



Procurement Unit
MONTGOMERY COUNTY PUBLIC SCHOOLS
www.montgomeryschoolsmd.org



April 23, 2018

RFP Number: 4455.1
Pre-bid Conference: May 4, 2018
Due Date: May 23, 2018
Open Time: 2:00 p.m.

To: Prospective Offerors:

Montgomery County Public Schools (MCPS) is soliciting proposals from experienced contractors to upgrade the Oracle financial management system to Oracle Enterprise Resource Planning (ERP) Cloud utilizing the Oracle Software-as-a-Service (SaaS) Cloud Platform, and to implement the SaaS Oracle Cloud budget planning solution.

A pre-bid conference will be held from 9:00 a.m. – 11:00 a.m. on Friday, May 4, 2018 at the MCPS Carver Center (CESC), 850 Hungerford Drive, Room 134, Rockville, MD 20850. Attendance at this conference is encouraged, but is not mandatory. Questions to this RFP are due by 2:00 p.m. on April 30, 2018. Please send no more than two representatives. Offerors should provide the names of the persons who will attend the pre-bid conference to Mrs. Laurie Checco, CPPB, Buyer II, fax number 301-279-3173, or e-mail Laurie_S_Checco@mcpsmd.org no later than Tuesday, May 1, 2018.

Please respond according to the instructions provided in the attached RFP (Part A, Part B, and required Attachments). Responses must be organized in binders with tabs identifying each section as specified in the RFP. No faxes or electronic submission of proposals will be accepted. Proposals must be received on or before 2:00 p.m., on Wednesday, May 23, 2018. Proposals received after this date and time will not be considered.

Offerors must submit one (1) original and ten (10) copies, as well as one (1) electronic version on CD or flash drive, and one (1) redacted copy, as well as one (1) electronic version on CD or flash drive of the redacted response. Responses must be sent by mail, courier or hand-delivery to the MCPS Procurement Unit, 45 West Gude Drive, Suite 3100, Rockville, Maryland 20850.

In the event of emergency closing of the MCPS Board of Education offices, this RFP will open at the same time on the next regular working day.

Sincerely,

Kathleen Lazor, Director
Department of Materials Management

KCL:
Enclosures

Montgomery County Public Schools

Rockville, Maryland

Request For Proposal

Enterprise Resource Planning Software & Implementation Services

April 23, 2018

RFP #4455.1

PART A

Pre-submittal Conference Questions Cut-off	April 30, 2018 / 2:00 PM (EST)
Pre-submittal Conference	May 4, 2018 / 9:00 AM (EST)
Responses to Pre-submittal Questions Posted	May 8, 2018 / 2:00 PM (EST)
RFP Responses Submittal	May 23, 2018 / 2:00 PM (EST)
RFP Attachments:	http://procurement.montgomeryschoolsmd.org/home/Bids





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SECTION 1 - OVERVIEW

1. Intent

Montgomery County Public Schools, (hereafter referred to as “The District”, “The School District”, or “MCPS”) is requesting solicitations from experienced Implementers (hereafter referred to as “Offeror”) to upgrade its Oracle financial management system to Oracle Enterprise Resource Planning (ERP) Cloud utilizing the Oracle Software-as-a-Service (SaaS) Cloud Platform, and to implement the SaaS Oracle Cloud budget planning solution. The functional scope for Oracle ERP Cloud is financials and supply chain management. The new SaaS solution must interface with the District’s human resources and payroll solution which resides at MCPS data center on the Infor Lawson platform. MCPS expects to go live with Oracle ERP Cloud and Oracle Cloud budget planning solution by April 30, 2020.

1.1. Implementation Scope

MCPS has not completely defined the scope for the SaaS Oracle Cloud subscription. MCPS will use the information from this selection process to define the scope for the SaaS Oracle Cloud contract. To achieve this goal, Offerors are expected to answer functional and technical requirements as part of the submittal. The answers to the functional requirements, which are heavily based on MCPS processes, will be used to not only define the scope of the implementation but also help MCPS determine which Oracle Cloud services to procure. The functional requirements within this RFP include financials, supply chain management and budget.

1.2. Technology Assessment Scope

The District runs multiple enterprise applications that may or may not be retired as a result of implementing Oracle Cloud. The District’s interest is to utilize the new system functionality to eliminate legacy systems and consolidate systems when possible. The District is requesting that Offerors complete an assessment during this project to determine which legacy applications can be retired (as a result of the Oracle Cloud implementation) and to recommend a plan to retire the systems.

2. Minimum Qualifications

Offerors are expected to have the following minimum qualifications. MCPS reserves the right to waive any one or more specific criteria for all Offerors. If an Offeror proposes the use of sub-contractors to satisfy requirements, then the Offeror or sub-contractor must meet the minimum qualifications.

- Is a certified integrator of Oracle solutions;
- Has a minimum of five years implementing Oracle ERP software in the public sector in the United States;

- Within the last eight years, has successfully completed the implementation (in production) of Oracle ERP software at a minimum of three organizations/entities. If the Offeror team is comprised of more than one firm, then the Offeror must have led at least two of the three relevant implementation projects; and
- Of the three ERP software specification and implementation projects, at least one must be for a public sector agency with an operating budget of \$500 million or more.

In the event that all services and products are not provided by one firm, Offerors may partner with another firm to submit a single proposal that meets the requirements of this RFP. Responses must indicate which firm meets the minimum qualifications listed above. MCPS considers any subcontractor(s) and/or third party providers to be subcontractors under the terms of Article 6 of the MCPS General Contract Articles as set forth in **Part B** of this Request for Proposal (RFP) and therefore subject to the terms of the MCPS General Contract Articles. The Offeror will serve as the point of contact throughout the procurement process.

