



Request for Proposals (RFP)  
For Business Process Reviews of Public  
Administration and Public Safety  
Administration Systems for Yuba County,  
California

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## I. Introduction

### A. Intent

The County of Yuba, California is issuing this Request for Proposal (RFP) for a business process review (BPR) of the Public Administration Systems (PAS) and Public Safety Administration (PSAS) systems. The County will consider proposals for a BPR on both systems or on each system individually.

The County is evaluating a replacement solution/software for its existing PAS and PSAS in an effort to modernize its current software systems and leverage technology to increase operational effectiveness and efficiency. The purpose of the BPR is to gain an understanding of current business processes in preparation for upgrading related systems. Bidders are not restricted to preparing and RFP for both systems. Valid responses can include bids for the PAS and PSAS jointly, or each system independently. The County reserves the right to award contracts to multiple bidders.

### B. About the Project

The County initiated this project as an initiatory step in its evaluation of overall county system operations. The County currently uses Superior Software's GMBA platform for PAS along with Superior's JALAN platform for PSAS. The County uses Cascade Software's winCAMS platform for project management in Public Works, Community Development, Administrative Services (which encompasses the capital projects, buildings & grounds/custodial, fleet management, contracting, and purchasing functions). The County also uses Superior Software's eTrakit for Community Development permit tracking, and many other disparate systems throughout the County for various functions. These systems are not integrated and require many manual and paper processes for data transfers and completion of the overall process objectives.

The organizational scope for this project includes all County Departments (including Enterprise Funds). The County will assign staff to work on this project full-time. Other County resources will be assigned as required.

### C. About the County

Yuba County is located approximately 30 miles north of the City of Sacramento. The County Seat is the City of Marysville. The County is managed by five elected supervisors; an appointed County Administrator; and seven other elected officials (Assessor, Auditor-Controller, Clerk-Recorder, District Attorney, Sheriff, Superintendent of Schools, and Treasurer-Tax Collector). The Auditor-Controller, who is responsible for the general accounting systems and payroll, sponsors this project.



**Table 1**  
**Summary County Statistics**

<b>Background Statistics</b>	
Population, 2015 estimate	74,492
Operating Budget (General Fund)	\$38.4 Million
Approximate Number of Employees (FTE)	850
Fiscal Year	July 1 – June 30

**D. Notice to Bidders**

Failure to carefully read and understand this RFP may cause the proposal to be out of compliance, rejected by the County, or legally obligate the Bidder to provide more than they may realize. Information shall not be obtained by the Bidder from any officer, agent or employee of the County other than as described in Section III A (County Contacts). All questions will be distributed and posted online and Bidder shall be responsible for acknowledging all addenda. Only the format described in the RFP and the attachments included with this RFP will be accepted as compliant for the submitted proposal. Failure to completely fill out all required attachments may result in disqualification.

**E. Conditions**

- 1) Bidders shall make all investigations necessary, using the appropriate channels, to thoroughly inform themselves regarding this proposal. No plea of ignorance by the Bidder of conditions that exist or that may hereafter exist as a result of failure to fulfill the requirements of the contract documents will be accepted as the basis for varying the requirements of the County or the compensation to the Bidder.
- 2) In the event that not all RFP requirements are met with products and services provided by one firm, Bidders are encouraged to partner with another firm to submit a joint proposal. Failure to meet all requirements will not disqualify a firm. However, the County will evaluate each proposal to determine its overall fit in the best interests of the County.
- 3) In the event that multiple firms partner to submit a joint proposal, the proposal must identify one firm as the primary contact for all subcontractors. This primary contact will be the primary point of contact throughout the procurement process. A primary firm must also be identified for implementation. The primary firm will be held responsible for the overall implementation of all partners included in the joint proposal.
- 4) All third-party solutions proposed as part of a joint proposal are subject to the same requirements of this RFP, unless otherwise stated.



- 5) Implementation pricing must be submitted on a deliverable basis. For Bidders are to provide all work effort and assumptions used to calculate the fixed fee for each deliverable and milestone. The statement of work included in Section II will define the scope of the project. All firms submitting proposals are encouraged to submit the most competitive proposal possible as the failure to do so may lead to elimination prior to evaluation.
- 6) This RFP, its general provisions, and the terms and conditions identified in Section V (Contract Terms and Conditions) shall be incorporated in any agreement resulting from this solicitation, and the RFP and its terms and conditions, and attachments shall control unless the Agreement expressly provides otherwise.
- 7) All proposals and any subsequent clarification or response to the County's questions shall be valid for a minimum of 120 days.
- 8) Bidders are required to state exactly what they intend to furnish to the County via this Solicitation and must indicate any variances to the terms, conditions, and specifications of this Solicitation no matter how slight. If variations are not stated in the Bidder's offer, it shall be construed that the Bidder's offer fully complies with all conditions identified in this Solicitation.

