Sacramento City Unified School District

# REQUEST FOR PROPOSALS

for the

# PURCHASE, INSTALLATION, IMPLEMENTATION AND MAINTENANCE OF CAPITAL PROJECT AND PROGRAM MANAGEMENT SOFTWARE

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Request for Proposals Issued: November 1, 2013

Deadline for Submittal of Proposals: December 2, 2013

# Request for Proposals for the Purchase, Installation, Implementation & Maintenance of Capital Project and Program Management Software

## I. INTRODUCTION

The Sacramento City Unified School District ("District") is seeking proposals from qualified vendors who can provide the District with the professional services along with capital project and program management software to manage and track capital projects. This software must meet the requirements set forth in this RFP, and must be flexible and scalable in order to meet the District's future financial planning, implementation and reporting needs with regard to construction projects and capital improvement programs.

The objectives include providing a financial control system for the capital building program while reducing staffing requirements and management costs. Implementation of the system will integrate critical business processes essential to daily operations of a multi-year program across departments within the District to achieve stated objectives of the capital improvement program.

The system will modernize financial approval processes for planning, tracking, and financial reporting, including standardization across departments, while recognizing department specific needs and automation of current manual processes.

The District is seeking a system that will support the real-time business activity for planning, controlling and monitoring of capital construction projects; provide consolidation and reduce the investment in redundant and isolated spreadsheets and applications, while migrating to newer technology; and, reduce the current labor intensive reporting (both internal and external) with a robust data management system. The final objective is to reduce time to implement financial processing changes by taking advantage of configurable systems. This will enable management reviews and approvals to be completed accurately and quickly.

Vendors are asked to submit a recommended implementation plan and specify the areas where services will be provided, as well as clearly specifying the responsibility of the District project team. Implementation plans should include, but are not limited to, software installation and configuration, data conversions, and training. The District is interested in vendor recommendations on how to implement best practices to ensure project success, knowledge transfer and positive system acceptance, while keeping project costs at reasonable levels.

To control the cost of the system, the District will make every reasonable attempt to use the software as proposed without modification. However, the proposal must also contain estimated configuration and/or modification costs based on experience with other customers to effectively achieve the necessary District requirements. The requirements contained in this RFP represent the District's vision of a capital project and program controls system. As such, we realize that the requirements may exceed the offerings currently available in the marketplace. For this reason proposals will be evaluated in their entirety with attention to immediate functionality as well as flexibility to accommodate changing requirements and technology.

Proposals should clearly delineate how the software system can best satisfy the stated requirements of the District and how the implementation approach will minimize the risk of delayed implementation. The District expects the proposals to include recommendations for hardware to satisfy stated performance requirements. However, the District may choose to acquire hardware through a separate process.

The District expects to consider only providers that demonstrate forward-thinking systems that will sustain the District well into the future. The application system is required to be an existing, software system that incorporates the operational functions described in this RFP.

## A. Background

In November 2012, the District passed two General Obligation Bonds: Measure Q was approved for $346 million and Measure R was approved for an additional $68 million. Measure Q will provide funding to upgrade classrooms, science labs, computer systems and technology; renovate heating and ventilation systems; improve student safety and security systems; and repair roofs, restrooms, floors and plumbing at 73 campuses. Measure R will provide funding for the repair of playgrounds and playfields to meet modern safety standards; improvement of physical education facilities and restrooms; removal of asbestos and lead paint; and upgrading kitchen facilities to improve children's nutrition. In 2013, $43 million in Measure Q bonds, and $27 million in Measure R bonds were issued. This $70 million total will fund projects in 2013/14 and 2014/15. Issuances of bonds are currently scheduled through 2019 and expenditures through 2020 have been identified. Dollar amounts allocated to projects are subject to change based upon actual bond sales, possible state and federal matching dollars, and projects that may become critical due to unforeseen circumstances.

## B. Current Infrastructure

District personnel have developed and maintained various spreadsheets for creating capital budgets, balancing estimated costs against anticipated multiple funding sources, coordinating contract amounts against multiple purchase orders, and tracking expenditures against contract requirements such as: payment retentions, payment withholds, pending contract changes and change orders, and contract cost allowances. The Budget and Accounting Departments also maintain spreadsheets to reconcile unpaid liabilities (payment retentions and withholds). Spreadsheets are also used as needed to coordinate invoice payments against multiple accounts to differentiate funding source and/or capitalization designations. Systematic reconciliation of multi-year capital budgets against annualized budgets in the District's financial information system is never done within the system (resulting in multiple budget changes within the fiscal system on as needed rather than planned basis) but is done on spreadsheets on an as needed basis by the Facilities Department; or the Budget and Accounting Departments.

Reporting of annualized expenditures and encumbrances is supported by the District Financial Information System - ESCAPE. The ESCAPE system manages all of the accounting functions to operate the District, including the general ledger, accounts payables, accounts receivables, budgeting management, purchase orders, human resource functions, and reporting.

Project summaries are achieved though the use of unique account code strings to identify project specific financial transactions. A spreadsheet maintained by the Budget and Accounting Department; and/or Facilities Department relates each unique account code to a specific project. Comparison of expenditures and encumbrances against annualized budgets is supported if multi-year project budgets developed on spreadsheets are annualized and input into ESCAPE. Comparison of expenditures and encumbrances against annualized budgets against managed contracts is possible with simple Purchase Orders or contracts; or when spreadsheets are maintained to relate multiple Purchase Orders within a single managed contract. This partially meets the reporting needs of the annual financial and performance audits of the Measure Q and R Bonds funding the capital improvement program.