3. Background

The District began this project in 2017 by performing a functional and technical assessment of the District's primary financial system (Oracle Enterprise Business Suite, also known as EBS), the human resources and payroll system (Infor Lawson), and the legacy Budget Management Application (BMA). The findings of this assessment were: 1) the financial and human resources/payroll systems have technical limitations and inefficiencies that can be addressed in updated solutions; 2) it is more efficient to utilize technologies in Software as a Service (SaaS) environments; 3) the upgrade process should serve as an opportunity to implement business improvements; and 4) the District should continue to use Infor Lawson for human resources/payroll and Oracle for financials.

As part of the study, a roadmap for implementation was developed:

- First, the District will upgrade the Infor Lawson Human Resource Information System in two phases. The first phase will be to perform an on-premise upgrade; the second phase will be to upgrade to Cloud.
- Second, the District will focus on updating FMS and BMA to Oracle Cloud SaaS and identify a data warehousing/repository solution to its legacy data.

In 2018, MCPS hired the Government Finance Officers Association (GFOA) to assist the District with developing this RFP. The role of GFOA is to provide information and analytical services to support the District in the evaluation and selection process. The selection of a qualified Offeror is the sole decision of the District. The District reserves the right to use other consultants to assist in the evaluation of proposals for this project



4. About Montgomery County Public Schools (MCPS)

MCPS is the 14th largest school system in the United States, and the largest in the state of Maryland. MCPS serves 161,936 student from 157 countries speaking 150 languages. In 2010, MCPS was the recipient of the Malcolm Baldrige National Quality Award, the highest presidential honor given to American organizations for performance excellence. The student demographics of MCPS in 2016 are as follows:

White:	28.3%
Hispanic/Latino:	32.3%
Black or African American:	21.4%
Asian:	14.4%
Two or more races:	≤ 5.0%
American Indian or Alaskan Native:	≤5.0%
Native Hawaiian or other Pacific Islander:	≤5.0%

Student services

Students receiving free & reduced-price meals (FARMS):	35.1%
Students receiving special education services:	11.7%
English for speakers of other languages (ESOL):	17.5%

MCPS employees:

- 23,347 employees
- 13,094 teachers
- 86.4 percent of teachers have a master’s degree or equivalent

System resources

- \$2.52 billion FY 2018 Operating Budget
- Funding sources
 - Montgomery County: 66.1%
 - State education aid: 27.0%
 - Federal government grants: 3%
 - Enterprise funds and Special Revenue Fund: 2.6%
 - Fees, other sources: 0.4%
 - Fund Balance: 0.9%
- Expenditures by category
 - Instruction: 81.2%
 - School support: 13.6%
 - System wide support: 2.6%
 - Self-Supporting Enterprise Funds and Special Revenue Fund: 2.6%
- \$411.7 million FY 2018 Capital Budget
- \$1.729 billion six-year Capital Improvements Program (FY 2017–2022)



The Board of Education of Montgomery County (the “Board”) is the official educational policy-making body in the county. The Board is responsible for the direction and operation of the public school system. The Board consists of seven county residents elected by voters for a four-year term and a student elected by secondary school students for a one-year term. Board members are elected countywide but run at-large or from the Board district in which they reside.

THE BOARD’S MISSION: Every student will have the academic, creative problem solving, and social emotional skills to be successful in college and career.



SECTION 2 – PROJECT BACKGROUND

1. Current Environment

The District’s FMS is based on Oracle E-Business Suite r11.5.10.2, including the complimentary tools listed in **Table 2.1** below. The District’s Human Capital Management and Payroll solution is based on Infor Lawson for HR Payroll v9.0.1. MSP#11. Both solutions are under current support.

1.1. Current FMS Software Environment:

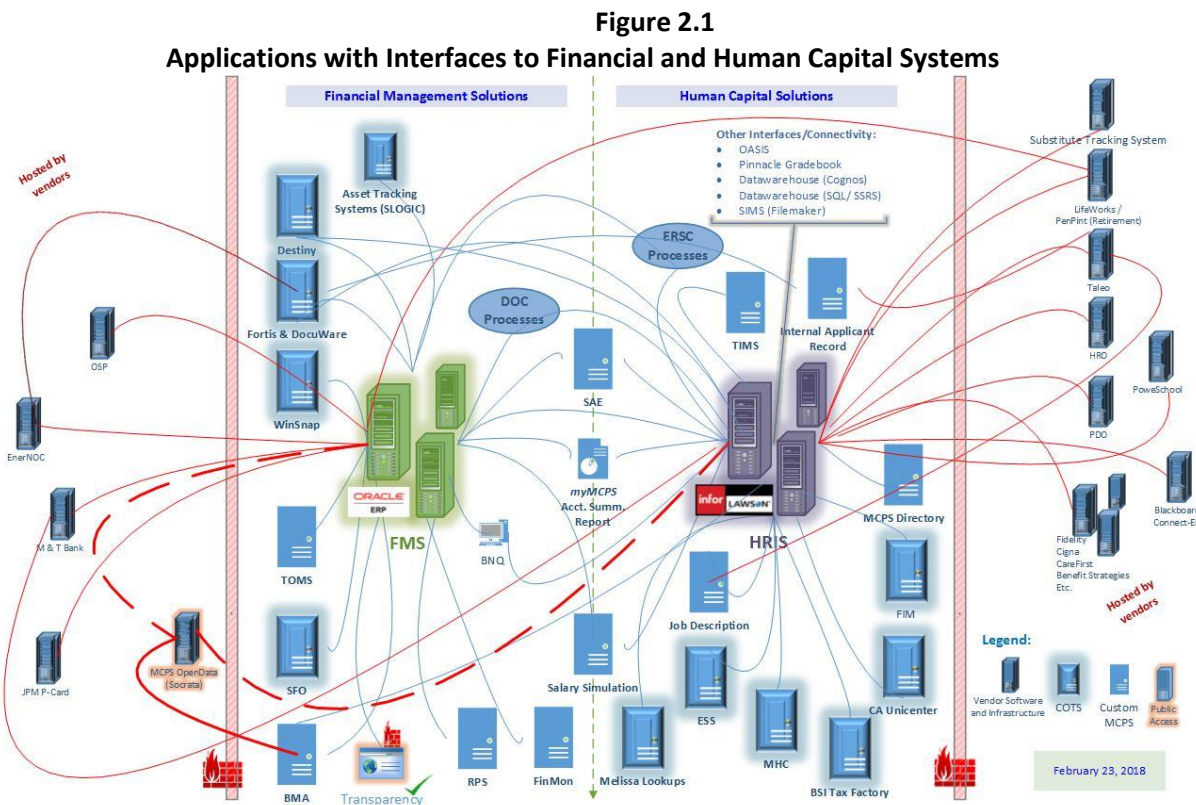
This section provides the details on the current ERP residence software at MCPS. **Table 2.1** below provides the technical details in terms of module functionality, and the current release level.