## **F. County Rights Reserved**

- 1) The County reserves the right to select the proposal(s), which in its sole judgment best meets the needs of the County. The lowest proposed cost will not be the sole criterion for recommending the contract award.
- 2) The County reserves the right to award multiple contracts from this RFP.
- 3) The County reserves the right to reject any or all proposals and to waive technicalities and informalities when such waiver is determined by the County to be in the County's best interest.
- 4) The County may modify this RFP by issuance of one or more written addenda. Addenda will be posted on the County's Bid Website (See Section III (General Submittal Instructions))
- 5) During the selection process, the County reserves the right to meet with select Bidders at any time to gather additional information. Furthermore, the County reserves the right to remove or add functionality (i.e., modules, components, and/or services) until the final contract signing.
- 6) This RFP does not commit the County to award a contract. All proposals submitted in response to this RFP become the property of the County and public records, and as such, may be subject to public review.
- 7) The County shall not be liable for any pre-contractual expenses incurred by prospective Bidders, including but not limited to costs incurred in the preparation or submission of proposals. The County shall be held harmless and free from any



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and all liability, claims, or expenses whatsoever incurred by, or on behalf of, any person or organization responding to this RFP.

- 8) The County shall not be under any requirement to complete the evaluation for this RFP by any specific date and reserves the right to suspend or postpone the evaluation process should the need arise due to budget constraints, time constraints or other factors as directed by the County.

### **G. Communication Regarding this RFP**

All communication from prospective Bidders regarding this RFP must be in writing by email to the address listed in Section III.A (County Contacts). Communication by telephone or in person will not be accepted.

Attempts by or on behalf of a prospective or existing Bidder to contact or to influence any member of the selection committee, any member of the Board or any employee of the County outside of the designated contact with regard to this RFP may lead to elimination of that Bidder from further consideration.



## II. Project Work

### A. Project Scope

Yuba County seeks a consulting team to:

1. **Document current “As-Is” business processes**
2. **Identify ultimate goals/end results of current business processes**
3. **Identify opportunities and make recommendations for improvements in process effectiveness and efficiency**
4. **Identify points of internal control and risks within current business processes**
5. **Document recommend potential “To-Be” process maps**

The goals of this project are to better understand the current state of business and the redesign of County business functions. The County is seeking recommendations for operations changes to implement immediately as well as changes to implement as part of a future upgrade of administration systems.

### B. Functional Scope

Yuba County is composed of 27 departments with potentially 27 unique ways of doing business. Currently the County is preparing to select and implement new administration systems for general and for public safety business streams identified below. This Business Process Review is foundational to the success of new systems implementation.

#### 1. Operational Improvement

The County is looking to identify current business process flows. Additionally the County seeks recommendations for operational change and improvement in current business processes as well as changes to implement with upgraded software. The County’s goal is operational efficiency.

The County further desires a risk analysis for current processes in conjunction with process mapping in order to highlight areas of internal process control that can be strengthened.

#### 2. Business Process Analysis

The County desires to identify and map workflows for current processes for the PAS and PSAS. The business process analysis should focus on the processes listed below.



a) **Public Administration Processes**

The following business processes are relevant to the “As-Is” analysis and improvement evaluation

(1) **Procure to Pay**

Includes all business functions necessary to define a need and pay for goods or services: all processes related to procurement of goods, services, and construction contracts; coordination of annual project and purchase order roll forward. Additional processes include maintaining vendor master data, 1009 issuance and reporting, additional reporting to validate/reconcile vendor payments along with incoming wire and lockbox validation. The ability to track payments using multiple methods such as warrants, credit card, EFTs.

(2) **Finance and Cash**

Encompasses the business functions necessary to receive and account for cash. *Accounts Receivable* includes all process components necessary to reconcile year-end receivable balances. *Cash and Treasury* includes all business functions necessary to provide banking operation oversight and management, and to provide requisite information to reconcile year-end cash balance. *Financial Reporting* includes all business functions necessary to map each general ledger account to its respective financial statement presentation criteria, and to verify and compile this financial data in order to produce the County’s required annual reports and the specific statistical and financial information contained therein. *General Ledger* encompasses all business functions necessary to ensure all journal entries posted are supported by proper evidential matter, are initiated and reviewed by authorized individuals, are reflective of underlying transactions and events, and that there is a proper segregation of duties in the channels of review. *Cost Accounting* includes all business functions necessary to account for project costs. This includes the preparation of journal entry and budget revisions for misc. charge requests, Inter and Intra-fund billings.

(3) **Budget to Report and Forecasting**

Encompasses all business functions necessary to plan, formulate, create, execute against, control, and report on the budget and business activities of the county. This includes updates to the



general ledger and the ability to forecast budgets for future periods (including effects of changes to assumptions).

(4) **Fixed Asset Life Cycle**

Refers to all business functions required to obtain, manage, and dispose of Fixed Assets and Construction in Process/Assets Under Construction. This includes functions such as capital outlay expenditures, contract review, asset management and depreciation, and capitalized interest.

