

# **County of Marin, CA**

## **Request for Proposal**

### **Addendum-5**

**(Vendor Questions and Answers)**

## **Administrative Technologies of Marin (ATOM) Project**

**Issue Date: November 22, 2013**

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**Notice to all potential proposers:**

Notice is hereby given to all potential Proposers that this is an addendum to the RFP for the Administrative Technologies of Marin (ATOM) Project. Below are questions submitted from vendors with responses from the County. These are inclusive of questions received via email by November 19, 2013, as well as questions posed during the November 14, 2013, Pre-Proposal Conference. Please note that similar questions have been consolidated.

**Question 1.** Does the County of Marin process payroll for 10-month/11-month school-based staff?

**Answer 1.** The County has one HHS job classification that works 10 months.

**Question 2.** Does the County of Marin pay 10-month/11-month school-based staff over 12 months or over a time period different than the contract period?

**Answer 2.** The County has one HHS job classification that works 10 months. The pay for this job classification is currently distributed over 12 months.

**Question 3.** Are student activity funds accounted for centrally or at the school level?

**Answer 3.** Student activity funds (where applicable) are accounted for at the school level, not centrally.

**Question 4.** Is the County of Marin interested in Student Activities software to account for student activities at the school level?

**Answer 4.** At this time, the scope of the RFP is inclusive of all our known needs.

**Question 5.** Page 8 mentions the importance of succession planning and specifically states, "Giving our workforce modern and effective systems to support workforce-related decisions is of the highest priority to the organization." Is succession planning functionality mandatory for this project?

**Answer 5.** We can confirm the high priority of the County of Marin's interest in effective workforce management. A robust reporting capacity will allow us to better plan around talent needs and support decision making. We believe this type of functionality would typically be contained in a Talent Management software component. We have identified this module as a 'companion' module in recognition of the specialty nature of this functionality. While we will ultimately procure a solution for this module, we have allowed vendors to propose a solution that encompasses solely the 'Foundation' modules.

We also encourage partnerships between software vendors to emphasize the strengths of a vendor that can provide the Foundation but may opt to propose a partner to solve the companion functionality requests.

**Question 6.** Page 22 mentions the Completion of a Rehabilitation Act Section 508 VPAT or GPAT. Is this required by the County for this project?

**Answer 6.** The County of Marin has an interest in making its software solutions accessible. The request for information regarding 508 will not be used to disqualify a vendor, rather it will be used to understand a vendor's current state for accessibility and potential future plans to move their solution towards 508 compliance.

**Question 7.** Please provide a copy of the November 14 Pre-Proposal Conference attendees list and the notes taken by the scribe.

**Answer 7.** The questions posed and answered during the conference are included within this addendum. These questions and answers are inclusive of the County's notes taken during the conference. The November 14 Pre-Proposal Conference attendees are posted as Addendum 4.

**Question 8.** What are the top three lessons learned from SAP?

**Answer 8.** Please refer to our Guiding Principles on slide 3 of the Pre-Proposal Conference presentation. Our top three relate lessons learned to these principles:

1. We will go live based on readiness, not based on a date. We are taking a sequential approach and will be implementing Finance first, before beginning an HR/Payroll implementation.
2. We are looking specifically for vendors with proven solutions in the public sector, and who can recommend best practices and not simply replicate our current processes.
3. The Administrative Services Team/Departments are working together as a more combined team with one goal and one direction looking for one strategy.

**Question 9.** For the process of standardizing solutions for the entire county, how involved are operating departments in process review?

**Answer 9.** The County has made a significant investment in engaging our users every step of the way during the process documentation and process improvement initiatives. We have engaged with every department in the County through our ATOM Advisory Group, which is staffed by employees with management-level authority in their departments. In addition, we have created module teams staffed with interdepartmental users who were significant contributors to the development of the functional requirements in the RFP and are continuously involved in all process redesign efforts. Our focus is to standardize our business processes to the greatest extent possible.

**Question 10.** What is the attitude of the County toward the next vendor? What will be the reactions for the first issue?