Table 2.1
Oracle e-Business Modules Currently Used by the District

Technical/System Environment	Release/Level
Oracle eBusiness Suite	r11.5.10.2
Oracle Database Enterprise Edition	11g
Internet Application Server Enterprise Edition	r11.5.10.2
Internet Developer Suite	r11.5.10.2
Oracle Discoverer Reporting	r11.5.10.2
Discoverer Desktop Edition	r11.5.10.2
E-Business Suite 2003 Professional User	r11.5.10.2
Oracle Balanced Scorecard	r11.5.10.2
Oracle Enterprise Planning and Budgeting	r11.5.10.2
Oracle iStore	r11.5.10.2
Warehouse Management	r11.5.10.2
Sourcing	r11.5.10.2
Oracle iSupplier Portal	r11.5.10.2
Services Procurement	r11.5.10.2
Oracle iProcurement	r11.5.10.2
Oracle iReceivables	r11.5.10.2
Oracle iExpense	r11.5.10.2
Unix Operating System	AIX 6.1

1.2. Current Overall MCPS Application(s) Landscape:

MCPS has several “other” enterprise applications supporting education and learning, as well as other business operations needed to administer the District. A schematic layout/environment of the systems that interface with Infor Lawson and Oracle EBS is presented in **Figure 2.1** below. As shown in the layout, applications are arranged by two major segments – financial and human capital solutions. The edges of the diagram depict the applications that reside in a hosted environment. A full listing of the District’s applications that interface with Oracle EBS and Infor Lawson can be found in **Exhibit 1 – System Inventory**.



All MCPS facilities within scope for this project are networked via hardware or wireless. The District’s network capacity is limited to two 10 gigabits per second lines within a hub and spoke topology. Peak usage (approximately 80% of the bandwidth) is consumed between 10:00 a.m. and 2:00 p.m. during the business week.

The majority of devices in use are Windows PCs, Apple computers, tablets, and smartphones. The District is prepared to make technology adjustments to accommodate the new Oracle Cloud solution.

2. Current ERP Ownership

The current financial accounting system is maintained by the Office of the Chief Financial Officer (Accounting and Organizational Change Management), the Office of the Chief Operating Officer (Purchasing and Inventory), and the Office of the Chief Technology Officer (Technology, Integration, Support). All of the offices have representation on the project and will be actively participating during implementation.

3. Major ERP Stakeholders

Although the entire District and all of its stakeholders are potentially impacted by the implementation of the new solution, the District’s Project Team has identified major stakeholders for managing effort around organizational change management. These major stakeholders are presented in **Table 2.2** (Stakeholders).

Table 2.2
Stakeholders

Department	Description
Board of Education of Montgomery County	The Board provides leadership and oversight for MCPS by setting goals, establishing policies, and committing resources to benefit our diverse student population. The Board’s work is guided by its vision, mission, core purpose, and core values, as outlined in the MCPS Strategic Planning Framework: Building Our Future Together.
Office of the Chief Financial Officer	The Office of the Chief Financial Officer (OCFO) facilitates the alignment of the district strategic priorities with financial resources that results in MCPS providing the highest quality education and opportunities for all students to succeed. OCFO is responsible for the configuration of the financial and business functions of the ERP solution.
Office of the Chief Operating Officer	The Office of the Chief Operating Officer (OCOO) provides the high quality business operations and support services essential to the educational success of students through staff committed to implementing equitable practices and continuous improvement strategies. OCOO is responsible for the configuration of the operational functions of the ERP solution.
Office of the Chief Technology Officer	The Office of the Chief Technology Officer (OCTO) provides high quality technology systems and services essential to teaching and learning. OCTO is committed to excellence in providing technology solutions to support teachers, engage students, and assist in the effective business operations of MCPS. These solutions are reflective of the requirements and priorities of our stakeholders and are



Department of Materials Management	developed following best practices for project management. OCTO is responsible for the configuration of the technology and the interfaces related to the ERP.
Schools and Offices	The Department of Materials Management (DMM) economically facilitates the delivery of approved, high quality products, meals, resources, and services—in an environment of cooperation, integrity, and excellence—that are essential to the educational success of all students in MCPS. DMM coordinates the functions and operations of the warehouse and distribution network; instructional and library material processing; editorial, graphics, and publishing services; procurement; and food and nutrition services.
External Stakeholders	All school-based and District-wide Program end-users have been included in this category. There are external stakeholders that MCPS must accommodate for this project. Stakeholders include the Maryland State Department of Education, Montgomery County government agencies, County citizens, and parents/guardians. Most of these stakeholders have reporting needs.