The capital improvement program requires periodic reports to a citizens' oversight committee for projects funded in whole or part by the referenced Bond program and to the Office of Public School Construction (OPSC) for projects that use state grant funds or project savings from a state grant. These reporting requirements are met by compiling multiple years of annualized expenditure data from the District financial information system onto spreadsheets and manually manipulating the data for presentation. OPSC expenditure reporting is completed using hand entry, cut/paste from the above spreadsheets and data dumps. Multi-year contract commitment data is reconciled against purchase order encumbrance data on a spreadsheet. Independent annual financial and performance audits of the Bond program require reporting to the citizens' oversight committee reconciles against the District's annualized financial information system.

**Workstations:**

Workstations used at various sites vary in configuration and range from notebooks, laptops, and desktops running on operating systems from Windows 2000 to Windows 8 and several versions of Mac OS X. The District has also issued Internet capable tablets running on numerous evolving operating systems.

**District Data Center:**

The District Data Center is a star-hub topology with the data center delivering network services to school sites and facilities across the wide area network. Network services reside on virtualized server farms, on the VMware platform on Cisco blade servers. The District has the ability and capacity to increase licensing and hardware to host additional software systems. The District currently has a virtualized server environment with the following specifications:

Server Hardware: Two Cisco UCS B Series Blade Chassis with three B200 Blade Servers and five B230 Blade Servers (maximum memory installed). Each chassis is connected by 8 - 10G links to the Cisco UCS Fabric Interconnect Switches.

Virtualization Hypervisor: VMware ESX 5.1 with vCenter utilized as the virtualization hypervisor layer of each of the Cisco UCS Blade Server Hosts.

Storage: EMC VNX5500 Unified Storage Array as well as a Pure Storage Flash Array. Both arrays are connected via 8 Gb Fiber Channel to the Cisco MDS 9148 Fiber Channel fabric switches.

Network: The Cisco/EMC/Pure Storage data center environment is connected to the Cisco Catalyst 6500 Core network via 8 -10Gb fiber connections.

A successful software application from a qualified vendor shall integrate with the District's single LDAP authority Microsoft Active Directory and role based authentication or support a single sign-on (SSO) methodology.

## II. GENERAL INSTRUCTIONS

Interested firms are invited to submit five (5) hard copies, and one (1) electronic copy of the RFP on a portable "thumb-drive" in write protected PDF format.

The complete response, together with any and all additional materials, shall be enclosed in a sealed envelope addressed and delivered no later than 4:30 p.m. on Monday, December 2, 2013 to the following address:

Sacramento City Unified School District
Contracts Office
5735 47th Avenue
Sacramento, CA 95824

The sealed envelope shall be marked on the outside lower left corner with the words "RFP for Capital Project and Program Management Software". It is the firm's sole responsibility to ensure that their response is received prior to the scheduled closing time for receipt of Proposals. No corrected or resubmitted Proposals will be accepted after the deadline. Faxed responses are not appropriate for submission and will not be accepted or considered.

This Request for Proposal does not commit the Sacramento City Unified School District to award a contract or pay any costs incurred in the preparation of a response to this request. The District reserves the right to accept all or part of any responses or to cancel in part or in its entirety this Request for Proposals. The District further reserves the right to accept the response that it considers to be in the best interest of the District.

All requirements must be addressed in your proposal. Non-responsive proposals will not be considered. All responses, whether selected or rejected, shall become the property of the District. Firms are responsible for checking the website periodically for any updates or revisions to the RFP.

The District will consider and evaluate proposals from a firm that can provide both the software and services and also who have partnerships as Joint Ventures for this project. Should firms decide to submit proposals under a Joint Venture partnership, the proposal shall clearly define which firm shall be the lead or prime firm in the proposal. Should a contract be awarded, it will be done through the firm that is identified as the lead or prime. All other firms shall be considered as subcontractors through the lead/prime firm. The submission must be for all components of the RFP. In the event that a vendor submits a proposal that contains only a portion of the requirements, the submission will be deemed unresponsive.

**Requests for Information**

Questions related to this RFP should be submitted in writing to kimt@scusd.edu no later than Wednesday, November 13, 2013. Specify "RFP for Capital Project and Program Management Software" in the subject line. Responses to all questions received will be posted on the Districts website, www.scusd.edu, Contracts Office page.

All contacts regarding this Request for Proposal during the submittal preparation and evaluation period **must** be done in **writing** through the Sacramento City Unified School District Contracts Office.

**In the event that a firm has contact with any official, employee or representative of the District in any manner contrary to the above requirements, said firm may be disqualified from further consideration.**

**Submission Format**

The proposal must, at minimum, address all mandatory and desired services, equipment, material, etc. Responses will fully describe how the services will be performed and any other information that would be helpful in the decision making process.

## III. SCOPE OF WORK

The District is seeking comprehensive capital project and program management software that can meet its current and future information system needs and service requirements.

Set-up, maintenance, and reporting are required for each functional area. Live data from all functional areas should be available to anyone authorized access by the District. The following is a detailed scope by each functional area:

1) Project Management Functionality:

Software must be a robust project management application which is used by many in the marketplace for construction project management functions such as those described in this RFP.