**Answer 10.** The County is looking for a long-term partnership with a vendor who understands our requirements. The County's intention is to work collaboratively with our vendor partner(s) when addressing staff concerns about the project. We have a strong leadership team who has been working with the key users across the County for over 2 years to invoke their confidence in our ability to successfully replace SAP given the significant changes we've made in our project approach based on our lessons learned.

**Question 11.** Who will lead the Change Management activities?

**Answer 11.** There is not an internally identified preferred solution for Organizational Change Management, and we are looking for vendors to describe their experience and suggest an approach. The County is expecting to play a strong role in the success of the Organizational Change Management.

**Question 12.** What role will Plante Moran play in the selection?

**Answer 12.** Plante Moran is playing a support role in the administration of the selection process. The County of Marin ATOM Executive Steering Committee will make the actual selection.

**Question 13.** What is the number of your Contracts and MOUs?

**Answer 13.** The County has 12 MOUs. Most of our contracts expire in June 2015. We have already identified a number of ways to streamline the contracts, and we are willing to negotiate changes if a vendor can demonstrate savings and impact. It is important to note that we have good relationships with the unions. We do not want to present an argument of having to make changes because there is no other choice.

**Question 14.** Was there any major impact on the MOUs when you implemented the last system?

**Answer 14.** All changes were discussed with unions.

**Question 15.** Will you consider separate bids for modules that are tightly integrated with time and attendance but are noted as Foundational Modules (i.e., Payroll and HR)?

**Answer 15.** We will not consider separate bids of this fashion.

**Question 16.** How many employees does the County have? What is the number of managers who perform time approval?

**Answer 16.** The County of Marin employs approximately 2,770 employees, inclusive of contingent staff, seasonal workers, etc.). Approximately 400 are managers who approve time.

**Question 17.** Are you seeking the same vendor for the software system and implementation partner?

**Answer 17.** The County has no preference. If your proposed solution involves using a third party vendor for implementation, your response should explain why a third party implementer is preferable to a system vendor implementer.

**Question 18.** Would you prefer an in-house or Cloud solution?

**Answer 18.** The County is open to all solutions.

**Question 19.** Will you publicize the vendors who submitted intent to propose?

**Answer 19.** We are not planning to publicize the list of vendors who submitted an intent to propose.

**Question 20.** For "Companion" vendors, will the County allow partnering with more than one major vendor?

**Answer 20.** Yes

**Question 21.** How many school employees are included in the employee count of 2,900?

**Answer 21.** None

**Question 22.** How involved will the Special Districts be in the system? Would there be the ability to have a listing of each entity, their planned use of the system (full vs. pass through), their total expenditure budgets, and the number of employees?

**Answer 22.**

There are approximately 400 special districts that the County provides some level of financial service to, approximately 100 use the County as a bank only and their monies are invested in the County pool (for example, the schools only use the County's treasury function). The vast majority of the remaining 300 are in substance part of the County already (e.g., special districts under the Board of Supervisors whereby the staff are truly County staff or the special district itself is in essence just a fund set aside to be utilized for a specific purpose only). There are only 5 special districts that are actually separate legal entities that use SAP for a majority of their financial reporting and transaction services including full services payroll and accounts payable services, payment processing, budgeting, general ledger/financial reporting, trial balances, fund transfers, debt management, check deposits. The County does not intend to have any additional customization for the special districts, for example to accommodate a separate chart of accounts and/or special payroll rules. For the purposes of your proposal responses, assume that the County will replicate all services and user access to the special districts as-is. The County expects to implement a financial system capable of producing financial statements reportable by fund. There are approximately 70 special district SAP users that have full SAP financial display access to the system.

**Question 23.** Will the County require multiple vendor implementations to support the Special Districts?

**Answer 23.** No. Special Districts adhere to County policies and procedures and use the same accounting elements and chart of accounts. We must be able to report separately on budget and actuals (i.e., a separate trial balance) for each Special District.