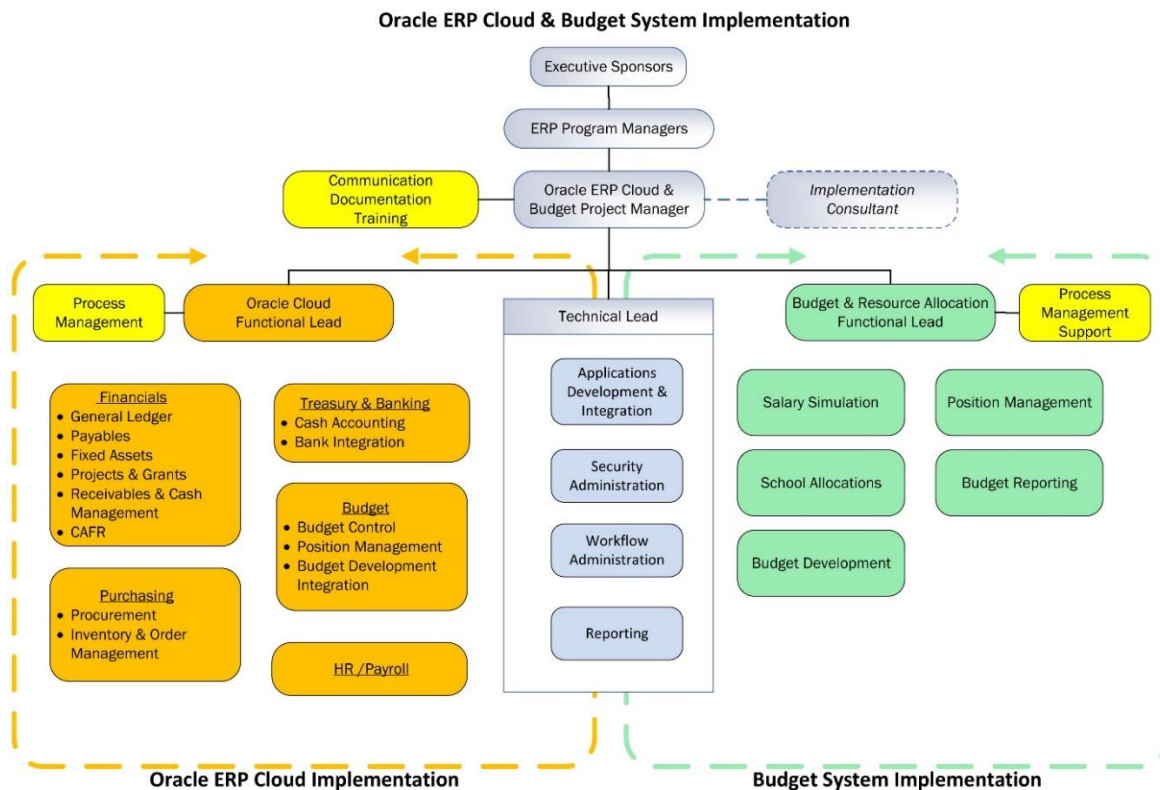
4. ERP Project Management

This project is being co-sponsored by the Office of the Chief Financial Officer and the Office of the Chief Technology Officer.

4.1. MCPS Project Team

MCPS has taken great care to ensure organization-wide participation in this project. Program managers from the offices of the Chief Financial Officer and the Chief Technology Officer will have oversight and report to an Executive Steering Committee. Additionally, a full-time project manager will be assigned to this project. The project team organization is outlined below in **Figure 2.2**.

Figure 2.2



4.2. MCPS Project Team Commitment

Table 2.3 below indicates the project roles that the District has identified to commit to the project. Table 2.3 is provided to inform Offerors’ estimates for staffing commitments under this RFP.

**Table 2.3
MCPS Project Team Commitment**

Role	Responsibility	Assigned Effort
Steering Committee	Authorizes or makes decisions regarding policies, scope, schedule, and resources.	.10 FTE
Program Manager (Business)	Manages business project portfolio impacted by Oracle Cloud implementation.	.5 FTE
Program Manager (Technology)	Manages technology project portfolio impacted by Oracle Cloud implementation	.5 FTE
Project Manager	Manages scope, schedule, resources, and tasks for the ERP Cloud implementation and the Budget Preparation implementation	1 FTE
Oracle Cloud Functional Lead	Manages the organizational process change plan and manages the tasks and activities within the plan. Coordinates effort with the rest of the change management resources.	.75 FTE
Financials Lead	Manages the design of the future financial and purchasing system and oversees the integration of functional designs. Serves as a Change Management Champion	.75 FTE
Budget Preparation Lead	Manages the design of the future budget preparation system and oversees the integration of functional designs. Serves as a Change Management Champion	.75 FTE
Technology Lead	Manages the design of interfaces and coordinates technology tasks related to legacy data, technology, infrastructure, authentication, and connectivity.	.75 FTE
Oracle Cloud Subject Matter Experts	Assists the Oracle Cloud Leads in completing tasks and activities. Assists with change management.	2 FTE
Budget Preparation Subject Matter Experts	Assists the Budget Preparation Lead in completing tasks and activities. Assists with change management.	.75 FTE

Note: 1 FTE = 160 hours per month; Multiple staff can fill a FTE role



SECTION 3 – SCOPE OF SERVICES

The District seeks a qualified professional services provider to implement the Oracle Enterprise Resource Planning (ERP) Cloud utilizing the Oracle Software-as-a-Service (SaaS) Cloud Platform, and to implement the SaaS Oracle Cloud budget planning solution.