a) Software must support project management from beginning to end (i.e., project planning, scoping, programming, estimating, budgeting, accounting, and management functions and iterations over the life of a project);
b) Reporting functionality must be robust; reports must be easy for users to develop and generate; data can be compiled for one, many, or all projects in the system;
c) Document management functionality must be robust and cover all aspects of document development, distribution, and storage for general project correspondence, and specific project management activities such as scheduling, budgeting and accounting; accounting project planning; design (CD, SD, DD, CD, CA); contracting, construction; and reporting;
d) Software must support management and tracking for contracting and procurement functions associated with allocating portions of project budgets and accounting for labor, material, and equipment performed by other departments such as IT, Engineering, and Purchasing, etc., and by various general and trade contractors obtained and involved in the "buy out" of the projects;
e) Software must support construction administration for all types of contracts including lump sum fixed fee, cm-at-risk, design-build, lease-leaseback, job order, and time & material type contracts including: insurance and bond tracking, submittal review, orders, correspondence, change orders, construction and consulting schedules, partial progress payments, certified payrolls, final payments and lien releases, and warranty tracking, etc.
f) Software must support special tracking requirements such as for minority and women-owned business enterprise (MWBE) commitments and actual performance,
g) Software must support the management and tracking of any in-house labor, material, equipment, and resources deployed on, and charged to, the project;
h) Software must support the management of orders, submittals, correspondence, change orders, claims, and disputes, schedules and schedule adjustments, line item and unit pricing submittals and approvals, etc.;
i) Software must support budget/contract adjustments;
j) Software must support schedules and schedule adjustments;
k) Software must support correspondence and document management;
l) Software must support reporting for every stage of project execution;

m) Software must serve as the historical repository and archive for project documents and reporting.

n) Software must provide ability for the District to establish pre-determined pre-approval, approval, and post-approval processes, calendars, and rules;

o) Software must provide flexibility for team members to establish, allocate, track, and adjust project scope, schedules, and resources (i.e. labor, material, equipment, and money) ;

p) Software must provide capability for reviewers to review and provide online approvals;

q) Software must provide capability to impose project constraints;

r) Software must provide robust analytics and reporting capability on projects from cradle to grave,

s) Software must provide effective and efficient learning in the form of written rules, guidelines, and education for the various users of the system.

t) Software which can support lean project delivery process is of interest.

u) Software should provide and support web-based business interface for consultants and contractors throughout project design and construction process.

2) <u>Managing Capital Project Budgets; The proposed system should provide for each project:</u>

a) A working environment accessible by authorized users facilitating the development of an initial conceptual financial plan and providing for the evolution of that conceptual plan into a working project budget for financial control and management of the project without re-entry of data.

b) A budget account structure which shall mirror District accounting codes to facilitate planning, control, and tracking of expenditure types and funding sources.

c) Ability to create project scenario budgets for analysis and decision making.

d) Ability to develop template budgets based on:
   i. Estimated hard construction costs to facilitate determination of needed funding; or
   ii. Available funding to facilitate determination of how much hard construction can be done; or
   iii. Other customized templates as appropriate.

e) Ability to copy project budgets and/or budget templates within and between projects.

f) Allow for designation of specific project budget or budget template as the working budget for that project and upon which all status reporting will be based.

g) A comprehensive view of:
   i. Planned funding sources and expenditures;
   ii. Planned/Actual receipt of funding sources and expenses, for cash flow planning by month, quarter, or fiscal year;
   iii. Approved/pending changes to the initial funding/expense plan based on the phase of a project.

h) Ability to reschedule project budget start dates to adjust cash flow of a multi-project capital program.

i) Role based security to control access to budget module features by authorized users:
   i. Read only access to project budgets;
   ii. Ability to create and propose changes to project budgets;
   iii. Ability to approve proposed changes to project budgets.

j) Mechanism to control the review and approval process for:
   i. Modification of working budgets for individual projects;
   ii. Transfer of budget amounts between multiple projects.

3) Managing Capital Project Contracts; The proposed system should provide for each project:

a) A working environment accessible by authorized users for controlling contract transactions from initial award through contract close-out.
b) Ability to create project contracts, and quickly access real-time contract status summaries and detail transaction histories.
c) Mirror District's Purchase Orders (PO's) and account code strings and link to project contracts and transactions as appropriate, contracts may link to multiple PO's:
   i. New and amended PO's within a contract;
   ii. Quick access to contract transaction history organized by PO.
d) Ability to create, manage and track contract invoices including:
   i. Association to PO and account code string;
   ii. Any held construction retentions, or separate payment to an escrow holding account for construction retentions;
   iii. Separate tracking of remittance against contract amount, and expense reimbursement;
   iv. Special handling instructions for remittance;
   v. Accounts payable internal control review/approval process.
e) Ability to create, track and manage withholds (Examples: Construction Stop Notice payment withholds, payment withhold due to Prevailing Wage issue, or a withhold from remittance/PO-balance for defective materials):
   i. Review/approval process;
   ii. Status reporting of active and released withholds.
f) Ability to create, track and manage pending construction changes, multiple contract cost allowances, and contract change orders:
   i. Contract cost allowances are defined as: specified amounts within the total contract authorization that are set-aside to address unknown elements of the contract work, and as specified in the contract documents, un-used portions of cost allowances may be recovered by the District, shared with the contractor, or turned over to the contractor;
   ii. Process for reviewing and approving use of contract cost allowances;
   iii. Status reporting of contract cost allowances;
   iv. Process for closing out contract cost allowances and pending change orders through contract change orders.
g) Role based security to control access to contract management features by authorized users:
   i. Read only access to project contracts;
   ii. Ability to create contracts and contract transactions: including create pending contract, post a contract and/or PO, create or amend POs, post new POs and PO amendments, enter invoices, post warrants, release retentions, create pending changes and manage contract allowances, post contract change orders, and add and release payment withholds;
   iii. Ability to only create pending changes and manage contract allowances;
   iv. Ability to develop customized roles to enable/restrict access to contract management.
h) Mechanism to control the review and approval process for contract transactions as listed above.