(5) **Grants Management**

Includes all business functions relating to managing grants awarded to the county: grant application and status of application; inventory of awarded grants, including award numbers, maximum award amounts; tracking of money received and outstanding awards; the ability to assigned revenue and cost transactions to specific grants.

(6) **Records Management (Public Administration)**

Includes all business functions related to the capturing, storing, and retrieval of all necessary information for financial, operational, and other business processes.

b) ***Public Safety Administration Processes***

(1) **Computer Aided Dispatch (CAD)**

Includes all business function relating to the handling of and response to calls for services concerning public safety: resource management, call taking, location verification, dispatching, unit status management, and call disposition.

(2) **Inmate Processing and Booking (Jail Management Processes)**

Includes all business functions relating to the booking inmates into the county jail and managing the inmate while housed in the county jail facility: booking and intake of arrested individuals; inventory and receipt of confiscated property; classification for custody level and housing needs; inmate trust accounting (jail account while incarcerated); placement of inmates on work programs; location tracking; transportation between facilities; commissary management; interface with record management system.



- (3) **Records Management (Public Safety)**  
Encompasses all business functions related to the management of master records and tracking of incidents, arrests, citations, field interview, property and evidence, digital media, permits, gang involvement and other related key data.
- (4) **Field Reporting**  
Includes all business functions related to the process of accurately completing necessary and required reports, review, editing, tracking, and final approval of field reports.

**3. Quantifiable Improvements**

The County desires to understand the potential financial impacts of changing business processes as part of this project. Based on the business process review, vendors will prepare an analysis quantifying the benefits gained from implementing recommended changes.

**4. Preparation of an RFP for PAS and PSAS**

As this project is foundational to the acquisition of improved PAS and PSAS, the County desires the vendor to prepare an RFP for the acquisition of necessary systems. The RFP should include sufficient detail to ensure all necessary requirements, as identified in the business process review, are articulated to respondents.

**C. Project Scope – Services**

The following requirements are expected to be used throughout the engagement:

**1) Project Management Methodology**

The County expects the Bidder to follow an industry standard implementation methodology. The Bidder must implement strong project management methodology practices that will enable the Bidder to conform to the proposed project delivery schedule.

**2) Re-engineer Business Processes**

The Bidder must make a sincere effort to propose business practice changes that can be brought to the County through recommended process changes as well as practice improvements based on the functional requirements that may be associated with processes surrounding the use of the new software.



#### D. Deliverables

To ensure quality throughout the implementation, Bidders must incorporate the following deliverables into their methodology. A Deliverable Expectation Document (Attachment 4) should be completed for each of the following deliverables as well as for any additional proposed deliverables.

- 1) Comprehensive Project Plan – Detailed listing of tasks for the entire project that includes the following for each task: due date, responsibility, predecessors. Tasks to include on the project plan will include all implementation activity, deadlines, milestones, sign offs, review periods, and deliverables.
- 2) Design Document – Work product that identifies the business process decisions, rules and system configuration decisions for each in scope business process and system feature.
- 3) Recommendations – Details for process improvements vendor recommends based on information gathered during project.
- 4) Quantifiable Benefits – An estimation of quantifiable gains that could be realized (using estimates based on data gathered during the project and previous expertise) should the proposed recommendations be implemented.

#### E. Project Schedule

The County desires to begin the BPR as soon as possible.

#### F. Project Staffing

The County will make every effort to staff the project appropriately and understands that staffing a project is important to its success. The County also desires that certain county staff to “shadow” consultant staff during the information-gathering, interview, and process analysis phases while consultant staff is on site.

#### G. Statement of Work

The County will require the development of a detailed statement of work, including a high-level project plan, prior to contract signing. The proposer should respond to the items illustrated in Section II.B and specifically describe how the vendor intends to accomplish this work. The statement of work will include and describe at least the following and may include additional items the County deems necessary:

- 1) Project scope
- 2) Project milestones
- 3) Project deliverables
- 4) High level project schedule (listing of phases and go-live dates)
- 5) Project resources
- 6) Project roles and responsibilities



7) Project change control procedures

## H. Current Applications

The following applications are used by the County for major business functions. Information about their replacement or interface is provided for the Bidder's convenience. The County intends to discuss the future use of these applications during solution demonstrations and contract negotiations.

**Table 2**  
**Current Applications**

Functionality	Application	Primary Owner/(s)	
Accounting	GMBA (Superion)	Auditor/Controller	
Project Accounting	WinCAMS	<ul style="list-style-type: none"> <li>• Information Technology</li> <li>• Community Development and Services Agency</li> <li>• Administrative Services</li> </ul>	
HR	Disparate Systems	Human Resources	Currently in process to move to Kronos for HR
Payroll	ADP	Auditor-Controller	Currently in process to move to Kronos Payroll & Timekeeping
Computer Aided Dispatch	JALAN (Superion)	Sheriff Dept	
Records Management (PAS)	Questys	Various (not standard)	
Records Management (PSAS)	JALAN (Superion)	Sheriff	
Jail Management	JALAN (Superion)	Jail Division	



### III. General Submittal Instructions

#### A. County Contacts

Administrative Services-Purchasing is managing the competitive process for this project on behalf of the County. All contact during the competitive process is to be through the Administrative Services-Purchasing Department only.