1. Contract Scope

The District shall enter into a single contract with one Offeror for all services as described under this RFP. It is therefore the responsibility of the Offeror to partner as necessary and assemble the team, skills, assets and other qualifications to meet all requirements as laid out in the RFP. The selected Offeror shall assume all contractual responsibilities, obligations and comply with all contract terms and conditions.

2. Process Scope

2.1. Functional Scope

The functional areas and business processes included in the scope of this project are outlined in **Table 3.1 – Functional Scope** below. Additional information related to each function, including but not limited to current practice in the District, is also provided.

**Table 3.1
Functional Scope**

FUNCTION	PROCESS
Asset Management	<ul style="list-style-type: none"> • Asset Set-Up • Asset Acquisition • Asset Tracking • Depreciation • Retirement • Reporting
Accounts Payable	<ul style="list-style-type: none"> • Vendor File • Invoice Processing • Refunds • Matching • Payment Processing • Tax Reporting • Vendor Self-Service • Reporting



Accounts Receivable	<ul style="list-style-type: none">• Customer File• Invoice Processing• Receivable Maintenance• Miscellaneous Billing• Recurring Billing• Receivable Tracking• Payment Receipt• Dunning• Write-Off• Collections• Reporting
Budget	<ul style="list-style-type: none">• Budget Control• Budget Simulations• Budget Development• Budget Requests• Budget Allocations• Program Budgeting• Capital Budget• Operating Budget• Budget Monitoring• Budget Reporting
General Ledger	<ul style="list-style-type: none">• Chart of Account Maintenance• Budget Control• Cost Accounting• Journal Entry• Financial Closing• Financial Reporting
Inventory	<ul style="list-style-type: none">• Receipt of Material• Fulfillment• Replenishment• Accounting• Reporting
Projects and Grants	<ul style="list-style-type: none">• Set-Up• Maintenance• Cost Tracking

	<ul style="list-style-type: none"> • Resource Tracking • Reporting
Purchasing	<ul style="list-style-type: none"> • Requisition Processing • Purchase Order Processing • Change Order Processing • Purchasing Cards • Receiving • Contract Administration • Bid Management • Vendor Self-Service
Treasury	<ul style="list-style-type: none"> • Bank Integration • Bank Reconciliation
System-wide	<ul style="list-style-type: none"> • Security Maintenance • Workflow • Reporting/Analytics • Dashboard • Integration to Infor and other enterprise systems

- Asset Management – The District completes the fixed asset inventory by using hand-held scanners that scan barcodes attached to each item. Equipment over \$5,000 in value, and other identified items, is barcoded. Purchased items are received by Supply and Property Management, assigned a barcode, and added to inventory records. The barcoding system information does not directly import to FMS. The barcode information is entered into a Microsoft Excel spreadsheet and then uploaded to FMS. Warranty information is also tracked within Microsoft Excel. FMS module Physical Asset Inventory tracks the purchasing documents and creates reports that allow for the manual reconciliation of fixed asset inventory. The future system must accommodate wireless barcode scanners that interface with the system. The future system shall track all asset accounting activity, including modifications and depreciation.
- Accounts Payable (AP) – The District currently uses Fortis Document Management System (currently in the process of migrating to DocuWare Document Management System) and FMS as the primary systems to complete AP processes. The scanned Fortis image is used for entering invoice data to the AP module. There are many invoices that are processed using the three-way match between purchase orders (PO), receiving report, and invoice for processing the payment. The future system must link the PO, the invoice, and receipt together, and automate the process. Also, there are invoices with no PO's such as mileage reimbursements

and tuition reimbursements processed through the AP module. Integration with the District's HRIS is required for employee reimbursement and payroll.

- Accounts Receivable – The District currently has customized General Ledger (GL) and Accounts Receivable (AR) modules in FMS. This customization allows staff to create school invoices by transferring data from the GL module to the AR module. Invoices cannot be created by transferring data from the AP module to the AR module for the school billing. The future system must have a robust customer file with the ability to define the customer type. The system must also accommodate electronic payment options such as credit cards or ePayables to allow customers to pay online. The future solution must also provide user friendly AR reporting capabilities.
- Budget Simulation – The District does not use an integrated budget preparation system. The salary simulation tool projects the salary cost of current employees for the next year, additionally projecting each vacancy as filled. HRIS provides position data such as grade, step, salary, anniversary date, longevity date, union, employee ID, job code, Full Time Employee (FTE), account number, work schedule, and name. After some data transformation done outside the system, the data is validated and approval is given, and the data is then loaded into the budget application by job code and account number. The salary simulation tool is an application built in-house that has been used for 12 years, but it can only run on Windows XP. Several salary simulation processes are completed manually. Offerors are asked to implement the SaaS **Oracle Cloud budget planning solution** that will integrate with Oracle ERP Cloud and interface with Infor Lawson. The future system must provide salary projections and accommodate centrally prepared budgets as well as requested changes from schools and departments.
- Budget Development – The District primarily uses a very large Microsoft Excel spreadsheet to track and control data pulled together from different departments and locations to create a combined budget. In addition, the spreadsheet has the capability to insert comments for reference as to the purpose of the changes. Several formulas and informational items are also included. The data for negotiated salaries is loaded in the Budget Management Application (BMA) via the salary simulation application. However, the negotiated salaries data is hand loaded in the Microsoft Excel spreadsheet for budgeting tracking and control. Because the various systems (FMS & Lawson HRIS) do not have the same GL account structure, it is necessary to maintain a crosswalk so that the budget figures can be determined for each system. The figures are hand keyed into the budget system from the Microsoft Excel spreadsheet, and then loaded into FMS and Lawson HRIS using a mapping table. The future budget preparation system shall fully integrate with the future chart of accounts and also enable preparers to submit justifications online for their budget requests.
- Budget School Allocations. The District currently uses many different systems in order to complete its business processes. Allocations for schools are made on a per-student basis with a formula calculated in Microsoft Excel. There are circumstances that require adjustments based on student needs. There are numerous manual and paper-based processes where large amounts of data are manually stored and maintained within Microsoft Excel spreadsheets, and data is manually transferred between files. The future solution must use formulas to define

