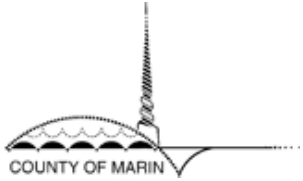


Pre-Proposal Conference

Business Process & Operations Improvement

September 15, 2011
Marin County Civic Center
San Rafael, CA



Marin County Background

Introductions

About the County

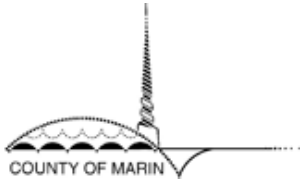
Systems History at Marin

- ✓ MARS, FAS and GOLD
- ✓ SAP

Measure B and Administrative Services

- ✓ Change of Structure
- ✓ Change of Leadership

ATOM – Administrative Technologies of Marin



Summary of Approach

Phase 1 – Operations Improvement & “As-Is” (5 months)

- “As-Is” documentation of work processes and operations
- Evidence-based recommendations for improvement in organizational configuration, roles and responsibilities, policies/procedures

Phase 2 – Business Requirements Gathering (3 months)

- Functional business requirements; level of detail necessary to engage in system procurement
- To include conceptual redesigned business flows
- To include third-party oversight/Quality Assurance (QA) role

Phase 3 – Procurement (9 months – deadline for completion April 2013)

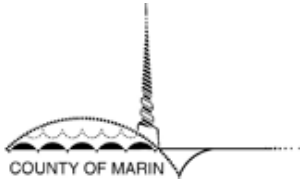
- RFP for system
- To include third-party oversight/QA role

Phase 4 – To-Be/Business Process Redesign/System Implementation (to start June 2013)

- Based on selected system or systems and business requirements
- Detailed “To-Be” documentation will guide implementation
- To include third-party oversight/QA role

Phase 5 – Change Management (ongoing)

- Scope and level of external resources TBD



Approach to Phase 1 Project

Evaluate and redesign Administrative Services business functions

- ✓ Necessary prerequisite to doing any systems project

RFP Responders must deliver in-house SME expertise or sub-contract for it

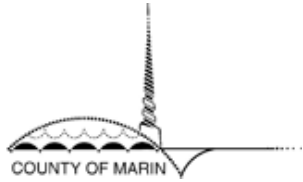
- ✓ Single vendor

Deliverables

- ✓ “As-Is” documentation of work processes and operations (including inventory of all systems/tools used)
- ✓ Evidence-based recommendations for improvement in:
 - Organizational configuration (e.g., centralized v. decentralized business functions)
 - Roles and responsibilities (e.g., Payroll administration)
 - Policies/Procedures
- ✓ Implementation Plan for recommendations

Not in scope

- ✓ Organizational charts
- ✓ Management and supervisory reporting relationships
- ✓ Detailed “To-Be” business process design (to-be is conducted in phase 4)

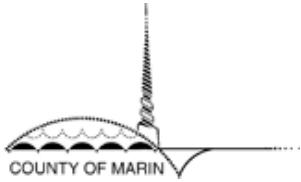


Project Specifics

What we are asking for

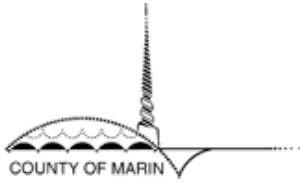
Budget

Timeline



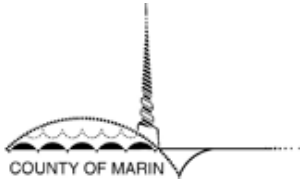
Next Steps for Phase 1

Event	Date
Last day for County to respond to questions	September 23, 2011
Last day for Addendum Posting	September 30, 2011
Last day to Submit Proposals	October 7, 2011
Finalist Interviews <i>Anticipate back-to-back days for semi-finalist and finalist interviews.</i>	Week of November 7, 2011
Notice of Intent to Award <i>We will seek formal Board approval for the contract after the Notice.</i>	November 14, 2011
Board of Supervisors approval of contract	November or December 2011
Anticipated Contract Start	December 12, 2011



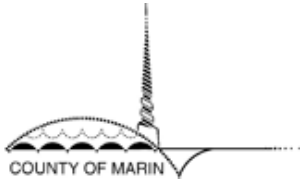
Q&A

Question 1. Would the County consider looking at responses for just parts of the RFP or must it be a proposal for all components of services asked for in the RFP?



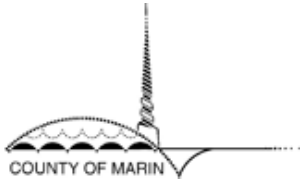
Q&A

Question 2. RFP Section A.1, About the County, Page 4, indicates that the Marin County Board of Supervisors governs several special districts and other agencies, in addition to the County's 22 departments. RFP Section D.2.3.1, Pages 15 – 16, indicates that the "As-Is" documentation should be documented at the individual department level for several business streams. Is it the County's expectation that the Contractor will document these business streams for individual special districts, or other agencies, in addition to the 22 departments? If so, please provide a list of the specific special districts and other agencies whose processes must be documented, and for which business streams.