4) Reporting for Capital Projects and Capital Programs: The proposed system should provide integrated reporting designed to address reporting needs for internal controls, management, governing board, oversight committees, auditors, and utilities for day-to-day review and control of the capital program's financial data:

a) Status reports must have the ability to show real-time data, or up to a cut-off date. Given that status reports will be used repetitively, ordering reports should provide a mechanism to save the configuration of various status report options for automatic duplication of specific report configurations.

b) System must be able to produce the Division of State Architect reports required by the State of California. These reports can be located at the following URL – http://www.dgs.ca.gov/dsa/Forms.aspx/.

c) System must be able to produce California Office of Public School Construction (OPSC) reports as required. These reports can be located at the following URL – http://www.dgs.ca.gov/opsc/Forms.aspx/.

d) At minimum the following management reports should be provided:

  i. Project status report designed to fit on a single page with status information regarding budget, commitments, expenditures, construction contracts, and funding, in both tabular and graphical form. At a minimum, include initial budget, approved budget changes, pending budget changes, current budget, budget by funding source, initial commitments, commitment changes, unencumbered contract commitments, total commitments, paid expenditures, expenditures in process for payment, held retentions, construction withholds, expenditures by fund, and construction contracts with initial amount, changes, work in place, actual and planned completion dates;

  ii. Project financial plan report showing funding and expenditure budgets by project phase and planned/actual against time by month, quarter or fiscal year. Budget changes by project phase should be shown, and a separate budget change log should illustrate whether changes were balanced regarding credits/debits or funding/expenditures. Timing of funding and expenditures should display beginning and ending balances by month, quarter or fiscal year and should distinguish between planned and actuals;

  iii. Project budget status report to display tabular status data regarding budget, commitments, and expenditures organized by fund code and object code. Status options should be live, up to a cut-off date, and activity during a specified date range. The following information should be available: initial budget, approved budget changes, pending budget changes, current budget, initial commitments, commitment changes, unencumbered contract commitments, total commitments, paid expenditures, expenditures in process for payment, held retentions, and construction withholds;

  iv. Project contract status report to display tabular status data by contract. The following information should be available: contract name or vendor, initial contract amount, changes, current contract amount, expenditures, remaining balance, and pending changes;

  v. Construction contract cost allowance and pending changes report shows all contract allowances, all authorized and pending draws against each allowance, subtotals and remaining allowance of authorized draws, totals and remaining allowance of authorized and pending draws, pending contract changes due to allowances, pending changes not associated with allowances, and totals;

  vi. Construction withholds status report by vendor to display summarized contract and expenditure withhold summary of construction contracts. The following information should be available: contract initial amount, changes, contract amount, contract balance, amount paid, retention, amount withheld from payments, payments in process, total earned amount, active withholds, released withholds, and the available contract balance taking into account any additional withholds from the contract balance, withholds from future invoices, and withhold amounts that exceed outstanding payments;

vii. Consolidated (multi-project) budget status report to display tabular status data regarding budget, commitments, and expenditures by project organized by school or category. Status options should be live, up to a cut-off date, and activity during a specified date range. The following information should be available: initial budget, approved budget changes, pending budget changes, current budget, initial commitments, commitment changes, unencumbered contract commitments, total commitments, paid expenditures, expenditures in process for payment, held retentions, and construction withholds;

viii. Consolidated (multi-project) contract status report to display contract status data by project. The following information should be available: contract name or vendor, initial contract amount, changes, current contract amount, expenditures, remaining balance, and pending changes, subtotals by project, and a grand total;

ix. Consolidated (multi-project) purchase order (PO) report to display PO status by contract by project. The following information should be available: PO authorizations and amendments transactions, individual remittances, remaining PO balance, subtotals by PO, subtotals by contract, subtotals by project, and a grand total;

x. Consolidated (multi-project) expenditure detail showing project funding and expenditure budgets, commitments, expenditures, and remaining balances by fund code and object code. Report should be organized by school and include subtotals by school and a grand total.

e) Internal control reports document that predetermined review and approval processes are followed and provide information needed to make informed decisions during the process. At minimum the following internal control reports should be provided:

i. A budget adjustment request transmittal report to document review and approval of proposed budget changes. The following information is provided: project name, initial budget, approved budget changes, proposed budget changes, revised budget, commitments against the budget, expenditures against the budget, remaining budget, and budget variance. Information is to be organized by fund code and object code;

ii. A warrant request transmittal report to document review and approval of requested payments. The following information is provided: project name, contract, invoice number and date, amount to pay, PO number and account code string, a summary of the contract amount and remaining balance, contract transaction history to aid in the approvals process. Options to display purchase order history (by purchase order), withholdings history, reimbursable cost history, escrow retention history, change order history, pending changes history, and contract allowance history;

iii. A PO request transmittal report to document review and approval of requested purchase authorizations or amendments. The following information is provided: project name, contract, account code string, if applicable PO to be amended, the amount to be authorized, a summary of the contract amount and remaining balance, and contract transaction history to aid in the approvals process. Options to display the purchase order history (by purchase order), withholdings history, reimbursable cost history, escrow retention history, change order history, pending changes history, and contract allowance history;

iv. A change order request transmittal report to document review and approval for converting pending changes into contract change orders. The following information is provided: project name, contract, the proposed pending changes (including time and amount), a summary of the contract amount and remaining balance, and contract transaction history to aid in the approvals process. Options to display the purchase order history (by purchase order), withholdings history, escrow retention history, change order history, pending changes history, and contract allowance history;

v. Use of cost allowance request transmittal report to document review and approval of a request to draw against a contract cost allowance. The following information is provided: project name, contract, the proposed pending changes (including time and amount), a summary of the contract amount and remaining balance, and contract transaction history to aid in the approvals process. Options to display the purchase order history (by purchase order), withholdings history, escrow retention history, change order history, pending changes history, and contract allowance history.

f) At minimum the following governing board and oversight reports should be provided:

i. Consolidated (multi-project) cash flow report showing planned/actual funding and expenditure project budgets against time by fiscal year. Information available should include beginning and ending balances by fiscal year and should distinguish between planned and actuals;

ii. Consolidated (multi-project) financial plan report showing project budgets by fund code and object code;

iii. Consolidated (multi-project) budget status as detailed above.