school allocation. The MCPS Budget Unit must have the ability to monitor budget preparation activities, build budget scenarios, and allocate funds down to the school/department level.

- Budget Monitoring – The District regularly reviews spending at the account level by accessing the funds’ Available Report in FMS. A formal financial monitoring process is conducted each month where actual spending to date is reviewed and projections are made on spending for the remainder of the year. The projected spending and actual year-to-date spending are reviewed to determine if the year’s total spending will be aligned with, over, or under budget. The financial monitoring reporting tool was developed by an outside consultant in 2011. The tool is used mainly to make projections on future expenses for non-position accounts only. Most of the data in the reports is related to the month end; however, by the time the data is received from each department, it is outdated as a new month is already underway. Reporting is manually intensive. Other systems used are Monarch, a third party reporting tool, MCPS homegrown Budget Inquiry (BnQ) application, which allows staff to view FMS, HRIS, and BMA data simultaneously, and FinMon, which will not work with updated versions of MCPS’ operating system, which has a slow overall system speed. MCPS staff maintain Microsoft Excel spreadsheets and use a Microsoft Access database for tracking and reporting. The future system must have the ability to maintain all the necessary data within a single system with analytical reporting tools embedded in the module.
- Capital Projects – MCPS currently uses the FMS grants module to track capital project funding rather than the projects module. Appropriations for capital projects are entered into the grants module as an award and project. The information is tracked in the grants module using a unique account structure called Project, Task, Award, Expenditure Type, and Organization (PTAEO). The financial reporting and reconciliation process is manually managed through Microsoft Excel spreadsheets. The District does not fully use project accounting. Integrated project accounting will require the future integrator to familiarize MCPS with how project accounting can be used to track capital projects as well as non-capital projects. The future system must support parent-child relationships and track expenses directly to each project, and integrate with the rest of the ERP application, particularly fixed assets and any other project management functionality in the future. The District expects projects accounting to cross funds and activities for future reporting purposes.
- Contractor Process – When hiring a contractor/consultant, the District engages in an approval process based on spending thresholds. Much of this work is done using manual forms and entry into FMS and Request Processing System (RPS). The District also engages in a screening process, both for hiring and processing security for work done at school sites. The future application must accommodate the selection process based on spending thresholds and capture or interface to the certification information to ensure security compliance.
- Financial and Regulatory Reporting – The District produces the Comprehensive Annual Financial Report (CAFR) by September 30 each year. Other important external reports include the Maryland State Department of Education (MSDE) Annual Financial Report and the Federal Single Audit Report with the Schedule of Federal Awards. There are also numerous reporting on federal and state grants reported on monthly. Many user reports and custom FMS views for grant accounting, construction reports, Fixed Assets (FA), and financial monitoring reports

exist. The process for developing major accounting reports is completely manual and needs automation. Currently, trial balance data from FMS is exported to Microsoft Excel and extracted to Excel template workbooks to produce MCPS Financial Statements. Advanced Excel functions to feed the data to a lead sheet with links from these workbooks to Excel files are used for the Financial Statements. MCPS prefers that the future solution have many included reports commonly used by government organizations and school staff. In addition, the District requires reporting tools that allow for advanced ad hoc query and access to data.

- General Ledger – The District’s official general ledger resides within FMS, but there are also ledgers in BMA and HRIS due to system limitations and the lack of integration between the applications, as well as a chart of accounts for school Independent Activity Funds (IAF) that are managed in a web-based application, SchoolFunds Online (SFO). The District utilizes multiple reporting tools (such as BnQ) to report on Financial and HR/Payroll data. The future chart of accounts should be flexible and scalable, configured to harmonize with the upgraded Lawson HR/Payroll system. The future general ledger must accommodate multiple accounting views and multiple reporting views simultaneously. The future general ledger must also have robust reporting tools.
- Grants – The District has three categories for grants: budgeted grants, non-budgeted grants, and school grants. Grants awarded to MCPS are tracked and allocated in FMS. The BMA, School Allocation Execution (SAE) for staffing, FMS, and HRIS systems are all used during the grant process. Staff also use BnQ, a homegrown bundle of queries and reports that allow staff to retrieve data from BMA, FMS, and HRIS. Differing account structures in FMS and BMA make it difficult to ensure data accuracy and create extra work in data transformation. The future solution must allow for grant accounting and management to be done solely within the financial system.
- Inventory – Warehouse inventory is managed with the FMS Inventory Module. Bid price changes occur in the Inventory Module. Address changes occur in the Inventory and Order Management Modules (information has to be added twice). There is difficulty managing address changes with the current software. It is difficult to track the work completed by warehouse staff because the scanners used have no audit trail. There is no reporting feature that provides necessary information regarding velocity, individual staff order pulling performance, turnover rates, timing of product movement, etc. The District also has a need to account for inventory/equipment and tools assigned to personnel. The inventory/equipment and tools can be owned by the District or by the employee. The future system must allow for real time updates of inventory with integration of purchasing and cost accounting. Automated workflow would be used to submit approved orders for material inventory. The system must leverage barcoding and mobile technology for management control and faster completion of inventory orders. Integration with Infor Lawson is critical in tracking these items. The future system must be able to account for this type of inventory and also be able to report which inventory item is owned by the District and which item is owned by the employee.
- Purchasing – The District uses FMS and RPS to complete their procurement processes. RPS, MCPS’ legacy database, is used to process commodity solicitations, tabulate bid responses, and manage contract awards, pricing, and schedules. It is not useful for managing other types of