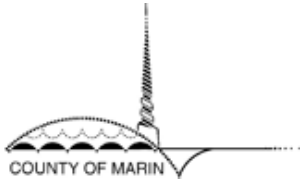
Q&A

Question 3. Could you please distinguish how the “Operational improvements” in Phase 1 work differs from the “To-Be” work in Phase 4?



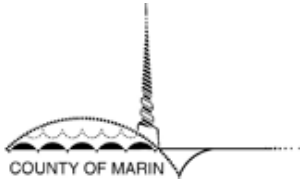
Q&A

Question 4. Has a high level “vision” statement and documented organizational direction been conducted with ALL the major stakeholders, including IT?



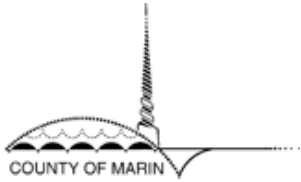
Q&A

Question 5. The County hired a new Human Resources Director in 2010, and the Gap Analysis was done in 2010. Was the new HR Director involved, and if so, will that person be involved in the project? Will the 2010 analysis be made available to the contractor?



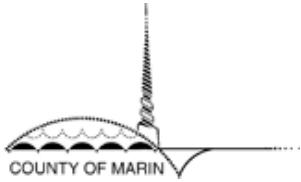
Q&A

Question 6. The County's new Director of Finance has not yet been hired. Is there a possibility that a new Director of Finance may change the project parameters since this person is a key stakeholder?



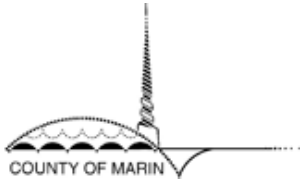
Q&A

Question 7. Is there a document that identifies the current problems surrounding the implementation and operational problems with the SAP product?



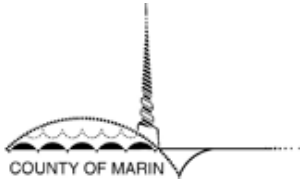
Q&A

Question 8. Would the Vendor Project Manager report in to the ATOM Executive Steering Committee generally, or to a specific person in Marin County? Please clearly define the structure that is already in place at the county for this project.



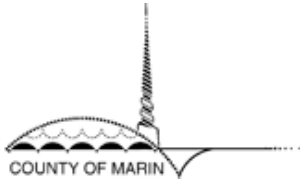
Q&A

Question 9. Can you quantify the number of “non-SAP systems [and] “shadow” systems”? Can you also describe these systems and provide any technical documentation?



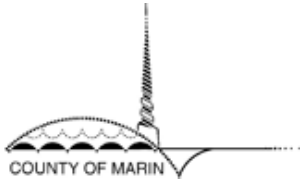
Q&A

Question 10. Is the project governance structure an established group that has been regularly meeting for some time or is it specifically designed for this project? Will this governance structure be in place through all five phases?



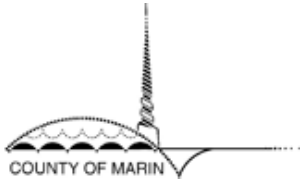
Q&A

Question 11. Is the County expecting the consultant to provide an on-site presentation of results to any/all of the groups identified in the governance structure?



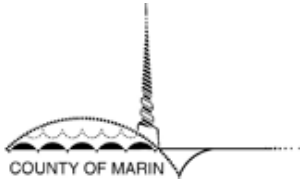
Q&A

Question 12. Have County subject-matter experts (SMEs) been identified for all business streams/departments identified in the scope of work?



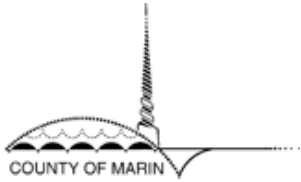
Q&A

Question 13. Are travel expenses allowable, or should the proposer incorporate them into the fully loaded rate?



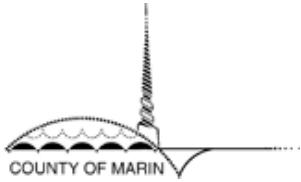
Q&A

Question 14. What is the County's desired completion date for Phase 1 (assuming a December 12, 2011 start date)?



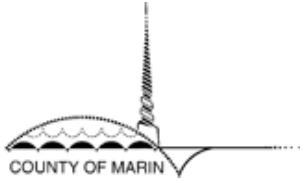
Q&A

Question 15. What is the County's desired completion date for Phase 3 (through contract negotiations)?



Q&A

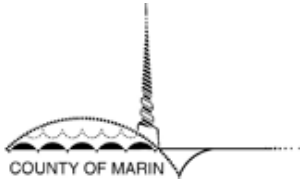
Question 16. Is the County interested in proposals for Phases 1-3 at this time or only Phase 1?



Next Steps for Phase 1

Open Q & A





Further Questions?

Email: ATOM@co.marin.ca.us

Postal Mail:

ATOM Project c/o County Administrator's Office
3501 Civic Center Drive, Room 325
San Rafael, CA 94903
(415) 473-2954

Project Contact:

❖ Tim Flanagan, ATOM Project Director, (415) 473-4395