The evaluation phase of the competitive process shall begin upon receipt of sealed bids until a contract has been awarded. Bidders shall not contact or lobby evaluators during the evaluation process. Attempts by Bidder to contact evaluators may result in disqualification of bidder.

- 1) All questions regarding these specifications, terms and conditions are to be submitted by email to:

Lee Ann Hennessy, Buyer I  
lhennessy@co.yuba.ca.us.

All responses to questions will be posted to the County website as addenda to the RFP.

Inquiries or requests for clarification submitted prior to the deadline listed in Section III.C (Procurement Schedule) will be addressed at the pre-proposal Bidder conference. Additional inquiries or requests for clarification will be accepted until the deadline listed under Section III.C (Procurement Schedule).

- 2) Proposals may be changed or withdrawn prior to the deadline for proposals. All such changes and withdrawals must be submitted in writing and received by the County prior to the deadline for proposals. After the deadline for proposals, no change in prices or other provisions prejudicial to the interest of the County or fair competition shall be permitted.

#### B. Pre-Proposal Conference

A pre-proposal Bidder conference will be held on the time and date described in Section III.C (Procurement Schedule) by phone. Attendance at the pre-proposal conference is not mandatory. Bidders intending to participate in the pre-proposal conference should request meeting access information. Answers to questions submitted prior to the conference and answers to all questions asked at the pre-proposal meeting will be officially answered by addendum after the meeting.



C. Procurement Schedule

The expected procurement schedule is listed below. The County reserves the right to change the procurement schedule. If changes are made, Bidders will be notified by the County in the form of an addendum to this RFP, emailed directly to all registered Bidders and posted on:

Table 3
Procurement Schedule

Table with 3 columns: Task, Date, Description. Rows include: 1. Release RFP (June 15th, 2018); 2. Deadline for requests for clarification (June 26th, 2018); 3. Pre-proposal conference (June 29th, 2018); 4. Last day to accept questions (July 10th, 2018); 5. Answers to submitted questions (July 13th, 2018); 6. Proposals due (July 27th, 2018); 7. Complete contract negotiations (August 31st, 2018); 8. Award of contract (September 25th, 2018); 9. Implementation Begins (October 1st, 2018).

D. Proposal Submission Instructions

Proposals are to be submitted in sealed packages by 7/27/2018 at 2:00 PM (Pacific). Late submissions will not be accepted.

Submittal Address:

Business Process Review RFP
County of Yuba
Administrative Services, Purchasing Division
915 8th Street, Suite 119
Marysville, CA 95901

NOTE: LATE AND/OR UNSEALED BIDS WILL NOT BE ACCEPTED. IF HAND DELIVERING BIDS PLEASE ALLOW TIME FOR STREET PARKING OR PARKING IN AREA PUBLIC PARKING LOTS AND ENTRY INTO SECURE BUILDING.

- 1) Failure to comply with the requirements of this RFP may result in disqualification. Proposals received subsequent to the time and date specified above will not be considered.



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- 2) Signature of the proposal by the Bidder constitutes acceptance by the Bidder of terms, conditions, and requirements set forth herein.
- 3) Bidders are required to submit ONE (1) hard copy and ONE (1) electronic copy (on memory stick) of the proposal in a sealed package that is clearly labeled with the Bidder's company name, RFP Name, and contact information. Hard copies of the technical proposal must include a submittal letter signed by an authorized agent of each firm involved in the proposal. The letter should include appropriate contact information for each firm.
- 4) All bids, whether delivered by an employee of Bidder, U.S. Postal Service, courier or package delivery service, must be received and time stamped at the stated address prior to the time designated. The Administrative Services Purchasing Division's timestamp shall be considered the official timepiece for the purpose of establishing the actual receipt of bids.
- 5) Emailed and faxed proposals will not be accepted.
- 6) Use Attachment 1 (Submittal Checklist) to ensure that all required documents, forms, and attachments have been completed and submitted as instructed.
- 7) Proprietary or Confidential Information

No part of any bid response is to be marked as confidential or proprietary. County may refuse to consider any bid response or part thereof so marked. Bid responses submitted in response to this RFP may be subject to public disclosure. County shall not be liable in any way for disclosure of any such records. Additionally, all bid responses shall become the property of County. County reserves the right to make use of any information or ideas contained in submitted bid responses. This provision is not intended to require the disclosure of records that are exempt from disclosure under the California Public Records Act (Government Code Section 6250, et seq.) or of "trade secrets" protected by the Uniform Trade Secrets Act (Civil Code Section 3426, et seq.).