**Question 24.** Do you have expected durations for the individual phases?

**Answer 24.** We have internal estimates, but we will rely on the vendors to tell us realistically what is needed.

**Question 25.** You mentioned that the County has done some preliminary work redesigning the chart of accounts and some general business process improvement. Different systems have different types of chart of accounts. In addition, systems have different processes that may dictate your business process. Are you concerned about rework?

**Answer 25.** Our focus on the business process redesign we have done to date has been system-independent. We have been focusing on general policies more than specific process. We have deliberately chosen policy/process issues that are unlikely to result in rework

**Question 26.** Does the \$16 million project estimate include internal staffing costs?

**Answer 26.** Yes, \$16 million is inclusive of all project costs and full functionality.

**Question 27.** Will the County consider multiple solutions for the same module (i.e. two Time and Attendance solutions) for 'standard' business schedules?

**Answer 27.** Yes, the County will consider multiple solutions for the same module. Vendors need to propose what they feel will best meet our requirements.

**Question 28.** For the Recruitment section specifications, will you require a completely private database, as opposed to a shared or partitioned database, for all of the Recruiting and Applicant tracking data for Marin County?

**Answer 28.** The County has no preference and looks to the vendors to propose the best solution for our needs.

**Question 29.** For the Recruitment section specifications, will you require that all data from all applicant tracking/recruitment systems be migrated to the new systems so that there is no loss of data, history, functionality for applicants or users, or reporting capability?

**Answer 29.** The County looks to the vendors to recommend the best solution for our needs.

**Question 30.** For the Recruitment section specifications, will you require optical character recognition for scanning of paper applications into the new system automatically without the need to manually enter applicant data?

**Answer 30.** At this time, the scope of the RFP is inclusive of all our known business needs. We will work with vendors to understand technical functionality as the RFP process progresses.

**Question 31.** For the Recruitment section specifications, will you require the ability to customize the recruiting system to meet any new special needs of Marin County either during implementation or in the future that may not be available out of the box?

**Answer 31.** The County looks to the vendors to recommend the best solution for our needs.

**Question 32.** For the Recruitment section specifications, would you require a vendor to be able to create custom modules or to create custom views, stored procedures and integration packages in the database to accommodate specific requirements of the County?

**Answer 32.** At this time, the scope of the RFP is inclusive of all our known business needs, and we look to vendors to recommend the best solution for our needs. We will work with vendors to understand the technical functionality as the RFP process progresses.

**Question 33.** For the Recruitment section specifications, we did not see Item Analysis as a listed feature. Is that a feature that you either need or desire for processing of Written Exams?

**Answer 33.** At this time, the scope of the RFP is inclusive of all our known business needs. We will work with vendors to understand technical functionality as the RFP process progresses.

**Question 34.** For the Recruitment section specifications, will you be creating certified lists from eligible lists based on merit system/County Ordinance requirements?

**Answer 34.** At this time, the scope of the RFP is inclusive of all our known business needs. We will work with vendors to understand technical functionality as the RFP process progresses.

**Question 35.** For the Recruitment section specifications, will you be creating selective certified lists from eligible lists based on specialized criteria such as language, part-time, etc.

**Answer 35.** At this time, the scope of the RFP is inclusive of all our known business needs. We will work with vendors to understand technical functionality as the RFP process progresses.

**Question 36.** For the Recruitment section specifications, will you be looking for a way to manage re-employment in an integrated manner without additional manual processing for layoff applications, transfer applications, etc?

**Answer 36.** At this time, the scope of the RFP is inclusive of all our known business needs. We will work with vendors to understand technical functionality as the RFP process progresses.

**Question 37.** Will Marin County be interested in Application Management Services? In short, will Marin County have the administrative and IT resources needed to make information technology updates for your Production and Non-Production Environments including configuration changes, service packs, patches, interface, system health checks, database health checks and technical version upgrade updates?

**Answer 37.** The County has no preference and looks to the vendors to propose the best solution for our needs. Any staffing requirements should be included in the proposed budget.