solicitations such as RFPs and cooperative purchasing contracts. RPS does not interface with FMS. When a product is ordered in FMS, the requisition is sent to administrators for review and approval. The future system must improve business processes by increasing accountability for receipt of items; activate more functions, such as catalog punch outs, and improve integration with supply chain management functions solely within the financial system.

- Treasury – The District currently uses several banks and online payment services that need to integrate into the future application. The future application will track cash and possibly track investments, which are held in the Centralized Investment Fund (CIF) through Sandy Spring Bank. The District does not currently issue debt but should have the capability to do so if needed in the future. The future application must be highly integrated with the general ledger for bond activity reporting purposes and for payment purposes. The future system must have features such as cash flow reporting and investment modeling functions.
- Vendor Self-Service – Maintaining the ability for the District to provide vendor self-service functions is important. The future system must accommodate workflow functions so that changes made by existing District vendors can be reviewed by appropriate District staff prior to posting. Other preferred self-service functions include the ability to accommodate verification processes, such as the ability to submit W-9 information before being authorized as a District vendor. Finally, the self-service portal must be intuitive or have online help functions to minimize support calls to the District.

2.2. Process Improvements

The District has undertaken business process improvement mapping exercises in preparation for the new Oracle implementation. The process improvement maps provided in **Exhibit 2** are intended to clarify the current processes and the desired best business practices as a result of the implementation of the SaaS Oracle ERP Cloud and Oracle Cloud budget planning solution pursuant to this RFP.

3. Functional Requirements:

The Offeror is responsible for implementing the proposed software modules to meet all necessary project requirements as described in **Attachment 6 - Functional and Technical Requirements**, which provides detailed documented general, functional, and technical requirements associated with the business processes and sub-processes previously described.

The Offeror is fully responsible for implementing both documented (existing) and undocumented (new) requirements as part of the proposed fixed price bid. The definitions for both types of requirements are defined below.

3.1. Baseline Requirements:

The baseline requirements are existing requirements as published in the RFP in **Attachment 6 - Functional and Technical Requirements**. The Offeror must implement all documented requirements, both through configuration as well as any necessary customization. The requirements identified for customization (application, user interface, reports, etc.) will be subject to District review and approval; upon approval, the District will authorize the implementation of the approved customizations as part of a separate customization and development allowance. The Offeror is highly encouraged to keep the necessary customizations to absolute minimum so as to implement the system in a manner that is easily upward compatible toward future software upgrades.

3.2. New requirements:

The undocumented requirements are new requirements that the District staff can introduce during the business analysis, design, development, and validation phases. During the implementation, it is expected in Offeror's sessions with users, additional requirements might come up and/or existing requirements may be further expanded or deleted – the District expects that additional clarity will develop during the implementation phases, and therefore, it is the responsibility of the Offeror to update the RFP baseline requirements published in **Attachment 6 -Functional and Technical Requirements** continuously throughout the implementation phase. As part of the implementation phase, the District can identify and introduce new business requirements until the middle of the User's Acceptance Testing milestone, at which point, the implementation requirements will be frozen. As long as these new (undocumented) requirements can be met via the proposed software modules out of the box delivered functionality; the implementation of these new requirements are within the Offeror's fixed fee implementation scope. Only requirements that would require customization are subject to the same District review, approval process as identified in the above section.

4. Implementation Services – Tasks and Deliverables

The tasks, deliverables, and Offeror responsibilities described below represent the project tasks, activities and completion requirements for the implementation program. The tasks and deliverable requirements, herein, as presented in this RFP are for guidance purpose and it is up to the Offeror to carefully review and meet these requirements. The District recognizes that the Offeror may have its own implementation methodology to implement a project of this magnitude and nature; the District highly encourages the Offeror to propose its own methodology, therefore, **it is the responsibility of the Offeror to map its implementation methodology with the specified project's requirements and tailor the proposed methodology to comply with the task, activity and deliverable requirements as described under this section.**

4.1. Project Management Methodology

The District expects the Offeror to follow an industry standard implementation methodology, thereby bringing its experience from public industries to implement the proposed software

packages. The Offeror must implement strong project management methodology practices that will enable the Offeror to conform to the proposed project delivery schedule.

4.2. Reengineer Business Processes

The Offeror must make a sincere effort to propose business practice changes that can be brought to the District through the new software solution as well as practice improvements based on the functional requirements that may be associated with processes surrounding the use of the new software.