All other information regarding the bid responses will be held as confidential until such time as the County Selection Committee has completed their evaluation, an intended award has been made by the County Selection Committee, and the contract has been fully negotiated with the intended awardee named in the intent to award/non-award notification(s). The submitted proposals shall be made available upon request no later than five (5) business days before approval of the award and contract is scheduled to be heard by the Board of Supervisors. All parties submitting proposals, either qualified or unqualified, will receive mailed intent to award/non-award notification(s), which will include the name of the bidder to be recommended for award of this project. In addition, award information will be posted on the County's "Current Solicitations" website,



<http://www.co.yuba.ca.us/departments/admin%20services/purchasing%20solicitations.aspx>.

- 8) Each bid received, with the name of the bidder, shall be entered on a record, and each record with the successful bid indicated thereon shall, after the award of the order or contract, be open to public inspection.

- 9) Organization of Proposal

The proposal must be organized into major sections defined in Section IV (Proposal Submittal Requirements). Specific instructions for each section are provided in Section IV (Proposal Submittal Requirements) of this RFP. Any required attachments must be included in the proper section as indicated by the instructions.

- 10) Format of Electronic Submission

Bidders must provide electronic copies of all files on a USB memory stick using the following file formats. Attachments not listed in the table below do not have a required file format and may be supplied in either the original file format or PDF.

#### IV. Proposal Submittal Requirements

So that proposals can be compared fairly, proposers must assemble their proposals in strict adherence to the submittal requirements identified in this section. Failure to follow all proposal organizational requirements may result in disqualification. All parts, pages, figures, and tables should be numbered and clearly labeled. Company brochures, advertising and other promotional literature will not be considered adequate response. The proposal should be organized into the following major sections and in the following order:

Section Number	Section
1	Executive Summary & Introductory Materials
2	Scope of Services
3	Project Schedule
4	Project Management & Staffing
5	Sample Deliverables
6	Exceptions, Clarifications, and Amendments
7	Price Proposal
8	Client References



## A. Executive Summary and Introductory Materials

(Proposal Section 1) The introductory material should include a title page with the RFP name, name of the proposer, address, telephone number, the date, a Letter of Transmittal, and a Table of Contents. The executive summary should be limited to a brief narrative (less than 6 pages; including Attachments 1, 2, and 3) summarizing the proposal. Please complete the following as part of the summary:

- 1) Attachment 1 (Submittal Checklist)
- 2) Attachment 2 (Bidder Statement)
- 3) Attachment 3 (Company Background)**Error! Reference source not found.**

a) Each proposal must provide information about any firm involved with this proposal including any third party vendors so that the County can evaluate the proposer's stability and ability to support the commitments set forth in response to the RFP. Attachment 3 (Company Information) should include all requested information about the proposer's company and any third party vendors expected to be used during the course of providing services. The County, at its discretion, may require a proposer to provide additional supporting documentation or clarify any information provided as part of the RFP.

## B. Scope of Proposal

(Proposal Section 2) This section should include a response to the items included in Section II.B (Functional Scope) and specifically describe how the vendor intends to accomplish this work. The proposal shall also explicitly name any firms or independent contractors that are part of the proposed solution to the County. For each firm listed, the proposal should include the following information:

- Role of the firm in the project
- If applicable, a statement that the proposer's contract will encompass the third-party services. The County expects proposers to include any sub-contracting as a part of the proposal; the County does not expect to sub-contract on its own with any third party for the defined scope.

Are there any additional and related services or features that are offered by the proposer's firm but not proposed AND that the proposer feels would have value for the County? Identify and describe these additional services and what would be their value to the County.



### C. **Project Schedule**

(Proposal Section 3) This section should describe the proposed implementation plan and include a project schedule, identify high-level meetings, participants, and meeting content. Additionally, the section should include a definition of milestones and project deliverables.

### D. **Project Management and Staffing**

(Proposal Section 4) This section should include staffing requirement from the County as well as proposed staffing and resumes of the proposer's project team. Bidders should reference Section II.F for expectations and potential County resources devoted to this project.

Explain the project management approach that the proposer's organization will use. Provide project team resumes for key members of the team who will be on the County's project, highlighting each consultant's key attributes and clearly demonstrating how each would be a good fit. The proposed project team should have proven subject matter and industry best practices expertise in the areas included in the project scope as defined. Knowing who the consultants will be is important to the County, and those consultants proposed are expected to be the consultants who staff the project. Due to the nature of the work, proposers should recommend consultants with proven subject-matter and public sector expertise in the business streams described in Section II.B. Proposed consultants should also possess honed facilitation skills in order to conduct productive meetings with County employees.

### E. **Sample Deliverables**

(Proposal Section 5) This section should include sample deliverables, such as those requested in this RFP, from similar projects with comparable clients. Specifically, a minimum of three (3) "As-Is" business process documentation samples shall be included for three (3) separate business processes. In addition, a minimum of three (3) operations improvement plans shall be included. Since the deliverables are the key work product that the County will receive from this project, it is important for the County to review similar past deliverables. This section should complete a Deliverable Expectation Document (DED) for each of the required deliverables described in [Section II.D Deliverables](#).