g) At minimum the following audit reports should be provided:

i. California (CA) State Allocation Board (SAB) 50-06 Expenditure Worksheet;
ii. CA SAB 184a Detailed Listing of Warrants issued by the District.

h) At minimum the following utility reports should be provided:

i. Consolidated (multi-project) PO transactions data query report providing a data dump of purchase order data that may be searched, sorted, and filtered in a Microsoft Excel™ format;

ii. Consolidated (multi-project) budget year set-up report that provides annual budget needs by project by object code for a given fiscal year to facilitate efficient establishment of annual budgets within the District's annualized FIS. The following information is provided: project, default account code string for each project, and annual budget need by Object Code for each project;

iii. Interactive fund demand worksheet provides an interactive worksheet for problem solving changes in expected revenue streams for a given funding source. Information provided includes: demand for the given funding source by project for a given range of fiscal years, workspace to enter expected revenue stream by fiscal year, and features to highlight any resulting negative cash flow situations;

iv. Project fiscal year reconciliation worksheets to facilitate: 1) projection of year-end closing amounts and needed entries in FIS for accruals and unpaid liabilities, and 2) reconciliation of system data to prior fiscal year FIS actuals after year-end closing and audit adjustments including re-system of accruals. Information provided includes: annualized district held construction retentions (unpaid liabilities), active construction withholds (stop notices and labor compliance holds are unpaid liabilities), and all invoice data associated with specified fiscal year (unpaid invoices are possible accruals). Information should be presented both in summarized forms and as a data dump that may be searched, sorted, and filtered in a Microsoft Excel™ format;

v. Consolidated (multi-project) conditions report to show transactions outside of the normal control process parameters such as but not limited to: budget warnings (not balanced, pending changes, cash flow not developed, negative cash flow, or no budget), PO predates contract, contract predates budget, invoice predates PO, or unapproved contracts with invoices. Information provided includes: project name, contract name, and condition.

i) In addition, proposed system should have the ability to add other custom reports as may be needed by the District.

5) Desirable Software Features:

Integration: The proposed system must interface with ESCAPE, the District's financial management system, as the source for accounting strings as well as the final repository of all accounting transactions—budgets, requisitions, purchase orders, payments, and accounting transactions.

6) Identity, Role, and Electronic Signature:

a) The application must use a security model. The use of Microsoft's Active Directory (AD) security classifications within the application is required.

b) The application security must provide for graded levels, such as read-only, create/limited modify, creation/full modify, finalize/store/archive, restore, add/append/modify, and so on.

c) Application access must be governed by a role-based model, where typical clinical "roles" for user groups, such as Project Manager, Contractor, End User, and so on, with associated rights and permissions to some or all sections of project data, as appropriate.

d) Minimally, the District requires that account administration functions be separated from system administration functions to support our operational structure whereby we have an account administration team which administers accounts through Active Directory.

e) Access to information must be restricted at least through named user accounts and passwords, with defined roles, at the application level.

f) The application must require a password model for ALL user accounts. Blank passwords must not be allowed. The password model must be capable of requiring configurable minimum password lengths and complexity, as well as password history. The password model must be capable of configurable regular, periodic password expiration and renewal. All password transactions must be encrypted (no passwords must be either stored or transmitted as clear text). A minimum of 128-bit encryption is required for systems containing confidential information. The model must support configurable password/account lockouts based on the number of failed logon attempts, duration of account inactivity and other account usage anomalies. The model must be capable of disallowing unencrypted password caching at the clients or disabling caching altogether.

g) Password control mechanisms are required as follows:
   i. Length - Configurable minimum length between 6 and 30 characters
   ii. Complexity - One alpha, one numeric and one non-standard character
   iii. Prohibition of User ID/account name in the password - renewal - configurable number of days - history - configurable number between 2 and 6 - automatic Deactivation - Configurable number of consecutive failed login attempts, between 3 and 6; OR Configurable number of days of continuous inactivity, between 90 and 360

h) Where appropriate, the application should have electronic signature capabilities which: minimally support integration into available Single-Sign-On (SSO) solutions; accommodate strong user authentication schemes (e.g. biometric authentication); and which are compliant with applicable Federal and State laws.

7) <u>Administrative Requirements:</u>

<u>Access</u>: The District must approve access to the system. The proposed system must be capable of limiting actions of each individual provided access based on the function to be performed by that individual.
<u>Data Backup</u>: System data should be backed up nightly, and a copy of back up data shall be maintained in a location separate/remote from the data server.
<u>Historical Data</u>: Permanent access to all data is required.

## PROPOSAL CONTENTS

Each proposal shall include a description of the type, technical experience, background, qualifications and expertise of the Proposer's firm as described in this RFP including, but not limited to, the Scope of Work included. The description shall show that the firm possesses the demonstrated skills and professional experience to perform the general functions requested and fulfill the goals and vision of District. Proposals shall contain the following:

### A. Executive Summary

Provide an overview of the entire proposal describing the general approach or methodology the Proposer will use to meet the goals and fulfill the general functions as set forth in this RFP.

### B. Table of Contents

### C. Identification of the Proposer

1) Legal name and address of the company.
2) Legal form of the company (corporation, partnership, etc.).
3) Subsidiaries and affiliations.
4) Address and phone number of the office that will be primarily responsible for providing services for this Proposal.
5) Business License Number(s)/Classification(s).

## D. Staffing Resources

1) Provide total number of professional staff employed by the firm.
2) Identify three (3) persons that will be principally responsible for working with the District. Indicate the role and responsibility of each individual. If the Proposer is chosen as a finalist, these principal individuals must attend the interview in person.
3) Provide brief biographies of individuals that will be working directly with District.

