



**County of San Bernardino**  
**Request For Proposal #E1301**  
**Client Project Manager - Enterprise ERP Replacement Project**  
**Questions and Answers - Submitted By Potential Proposers October 22, 2013**

Number	Question	County Response
1	Is it the County's expectation that one individual (proposed CPM) will perform all the tasks and activities described under scope of work? Is the County open to an organization, proposing a team of individuals who can perform this work, with the team being led by the proposed CPM?	The County's expectation is that one individual serve as the proposed CPM. If an organization finds a team approach more suitable to this assignment, it is still expected that the team be led by the selected CPM who will serve as the single point of contact with County personnel.
2	In reference to the bold text under "Section 10 under proposal format – Work Plan and Schedule, Item (b) - Project Schedule" The RFP states that "departments may request that the Proposers include in their schedule estimated project milestones dates through all phases of the project. Examples of project phases include Design, Bid, Award, and Construction Administration" - please confirm that phases quoted as examples are not what the County anticipates on a typical ERP Project.	The bold text under Section 10 - Work Plan and Schedule "departments may request that the Proposers include in their schedule estimated project milestones dates through all phases of the project. Examples of project phases include Design, Bid, Award, and Construction Administration" should be stricken. Proposers should instead focus on submitting a project plan to meet the Scope of Work requirements outlined in Section IV sections A - E.
3	In relation to Section 10: Considering that the ERP Implementation Project Phases, Duration of Phase, Sequence of Activities, etc. depend on the proposal submitted by the implementation vendor, and are unknown to the organizations responding to this RFP, please provide guidance on what information should be included in response to this section, particularly information related to the schedule/timelines for the project as well as the phases of the project.	Please refer to the Teleconference Q&A document, question #10 and formulate your response accordingly. As excerpted: Our focus is on financial processing. 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.
4	In Relation to Section 10: Will the County provide additional information to allow proposers to recommend/estimate a schedule for the implementation project. Can the County provide information on the County vision of the following: In-scope functions/processes; In-scope module; High-level requirements; Number of users; Anticipated customization; Any other sizing and implementation plans.	Please see response to #3 above. In addition, the selected CPM will participate in final RFP development and ultimate vendor selection as outlined in Scope of Work B. Phase I - Negotiation and Initial Project Management Services.
5	In relation to Section 10: Is the County planning to implement ERP in multiple phases (spread across time either by module or by the implementing County department) or in a single implementation (big-bang)?	Please see response to #3 above, as well as Teleconference Q&A #10.
6	Will the County consider sharing the RFP developed by GFOA with proposers prior to submission of responses to this RFP?	No.
7	Under Scope of Work, Part A – Background, the last two bullet items refer to the CPM being responsible for "enhancing acquired modules", and "implementing additional modules". Are we correct in understanding that in relation to these two items, the CPM will be responsible for overseeing/managing the enhancement and implementation efforts of the selected implementation vendor?	Yes, if such enhancements or additional modules are approved, the CPM would be responsible to oversee the implementation efforts.



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8	What is the functional scope of the planned ERP implementation? Please list, if possible, the ERP modules planned for implementation.	Please see response to #3 above for ERP modules considered for implementation.
9	With reference to the "Best Value Evaluation Process" for this RFP, the RFP lists a set of criteria in addition to cost, that the County may consider while selecting the CPM – Please provide weightage or importance for these criteria?	Please refer to Section VII. Evaluation and Award for the various areas the County will consider in evaluating proposals and consider them all equally important.
10	What is the level of detail to be provided in Attachment F – Cost Proposal, i.e., single line item for total estimated cost or by phase/deliverable?	The Cost Proposal should reflect the Proposers understanding of the work expected as outlined in IV. Scope of Work and should be detailed by Phase, at a minimum.
11	In Section V: Contract Requirements #20, States that the contractor will ensure it has all the necessary licenses, permits and/or certificates required by law to do business with County of San Bernardino. In Section VI: Proposal Submission C.12 - Licenses, Permits and/or Certifications - you are asking for a copy of the all the licenses, permits and/or certificates?	Section D Minimum Proposer Requirements #7 states candidate should ideally possess Project Manager Professional (PMP) credential. If proposer has such credential, then please indicate so on Attachment B - Minimum Proposer Requirements and provide copy of such as called for in Section VI: Proposal Submission C.12.- Licenses, Permits and/or Certifications. See also #12, below.
12	If our company accepts the terms of Section V, we are agreeing to ensure all the Licenses, Permits and/or Certificates requirements are in place if we win this work. As a small business we would only purchase these items at the time of award. Can section VI: Proposal Submission C.12 be modified to say within 1 week of award the awarded contractor will be required to provide copies of all the requirements in Section V:Contract Requirements #20?	A representation that proposer will comply with all necessary licensing requirements is sufficient to submit a proposal. Section VI: Proposal Submission C.12-Licenses, Permits and Certificates, will not be modified.
13	In the Introduction Section D - Minimum Proposer Requirements: D1 states that we need to Commit a single Client Project Manager throughout the duration of this project. A single company can nominate multiple managers with County evaluating each on their own merits. If we nominate multiple Project managers, can we on award, switch between them if mutually agreeable ?	If a proposer nominates multiple Project managers for County's consideration and interview, the selected candidate is who the County expects to be available at award for the duration of the project. While mutual agreement would be the basis for substitution, we emphasize that selection will be based on what is best for the County; it should not be assumed that mutual agreement for substitution can be easily accomplished.
14	Once the CPM is chosen, will the company with whom the CPM works be excluded from participating the ERP implementation project based on Conflict of Interest?	Yes, once the CPM is chosen, the company with whom the CPM works must exclude themselves from participating in the ERP system and implementation proposal process. The County seeks to engage a CPM who can effectively and independently serve not only in ERP system selection; but also in ensuring performance by ERP vendor and implementer.
15	Would the County consider a firm who submits the proposal solely based on the three (3) past performance references of the CPM as an individual working at different companies or as a subcontractor?	Yes
16	Would the County consider past performance on two projects for the CPM as an individual and only one project under the firm's name?	Yes



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17	If there is an individual who has several years of experience providing the exact same program management / independent validation services for jurisdictions of similar or larger size, would the County consider the individual if the person is not representing a firm?	Yes, the County welcomes individuals to submit a proposal.
18	Why did the County not consider any individual (FTE) with the required experience on a TEMP or TERM employment basis instead of going with this elaborate RFP just for one resource?	We considered the RFP process as more encompassing and not excluding anyone. Our goal was to make the position available to any qualified candidate.
19	Will GFOA be engaged for the next three years? Will they act as a IV&V consultant?	GFOA is currently engaged up through ERP vendor selection and contract negotiation. County has not foreclosed on the possibility that GFOA may be involved in the future.
20	Is it possible to provide a list of participants and contacts from the pre-proposal conference?	No.
21	Due to the extension provided for submitting questions, it may be necessary to alter a proposal that has already been submitted (based on the original proposal schedule). Can we retract and resubmit our proposal?	As a result of the change in timeline, you may desire to submit a modified proposal. If you choose to re-submit your proposal, please specify that your proposal replaces the one previously submitted. Of course, should you not submit a replacement, we will process the one you already submitted as a timely proposal.
22	If a vendor does not intend to alter a previously-submitted proposal, is it acceptable to notify you to use the original submission or are we required to retract the original proposal and resubmit a new proposal?	You are not required to re-submit. Unless County is otherwise notified that there is a replacement proposal as outlined in #21, the proposal already submitted will be considered.