 8-hour work day, 5 days weekly, and onsite as appropriate.
- 42.5. The County assumes that the Offeror’s staff working on this project will perform the majority of their work hours at designated County work location(s). List any assumptions that are embedded in the cost estimates as they relate to work location and travel and use fully loaded local and non-local rates for onsite work. The County does not wish to pay travel expenses separately.

- 42.6. While the County may be unable to specify the exact number of future system users, Offerors should utilize the following initial information for pricing purposes.

Functional Area	Current Application	Fairfax County Government	Fairfax County Public Schools
Current Employee System Use:			
Financial	FAMIS	1,100	2,000
Purchasing	CASPS	550	850
Budget	BPREP	300	50
Human Resources	PRISM (County) Lawson (Schools)	4,050	450
Time and Attendance	PRISM (County) Lawson (Schools)	11,500	900
Estimated Future Use by Employees:			
Self-Service Vendor		75,000	2,500
Self-Service Employee		20,500	38,200

- 42.7. In the Cost Proposal only, please submit descriptions of any financing options, including rates that your company offers for these types of projects.