## E. Fiscal Stability-Insurance

Provide evidence of corporate stability including:

1) A letter from a financial institution stating a current line of credit.
2) A Certificate of Insurance showing evidence of general liability insurance coverage.

## F. Experience and Technical Competence

1) Experience:
   The Proposer shall provide a description of how the Proposer's experience, technical and professional skills will meet the goals and fulfill the general functions identified in this RFP.

   a) The Proposer shall state the number of years the firm has conducted business. Proposer must have at least five (5) years of experience in providing the required scope of services for public clients, preferably California school districts. Please provide three (3) references from your public clients to support the number of years of experience. Include the name, address, phone number, e-mail, and other contact information of each reference.
   b) The Proposer should describe any experience with providing services for California school districts. Include the name and description of the project.
   c) Explain your organization's experience in managing sub-proposers if sub-proposers are included in the proposed system.

2) Project Specific Experience:
   Relevant Experience: The Proposer shall provide a description of the three (3) most relevant and comparable software/consulting services contracts held by the firm, preferably involving California K-12 educational entities to include:

   a) Description of the role(s).
   b) Dollar value of the project.
   c) Dollar value of the fees received.
   d) Project description - Describe project information that explains in detail the scope of previous projects. Vendors should explain how the implementation scope was effectively achieved in terms of level of difficulty and functional structure as it pertains to the scope area of this RFP.
   e) Staffing
   f) Duration of the project.
   g) Contact name, position, entity name, telephone number, fax number, and e-mail address.
   h) Demonstration of staffing tasks being efficiently completed on time and within the allocated budget.

3) If any of the following has occurred, please describe in detail:
   a) Failure to enter into a contract or professional services agreement once selected.
   b) Withdrawal of a proposal.
   c) Termination or failure to complete a contract.

d) Debarment by any municipal, county, state, federal, or local agency.
e) Involvement in litigation, arbitration, or mediation. Provide litigation history for any claims filed by your firm or against your firm related to the intended scope of work as it relates to the RFP in the last five (5) years.
f) Conviction of the firm or its principals for violating a state or federal antitrust law by bid or proposal rigging, collusion, or restrictive competition between bidders or proposers, or conviction of violating any other federal or state law related to bidding or professional services performance.
g) Knowing concealment of any deficiency in the performance of a prior contract.
h) Falsification of information or submission of deceptive or fraudulent statements in connection with a contract.
i) Willful disregard for applicable rules, laws or regulations.

4) Technical Competence:
a) Description of in-house resources (i.e., technical skills, project management, communication, network infrastructure, contracts, database management, programmers, software application, system administration, training professionals, etc.).
b) Ability to draw upon multi-disciplinary staff to address the services requested in this RFP.

## G. Sub-Proposer Requirements

Any sub-proposers performing services against this agreement must be fully listed and detailed in the proposal submitted by proposers. State a complete description of any work proposed to be provided by any sub-proposer, and provide evidence of each sub-proposer's capability and willingness to carry out the work. For each proposed sub-proposer, include firm name and address, and management contact person. Include descriptive information concerning sub-proposer's organization and abilities include evidence of all proposed sub-proposers' valid permits and licenses. Include a minimum of three (3) customer references including contact names, address, phone numbers, e-mail, and other contact information for each reference, for similar type of work that each sub-proposer has performed within the last five (5) years (public education in particular). Include descriptive information concerning sub-proposer's employees, in particular those that will be directly involved in providing services to the District.

## H. Proposed Software System

Define the level of integration among these areas and provide examples of how the integration increases efficiency and improved levels of data integrity.

1) Provide the name of the system application you are proposing, the version/release of software and the date when this version/release first became available, and address the following:
a) Databases Supported
b) Support for Browsers
c) Features Subsystems (components of Fully Integrated System)
d) Describe the standard features for each subsystem (e.g., Benefits as part of HR, or Accounts Payable as part of Finance and Business Operations).

2) Identify other subsystems offered by your company that are integrated with the proposed system. State whether these are standard features of the proposed software or are optional modules.
a) What are the effects from adding optional systems as specified on any aspect of operations?
b) Address any and all issues applicable to adding these optional systems that the District needs to be aware of at this time.

3) Third party: Indicate any third-party application "plug-ins" that are required to deliver the capabilities your organization proposes to provide; provide specific information. Advise additional licensing that may be required.

4) Customization
   a) Indicate what customization of your software will need to occur in order to meet our requirements. Estimate the number of hours for each and advise as to all factors that will affect customization. The District reserves the right to obtain customization from the software proposer, the company that performs the (separate) implementation/integration, or use in-house resources.
   b) Identify the programming tools used to customize the software.
   c) Describe how customized features are re-applied after upgrades.

5) Import/Export Tools
   a) Describe the tools available and the methods employed to extract data.
   b) Describe the standard formats that are used.
   c) Describe the tools available and the methods employed to load data from other sources into the database tables.

6) Database Design
   a) Table design – Describe the table formats and database methodologies of the proposed system.
   b) Integrity checks – Describe the checks used in the proposed system which ensure integrity within/between the tables that make up the database(s).
   c) Describe the data dictionary and their definitions.

7) Facilities for Off-Loading and Retrieving Historical Data
   a) Describe the facilities used to off-load data from the standard database for storing in an archival repository.
   b) Within the facility, describe the criteria that can be used to select records for removal and storage. For example, "Remove all inactive employee records and send them to the archival repository."
   c) Describe the facility to make use of data in the archival repository.

8) Documentation: Describe availability of the following documentation:
   a) User reference manuals, installation manuals, system administrator manuals, training materials (guides, handouts, quick reference materials)
   b) Installation manual
   c) Systems Administrators manuals
   d) Training materials (guides, handouts, quick reference materials).

9) Explain how changes, updates, or upgrades to the proposed system are made available.