### F. **Exceptions, Clarifications, Amendments**

(Proposal Section 6) All requested information in this RFP must be supplied. Proposers may take exception to certain requirements in this RFP. All exceptions shall be clearly identified by completing Attachment 5 (Exceptions, Clarifications, Amendments). All exceptions shall be clearly identified in this section, and a written explanation shall



include the scope of the exceptions, the ramifications of the exceptions for the County, and the description of the advantages or disadvantages to the County as a result of exceptions. Standard contract terms and conditions that the County expects to be part of the final agreements for these services can be found at:

<http://www.co.yuba.ca.us/departments/admin%20services/purchasing%20solicitaions.aspx>. Please indicate your willingness to comply with each condition by noting any exceptions.

The County, at its sole discretion, may reject any exceptions or specifications within the proposal. The County, at its sole discretion, may reject any exceptions or specifications within the proposal.

*To avoid the scenario where the County is unable to negotiate successfully with its finalist Bidder, any material exceptions to the RFP including those to the terms and conditions listed in this section will be clarified prior making a final determination.*

## G. Price Proposal

(Proposal Section 7) - Bidders should submit their price proposal according to the format provided in Attachment 4 (Deliverable Expectation Documents) to this RFP.

- 1) Identify major milestones as part of the project. It is required that costs will be invoiced upon completion of major milestones. Please provide a schedule of all payments necessary to complete the proposed scope in schedule 5. Please note: the County will be assessing a 10% retainage fee for each milestone payment. The retainage will be released upon Final Acceptance of the system.
- 2) Complete and submit Attachment 4 (Deliverable Expectation Documents)**Error! Reference source not found.**
  - It is important that Bidders use the format presented in this RFP even if an additional format is provided. Attachment 4 (Deliverable Expectation Documents) should include total price for all services referenced in the proposal including third party prices. If third party products or services are included as part of the proposal, do not provide separate version of Attachment 4 (Deliverable Expectation Documents) for each third-party product or service.
  - All pricing must be submitted as fixed by milestone. Price Proposals shall not exceed \$35,000.00 for either PAS or PSAS. Costs listed as “to-be-determined” or “estimated” will not be scored. All service costs must be provided on a task or completion basis with costs assigned to each milestone, deliverable and/or task. Bidders are required to fill in deliverables and tasks under the provided headers (project initial knowledge transfer, process analysis/system design, and closure) Additional detail may be provided to further explain deliverable/task costs.



## H. Client References

(Proposal Section 8) The County considers references for services to be an important part of its decision-making process to award a contract. Proposers should supply references that will be available to speak with the County for approximately 30-60 minutes. The County will not call proposers to tell them that their references will be contacted. Proposers should assume that all provided references will be contacted. Similarly, the County will not work through a proposer's reference manager to complete a reference. The names, phone numbers, and email addresses of the project manager or person with broad knowledge of the project for each reference must be listed. Failure to provide this information may result in the proposer not being elevated. The County reserves the right to contact additional clients for references, if deemed necessary. Using the form attached to this RFP in Attachment 8 (Client References), proposers should provide a minimum of three (3) public sector client references. Ideally, references should be similar in size to the County and have a similar scope.



## V. Contract Terms and Conditions

Below are important contract terms and conditions that the County expects to be part of an agreement with the finalist Bidder(s). Please indicate your willingness to comply with each condition by noting any exceptions per the instructions in Attachment 5 (Exceptions, Clarifications, Amendments) of this RFP. Contract terms in the final agreement should include but will not be limited to those listed below. The County will carefully evaluate any exceptions to the terms and conditions listed below.

### A. Key Personnel

The County requires assurances as to the consistency and quality of Bidder staffing for its project. Key points of the key personnel provision include:

- 1) The County shall have the ability to interview and approve key personnel proposed by the Bidder.
- 2) The County shall have the right to dismiss key personnel from the project.
- 3) Bidder key personnel may not be removed from the project without the County's approval.

### B. Milestones

The County requires that all payments be based on successful completion of milestones. After the County's acceptance of the milestone, the Bidder will invoice for any applicable milestone payments. Milestone payment amount shall either be a fixed fee or hourly based on the amount of time spent on the milestone up to a not-to-exceed limit.

## VI. Evaluation Method

The County will review all proposals received as part of a documented evaluation process. For each decision point in the process, the County will evaluate Bidders according to specific criteria and will then elevate a certain number of Bidders to compete in the next level. Bidders not previously elevated may be elevated at a later date if the previously elevated Bidders lead to an unsuccessful outcome.

### A. Criteria

The criteria that will be used to evaluate proposals may include, but are not limited to the following:

- 1) Submittal Compliance
- 2) Overall Understanding of the County's Needs
- 3) Cost
- 4) Response to All Schedules in RFP
- 5) Project Schedule/Approach



6) Compliance with Contract Terms and Conditions

The County reserves the right to determine the suitability of proposals on the basis of any or all of these criteria or other criteria not included in the above list.

