



County of San Bernardino
Request For Proposal #E1301
Client Project Manager - Enterprise ERP Replacement Project
Question and Answers - Pre-proposal Teleconference September 23, 2013

Number	Question	County Response
1	Are you looking to hire one person, full time, for about three years?	Yes.
2	What are you looking for in terms of the organizational chart that was requested?	The organizational chart will allow us to anticipate the structure of the operating organization. The Project Manager is essentially the CEO of the operating organization.
3	Are you expecting [proposers] to submit an organizational chart based on what is understood of the RFP?	Yes, that is our anticipation. We are interested in your observations and anything you can tell us about how the structure ought to be or how you would anticipate it would be in the context of your proposal.
4	Are you looking for a total fixed price over three years or a rate fixed price?	We are looking for a total over three years, but we are definitely interested in the rate. If there is any phasing or other nuance that we might not have anticipated, you are welcome to include it.
5	If the project should go beyond the fixed price, how will overages will be accounted for?	Yes. We are focused on the accomplishment and will be looking to pay based on deliverables. If you have additional qualifications or conditions, we are interested in seeing those as well.
6	Have you chosen a system already?	No, we expect the Project Manager to assist in that process.
7	What is the Project Manager's role in terms of selecting a system?	We have employed GFOA to assist us in drafting an RFP for the system itself. The RFP is in final draft. We anticipate that we will acquire the services of a Project Manager and the first thing that Project Manager will do is review the draft RFP. When the Project Manager and the County agree that it is in final form, then it will go out. The next thing the Project Manager will do is be a leader in reviewing the proposals. GFOA is contracted through that process as well. So the RFP process for the system itself will include the County, the Project Manager, and GFOA working together to select and contract for the project.
8	How many competitors are there for the Project Manager?	So far we have mailed out 22 notices for the release of the RFP. However, if we receive names of additional potential proposers, we will include them in the distribution list.



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9	How much of a deciding factor is your local preference if two firms are exactly the same?	Two firms are never exactly the same and all proposals will be evaluated using multiple criteria. The local preference language is standard language by policy of the County.
10	How firm is the project definition? Is it likely to change in scope over the next couple of months before a Project Manager is selected?	Our project definition is not likely to change over the next couple of months. Our focus is on financial processing. We just completed a 10-12 week process in which interested vendors came in to make a three hour presentation to us about their systems. We have an existing system in place for HR Payroll and have come to the realization that we are likely to be engaged in a process that will extend beyond the original three year project that will ultimately bring in HR, Payroll, and a large number of integrated pieces into the system. We are going to make sure our RFP invites vendors to show us their entire scope of integrated system and then tell us what we can accomplish in three years that prioritizes financial processing, including general ledger; accounts payable; fixed asset management, with budget as an option; and some procurement in the initial stage. Basically we want to know what they can do universally in terms of totally integrating all of the County's operating systems. Our selection will be based both on what we can build in the first three years and of what their total integrated system might look like if we continue to develop it beyond the original three year project. (Page 4)
11	Is follow-up integration of all the other systems is important to consider during this project?	Yes. We may select a system that offers the best long term picture, even though it might score one point less on a couple of the current project issues. We anticipate that we are selecting a partner for a generation.
12	How do you plan on evaluating and selecting the software?	We have not defined that specifically; however, we do anticipate a demonstration period for two or three vendors as the last step.



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13	What is the County's approach to selecting a vendor?	<p>We had an implementation a decade ago that was not successful and we feel like we have learned a lot from that. That is why our focus is on deliverables. When you look at the scope of this project, you will see a Project Leader that a recruitment for Project Manager would not normally see. The Project Manager reports to the Executive Steering Committee, which is comprised of the County's Chief Executive Officer, Assistant Chief Executive Officer of Finance, Information Services Director, Human Resources Director, Auditor-Controller/Treasurer/ Tax Collector (Project Leader), and the Assistant Auditor-Controller/Treasurer/ Tax Collector. The Project Leader's role is not to make decisions, but to make sure that every decision gets documented and made at the right level. We anticipate a very aggressive approach towards identifying issues as they come up and resolving them as quickly as possible in the context of the project. We are focused on making sure that nothing suffers in this project because of inattention or lack of timely follow through. The Project Manager should be concerned with identifying issues and immediately assessing and dealing with those issues so that they do not get into the critical path of this project.</p>
14	What is the size of the County?	<p>San Bernardino County staffs 18,000 employees and is home to 2 million residents. The County's budget is 3.5 billion dollars and the size of the Treasury Pool fluctuates between 4 and 4.6 billion dollars annually.</p>
15	How large is the Information Technology piece of the budget?	<p>The Information Services Department has a 65 million dollar budget; however, there are other information technology functions in the County. For example, the Auditor-Controller/Treasurer/Tax Collector has an Information Technology Division as well.</p>
16	What is the scope of the current financial accounting system?	<p>In addition to external entities, 45 County departments use the financial accounting system. In regards to activity, we have roughly 15,000 active vendors and process around 315,000 warrants per month. We have just over 5,000 fund codes.</p>
17	Besides the project a decade ago that you previously mentioned, are there any recent projects you implemented similar to this one?	<p>No. There are no comparable projects on the same scale.</p>



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18	Do you have a preference towards a particular firm?	No. We are wide open on who will be selected as the software vendor as well as who will be selected as the implementation vendor. We anticipate that at least one software vendor will have multiple implementers proposing. We are looking for the best fit. Our focus is on identifying and documenting decisions, keeping the project on track, and anticipating issues well before they arise.
19	Are you open to altering the initial guidelines and adding more consultants from the selected firm later on in the project? Or were you looking to keep it limited to one person?	One person is our starting point. However, we are certainly open to other options. Every vendor that presented has some sort of initial phase where they sit down and firm up on the details of what they are going to do. If we learn something in that initial phase that suggests some modification of our structure is required, we will respond to it. That is why some explanation of your rates as well as your bottom line may be helpful to us. By anticipating the theoretical possibility that there could be some modifications in the first phase, we can anticipate what the range of change might be.