10) Describe the techniques used in the development of the proposed system that makes problems/bugs easier to locate and fix.

11) Recoverability
    a) Describe the recovery features that are built into the system.
    b) For a vendor-hosted system, describe the backup and restore procedures and frequency that are included in the proposal.
    c) Describe the techniques used to ensure the integrity and recoverability of the database following a software or hardware failure.

12) Security
   a) Describe the features of the system that are designed to prevent unauthorized or inadvertent access to data, programs or screens. Include any other security features.
   b) Describe your systems' methods of authentication for transactions that require approval.
   c) Describe your systems audit ability and the method of tracking transactions and changes to data.

13) Provide a list of the standard reports and samples of those reports that can be produced. Reports must be available both on line and printed.

14) Ad Hoc Reporting: Provide a description of your ad hoc reporting product and its capabilities. If data must be exported and imported to another system, describe the process for doing so.

15) Data Validation and Editing Criteria
   a) Describe the data validation elements.
   b) Describe the edit check functionality and content structure.
   c) How are the error messages referenced and explained?

16) Management Software
   a) Identify the systems/applications management software that will be used to support implementation and operation of the proposed system.
   b) Identify the network management software that will be used to support implementation and operation of the proposed system.

17) System Integration
   a) Describe the degree of integration with the various components/subsystems of the proposed system.
   b) Describe the methods provided in the proposed system for navigating from screen to screen or function to function.
   c) If essential data carried forward to the new screen/function? Does data have to be moved between the systems modules? If so, how?

18) Performance
   a) Describe in detail any limitations in the operation of this system that would limit the number of concurrent users.
   b) Does the operation of any subsystem adversely affect the operational performance of any other subsystem? If so, in what way and under what conditions?
   c) Are there any required processes that preclude the full and complete operation of the proposed system? If so, please specify how and when these processes are performed and what their impact is (Note: this should include all end-of-month and end-of-year processing by the Districts FIS).
   d) Data volumes: What are the ranges of data volumes your system(s) can support? Provide specifics considering the size and requirements of the District's Bond program.

19) Response times: Give response times for the following areas:
   a) Screen to screen within the same module.
   b) Switching time between modules.
   c) Log-in time
   d) Generating the average report.
   e) Describe limitations regarding concurrent users.

20) If you have a workflow system, which email protocols and client software do you support? What open standards do you support for email?

21) If you provide any electronic document management systems, please answer for each system/application:
   a) Identify the application
   b) Is it a third party system? If so, who is the system provider?
   c) What are the hardware and software requirements?

22) Provide pertinent information regarding your software's compatibility with other software systems.

23) Future developments: Detail initiatives within the application environment that would be of benefit in relation to your proposed system. Detail any planned changes that will enhance the performance and longevity of the proposed system.

## I. <u>Technical Environment</u>

1) Preferred Configuration
   a) The District is requesting that your proposal include your recommendations for hardware and network infrastructure. Describe the minimum configuration, as well as recommended configurations for all equipment components required to support the proposed system. Address both minimum and recommended configurations in full detail regarding:
      i. The network infrastructure;
      ii. Your reasons from a cost, dependability, availability, technical standpoint, and other considerations;
      iii. System environment including operating system, file server(s), database server and application server, hardware and software requirements, web server(s);
      iv. Projected refresh schedule and methodology.
   b) For a PC client workstation, describe recommended configuration including: CPU processor, MHz, RAM, Hard Drive, Operation System, and any other specific requirements.
   c) For a Macintosh client workstation, describe recommended configuration including: CPU processor, MHz, RAM, Hard Drive, Operation System, and any other specific requirements.
   d) Mobile technology: describe proposed systems ability to support tablets, including but not limited to: iPad, Hewlett-Packard Tablet, Blackberry Tablet, and Android Tablet.

2) Browser Compatible Environments including: Internet Explorer, Firefox, Chrome, and Safari.

3) Web Services Integration – Describe your philosophy and tools available for integrating and building interfaces for external applications.

## J. <u>Proposed Method to Accomplish the Work– Implementation Plan</u>

Describe the technical and management approach to the proposed partnership with the District necessary to accomplish the scope of the project goals of District, and general functions required as set forth in this RFP. In reviewing the Scope of Work, the Proposer may identify additional necessary tasks and is invited to bring these to the District's attention within the discussion of its proposed method to accomplish the work.

1) <u>Implementation Information</u>: Based on the proposed system, estimate (and explain the basis for your estimate) the following for a capital program and district of our size and complexity:
   a) <u>Overall Implementation Plan</u>: The District is already incurring costs against the bond program and needs to have a fully functional financial controls program in place in the shortest time possible. Vendors should present a recommendation method with considerations for the following:

i) Design and configuration
ii) Testing
iii) Training
iv) Import/input of financial data accumulated to date

b ) Manpower requirements: District and Proposer/Consultants – Estimate what District and Vendor resources will be needed to perform each aspect of the Implementation Plan.

c) Provide a strategy and brief explanation of your data conversion processes.

## K. Proposed Training System

District understands that training is key to a successful project. Vendors should present training that will be needed throughout the implementation. The training approach should begin with the software installation through the end-user training and post training as needed; as well as continuous training offerings by the vendor, or other recommendations. The vendor should also present a proposed Training Plan with types of trainings for their proposed system.

1) Describe the training strategy normally provided to new clients. Include what subject area and the duration of each training session. Describe how the training will be delivered, i.e. classroom, webinar, etc. Identify the preferred number of attendees typically in each target audience. What is the maximum number of users that can be trained in one session? What additional training is available? What additional training do you recommend above that normally provided?

## L. Configuration and Equipment Recommendation

Based on District's configuration, identify the equipment required to support the proposed system, if any. The proposer may present a price for providing the necessary equipment to effectively operate the proposed software system. However, the main purpose of the RFP is for the business system software and not necessarily the equipment. The District reserves the right to acquire any needed equipment separately from another supplier.