**B. Selection Committee**

- 1) All proposals will be evaluated by a County Selection Committee (CSC). The CSC will be composed of County staff and other parties that may have expertise in the system needs of the Yuba County and experience in working with the County's time entry and payroll systems. The CSC will select a contractor in accordance with the evaluation criteria set forth in this RFP. The evaluation of the proposals shall be within the sole judgment and discretion of the CSC.
- 2) All contact during the evaluation phase shall be through the Administrative Services-Purchasing Division only. Bidders shall neither contact nor lobby evaluators during the evaluation process. Attempts by Bidder to contact and/or influence members of the CSC may result in disqualification of Bidder.
- 3) The CSC will evaluate each proposal meeting the qualification requirements set forth in this RFP. Bidders should bear in mind that any proposal that is unrealistic in terms of the technical or schedule commitments, or unrealistically high or low in cost, will be deemed reflective of an inherent lack of technical competence or indicative of a failure to comprehend the complexity and risk of the County's requirements as set forth in this RFP.



### C. Evaluation Process Summary

The County will follow the evaluation steps summarized below:

### D. Evaluation Steps:

- 1) **Proposal Opening:** Proposal submittals shall be received and publicly opened. Only the names of Respondents will be read at this time.
- 2) **Compliance:** A preliminary evaluation by the County shall determine whether each received proposal is complete and compliant with the all instructions and/or submittal requirements in the RFP. Any proposals that are incomplete or that do not comply with the instructions and/or submittal terms and conditions may be rejected and excluded from further consideration. Bidder proposals, which are compliant, are advanced to the written evaluation stage.
- 3) **Written Evaluation:** The County will evaluate Bidder's written proposals according to the criteria outlined in VI.A (Evaluation Criteria). The highest ranked Bidder proposals will advance to the Presentations/Interview Stage.
- 4) **Presentations/Interviews:** Bidders that are advanced to this stage will be required to provide on-site presentations to County Evaluators including proposed process and implementation strategy. The County will also interview key Bidder staff to be assigned to the project. Bidder presentations and interviews will be evaluated by the County. Highest ranked Bidder proposals will advance to the Discovery stage. Only products that have been proposed may be demonstrated.
- 5) **Discovery:** For Bidders advanced to this stage, the County will begin the due diligence process including verification of references.
- 6) **Negotiations:** Upon satisfactory completion of the Discovery process, the County will select a finalist Bidder to complete software and implementation negotiations. If third-party software is involved, the County may elect to negotiate with these Bidders first. The primary Bidder will be expected to assist with negotiations. The final contract award recommendation will be made to the County Board.
- 7) **Contract Award:** The County Board authorizes all County contracts. The contract for this RFP will be awarded upon signing by the County Board.

### E. Notice of Award

- 1) At the conclusion of the RFP response evaluation process ("Evaluation Process"), all bidders will be notified in writing by e-mail or fax, and certified mail, of the contract award recommendation, if any, by County of Yuba Administrative Services. The document providing this notification is the Notice of Intent to Award.

The Notice of Intent to Award will provide the following information:

- The name of the bidder being recommended for contract award; and



- The names of all other parties that submitted proposals.
- 2) The submitted proposals shall be made available upon request no later than five (5) business days before approval of the award and contract is scheduled to be heard by the Board of Supervisors.

#### **F. Bid Protest / Appeals Process**

Any actual or prospective bidder, offeror or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to the Director of Administrative Services. The protest shall be submitted in writing to the Director of Administrative Services, Timothy J. McCoy, within five (5) working days after such aggrieved person or company knows or should have known of the facts giving rise thereto.

The Director of Administrative Services (or Designee), shall issue a written decision within ten (10) working days after receipt of the protest. The decision shall:

- 1) State the reason for the action taken.
- 2) Inform the protestant that a request for further administrative appeal of an adverse decision must be submitted in writing to the Clerk of the Board of Supervisors within seven (7) working days after mailing of the decision by the Director of Administrative Services.

The Director of Administrative Services shall discuss with County Counsel all protests and appeals before issuing a written decision.

If so requested as set forth in Section III - P (b) above, the Clerk of the Board of Supervisors shall schedule the appeal for hearing by the Board of Supervisors at a regularly scheduled meeting within twenty (20) working days from the date of receipt of the appeal. The decision of the Board of Supervisors is final.



## VII. Attachments

### A. Submittal Checklist

#### Attachment 1 Submittal Checklist

<b>Submittal Checklist</b>	
<b>Task</b>	<b>Submitted</b>
Executive Summary & Introductory Materials	
Attachment 1 (Submittal Checklist)	
Attachment 2 (Bidder Statement)	
Attachment 3 (Company Information)	
Scope of Services	
Project Schedule	
Project Management & Staffing	
Resumes	
Sample Deliverables	
Attachment 4 (Deliverables Expectation Document)	
Exceptions, Clarifications, and Amendments	
Attachment 5 (Exceptions, Clarifications, Amendments)	
Price Proposal	
Attachment 7 (Cost Worksheet)	
Client References	
Attachment 8 (Client References)	



**B. Bidders Statement**

**Attachment 2**

Business Process Review Proposal

**BIDDERS STATEMENT**

By submitting a bid, the bidder acknowledges that he/she has acquainted themselves with the terms, scope, and requirements of the project based on the information contained in this RFP and any addendums. Any failure by the bidder to acquaint him or herself with available information will not relieve them from the responsibility of estimating properly the difficulty or cost of successfully performing the work. The County is not responsible for any conclusions or interpretations made by the bidder on the basis of the information made available by the County.

The following addendums have been acknowledged and are included in our proposal. RFPs that do not acknowledge addendums may be rejected.

Addendum Number	Initials

\_\_\_\_\_  
COMPLETE LEGAL NAME OF COMPANY

\_\_\_\_\_  
BUSINESS ADDRESS, CITY, STATE, ZIP

\_\_\_\_\_  
PHONE NUMBER

\_\_\_\_\_  
PRINTED NAME OF AUTHORIZED AGENT (TITLE)

\_\_\_\_\_  
SIGNATURE OF AUTHORIZED AGENT

\_\_\_\_\_  
DATE

\_\_\_\_\_  
FEDERAL IDENTIFICATION NUMBER

\_\_\_\_\_  
DUNS NUMBER

**THIS FORM TO BE COMPLETED BY CONTRACTOR AND INCLUDED IN THE BID.**



## C. Company Background

### Attachment 3 Company Information

Complete one form for each firm included in the proposal.

<b>Company Background</b>	
Company Name:	
Location of corporate headquarters:	
<b>Vendor Experience</b>	
# of years in business:	
# of years providing services to public sector:	
<b>Customer Base:</b>	
Last five most recent contracts	
<b>Market Focus:</b>	
Identify other industries that your company serves	
<b>About the Company</b>	
Number of Total Employees:	
Number of Employees Providing Consulting Services (if applicable):	



## D. Sample Deliverables

### Attachment 4 Deliverable Expectation Document

DED Number:	Deliverable Name:	Phase:
Description/Objective:		
Scope:		
Format:		
Outline:		
Assumptions:		
Other Comments:		



## E. Exceptions, Clarifications, Amendments

### Attachment 5

#### Exceptions, Clarifications, Amendments

Item No.	Reference To:		Description
	Page No.	Paragraph No.	



F. Price Proposal

Attachment 6

Sample Price Proposal Worksheet

(Agency may modify this page to meet their specific needs. This page may also be deleted if not needed)

Direct Labor

Title	Hours	Rate	Total
_____	_____	@ _____	_____
_____	_____	@ _____	_____
_____	_____	@ _____	_____
_____	_____	@ _____	_____

Total Direct Labor \$ \_\_\_\_\_

Subcontractors

Name	Total
_____	_____
_____	_____
_____	_____

Total Subcontractors \$ \_\_\_\_\_

Indirect Costs (Overhead & Fringe Benefits)

Type	Rate	Total
Overhead Rate _____	_____	_____
Fringe Benefits _____	_____	_____

Total Indirect Costs \$ \_\_\_\_\_

Non-Labor Direct Costs

Type	Total
Travel Costs _____	_____
Equipment & Supplies (Itemized) _____	_____
Other Direct Costs _____	_____
_____	_____

Total Non-Labor Direct Costs \$ \_\_\_\_\_

Total Costs \$ \_\_\_\_\_



## H. References

### Attachment 7

#### References

Please provide at least five (5) references for past projects that include services similar in scope for a public agency that have been provided in the past five years to those proposed for this RFP. Please use the following format in submitting references. NOTE: References should be submitted for each company proposed to work on this project.

#### GENERAL BACKGROUND

Name of Client: \_\_\_\_\_

Project Manager/Contact: \_\_\_\_\_ Title: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Summary of Project: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Number of Employees: \_\_\_\_\_ Size of Operating Budget: \_\_\_\_\_

#### PROJECT SCOPE

Please indicate scope of work performed:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

#### PROJECT SHEDULE INFORMATION

Project Duration: \_\_\_\_\_

Project Start Date: \_\_\_\_\_

Project Completion Date: \_\_\_\_\_

Describe Role on Project: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



## I. Appendix

### A. Sample County Agreement

The Standard Services Agreement template may be found online at:

<http://www.co.yuba.ca.us/departments/admin%20services/purchasing%20solicitaions.aspx>

The attached agreement contains standard County terms and conditions. Final contract terms and conditions will be negotiated with the awarded vendor.



## B. County Confidentiality Agreement

All Contractors are required to sign the attached Confidentiality Agreement prior to commencing work.