1) Specify the type and number of web servers, application servers, database servers, printer, storage devices, firewalls, etc.
2) List the peripheral devices that enhance the system, i.e. scanners, communication devices, electronic card readers, digital photos, bar code readers, OCR readers, etc.
3) Delineate devices that must be acquired as part of the vendor system and those devices that can be purchased separately through other vendors.
4) Provide a list of all configuration options for operating the proposed application software. This configuration list must include all operating, network and database systems. Additionally, the proposer will provide a recommendation as to the optimum configuration with their proposed software.
5) Hosted system – alternatively, provide a configuration and pricing option for an exclusively vendor-hosted environment and/or a co-hosted environment with aspects of the system hosted by the proposing vendor and partially by District. The hosted and co-hosted configurations must specify the hardware, operation and database management systems, network platform, and connectivity, including the costs to have systems hosted by the proposing vendor. Specify the availability of District end-users and technical staff to access the hosted application. Also, state the associated support commitments by the proposing vendor. The proposal should include a breakdown of these costs.

## M. Recommended District Staffing Levels

The District employs various technical staff to support the Information Systems and technology infrastructure of the District. Please complete the following tables with the proposer's recommended technical staffing levels and associated skill set that District should expect to employ in order to satisfactorily support the proposed system. The District staff levels should be broken down for the following: Implementation Phase, Post-Implementation Phase, and on-going Maintenance and Support. For each of these phases provide the roles, number of positions, and skill set required in each area for proposed system.

| Implementation Phase | | | | |
|---|---|---|---|---|
| Role | # of Employees | Skills | Responsibilities | % of Time |
| | | | | |
| | | | | |
| Post Implementation Phase | | | | |
| Role | # of Employees | Skills | Responsibilities | % of Time |
| | | | | |
| | | | | |
| On-going Maintenance and Support | | | | |
| Role | # of Employees | Skills | Responsibilities | % of Time |
| | | | | |
| | | | | |

## N. Ongoing Support and Maintenance

1) Ongoing Support: Describe how ongoing technical support will be provided:
   a) Provide cost information for supporting the software.
   b) Identify hours of availability of the technical support help desk.
   c) Identify methods available to contact technical support help desk.

2) Software Maintenance: Describe how new software releases, system upgrades, and bug fixes are released, distributed and installed.
   a) What is the frequency of software update releases, and how many new releases have there been in the past five years?
   b) What is the impact on the users, technical support personnel, and the database?
   c) Upgrades of the system and application product should not affect in- house tailoring, should be transparent to the user and automated— address this issue in detail.

3) Software License Agreement: Provide a copy of your proposed software license agreement. Software licensing agreements are subject to the District's legal review, approval, and amendment. Indicate if your software licensing agreement is for an unlimited number of users, or if the cost varies based on the number of users, and if so, in what way. Identify any additional licensing that will be needed (MS windows clients, SQL, etc.)

## O. Cost

Costs should include the complete costs for the system including software, license fees, design & configuration, training, travel, per diem, installation, documentation, discounts, support, operating costs, etc. For each item, indicate if the cost is one-time, annual, or other. In the event the product or service is provided at no additional cost, the item should be noted as "included". In the event, the proposal is being submitted including more than one vendor, the form should incorporate all the costs associated with the proposal under the lead proposer's name.

## V. EVALUATION CRITERIA AND PROCEDURES

**Phase One**

Proposals will be subjected to a two-stage evaluation and selection process. The first stage will begin with a review of the responses to the proposal by an evaluation committee. A proposal must address all requirements outlined in the RFP to be considered. Evaluation criteria will include:

- Responsiveness to the proposal specifications and detailed submittal requirements. Proposals found to be incomplete may be rejected as non- responsive. Proposals not deemed to be competitive may also be rejected.
- Previous successful installation of proposed software in school districts within the state of California is preferred. However successful installations of proposed software in a public sector agency outside the state of California are also deemed appropriate for evaluation.
- Proposal must be a comprehensive management information software application that includes the functionality identified in the Scope of Work.
- Overall functionality of the software system
- Cost of software and implementation services
- Maintenance and support costs
- Vendor experience with similar implementations
- Implementation methodology plan/staffing

A short list of proposals will move into the second stage of the evaluation.

**Phase Two**

The finalist proposals will be subjected to a more detailed second stage evaluation that will include vendor provided demonstrations involving use of actual data on live systems. The District may elect to provide the demonstration data or may elect to have the vendor provide data that closely matches a K-12 district similar to Sacramento City Unified School District. In addition to demonstrating functionality and business processes performed using the system, the vendor will be required to describe and demonstrate the proposal's technology and proposed hardware/software deployment strategy.

This is a negotiated procurement and, as such, the contract will not necessarily be awarded to the vendor submitting the lowest priced proposal. Award will be made to the firm submitting the best responsive proposal satisfying the District's requirements, price, and other factors considered. As with any service acquisition, cost is a major consideration. It is vitally important that the district gets value for its investment and is able to demonstrate this to its constituency. SCUSD reserves the right to conduct negotiations or to award a contract without negotiations. If such negotiations are conducted, the following conditions shall apply.

 Negotiations may be conducted in person, in writing, by telephone or a combination of these methods.

 Negotiations will only be conducted with potentially acceptable responses. The District reserves the right to limit negotiations to those responses, which receive the highest rankings during the initial evaluation phase.

 Terms, conditions, prices, methodology, or other features of the vendor's response may be subject to negotiation and subsequent revision. As part of the negotiations, the vendor may be required to submit supporting financial, pricing and other data in order to allow a detailed evaluation of the feasibility, reasonableness, and acceptability of the response.