4.3. Avoid Customizations

The Offeror must maximize the software's delivered functionality and look to finding creative ways to configure gaps between the District's requirements and the out-of-the-box software instead of proposing customizations, unless absolutely warranted and cost-value justified. Any proposed customizations must be clearly identified and justified by the Offeror and submitted to the District's project team for consideration. No customizations are to be made by the Offeror without written approval by the District.

4.4. Implementation Requirements

The Offeror is expected to propose a structured implementation methodology that would accomplish, at a minimum, the following tasks and deliverables as outlined below.

4.4.1. Start-up Phase & Continuous Tasks (Throughout the Project):

During this phase, the Offeror Project Manager and key staff will be on -site and will work very closely with the District's Project Manager to prepare for the project kickoff and initiation phase.

Under the Start-up Phase, the focus will be on all the planning level tasks, activities and deliverables. The project preparation work would include detailing project scope, implementation methodology, implementation sequence, baseline project schedule, staffing requirements and the Project Management Plan. At a minimum, in-scope activities and Offeror responsibilities must include the following:

- 4.4.1.1. The Offeror will work with the District's Project Manager to organize and conduct meetings to introduce the Offeror project team to key District stakeholders and to understand their issues and priorities.
- 4.4.1.2. The Offeror will request and gather relevant project and organizational information/documentation to review and understand the District's people, processes and technology.
- 4.4.1.3. The Offeror will conduct solution analyses by mapping the business requirements to the proposed software modules and associated functionality, thereby creating a baseline requirements traceability matrix. The analysis will

seek and provide any necessary clarification on project scope, formalizing the proposed solution. These analyses will also identify clearly where functionality questions arise and will need to be resolved.

- 4.4.1.4. The Offeror will rationalize and update any previously proposed implementation sequence at the proposal level (everything at once versus staged implementation), taking into consideration business priorities, District staff resource constraints and benefits to the project.
- 4.4.1.5. Based on the implementation solution and sequence analyses as proposed and updated by the Offeror and agreed upon by the District, the Offeror will prepare a detailed resource loaded baseline schedule. The schedule must incorporate the proposed implementation methodology and contract deliverables, thereby detailing the project critical path and milestones (toward the achievement of the contract deliverables).
- 4.4.1.6. The Offeror will prepare a project staffing plan rationalizing the staffing needs that the District must commit to the implementation in terms of number of people, roles and responsibilities, skills and participation levels including time frames and hours anticipated.
- 4.4.1.7. The Offeror will prepare a core project team training plan that the Offeror will implement during the project initiation phase. This core project team training must enable the core project team members to have the familiarity and understanding of the proposed software functionality and usability, so that the staff can effectively participate during the project design phase.
- 4.4.1.8. The Offeror, while working through the above activities, must produce working products (analysis, documentation and presentations) that will enable the District team to organize and prepare its resources, participate effectively and make decisions. In addition, the Offeror shall document activities related to the preparation of the deliverables outlined in **Table 3.2** below.

Table 3.2
List of Required Deliverables - Start-up Phase

Deliverable ID	Deliverable	Description
1	Project Management Plan	<p>The plan must include four primary areas:</p> <p>1) Introduction to project: project goals and objectives; project scope; proposed solution and implementation sequence; description of implementation methodology, input and output activities, deliverables; project organization and governance structure; staffing commitments and roles and responsibilities.</p> <p>2) Project management procedures and related templates for: scope/change management; schedule tracking and update process; issues/risk management; document filing and control standards; deliverable submission and invoice approval process; communications development; customization review and approval process; general resource information and management guidelines (e.g., team directory, building access/security guidelines, project and resource calendars, working hours and guidelines, etc.).</p> <p>3) Quality Control: Plan must clearly define how the quality of the project will be measured.</p> <p>4) Knowledge transfer: The Offeror must document how day-to-day knowledge transfer will be facilitated to School District staff on all implementation tasks and work products.</p>
2	Project Schedule	<p>Schedule that details the project’s work breakdown structure. It must include project activities, milestones and deliverables. The schedule must provide a baseline critical path and must be tracked and updated by the Offeror on a weekly basis.</p>

3	Core Project Team Training Plan	The plan must detail an on-site training strategy to familiarize and orient the School District project team on the proposed solution/product functionality and usability so that they can effectively understand and participate in the Functional and technical design work.
4	Project Management Activities / Monthly Status Report	This Offeror shall implement all the project management, quality and weekly schedule management activities, which must be summarized and provided in a monthly project status report. The monthly report must track schedule compliance, notify the School District with open issues and project risks; and also provide the School District with alternatives and strategies to resolve these issues and risks.
5	Project Kickoff	This deliverable entails planning and logistics organization of the kickoff, creation of kickoff presentation materials and conducting the kickoff. The kickoff must provide a clear roadmap of the project scope and solution framework, implementation methodology and implementation sequence, project management procedures and project team member roles and responsibilities.

4.4.1.9. The deliverables listed under Continuous Tasks in **Table 3.3** below are implementation deliverables, which occur throughout the project implementation cycle (e.g. the Project Management Plan prepared under the Start-up Phase shall be implemented throughout the project). Some of these deliverables shall be updated on a monthly basis and some shall be updated periodically as needed. These implementation plans and activities shall include day-to-day Project Management, Communications and Change Management, and IT Infrastructure Management. At a minimum, in-scope activities and Offeror responsibilities (as part of the fixed cost unless otherwise mentioned) shall include the deliverables listed in **Table 3.3**.

Table 3.3
List of Required Deliverables - Continuous Tasks

Deliverable ID	Deliverable	Description
6	Project Management Activities / Monthly Status Report	This Offeror shall implement all the project management, quality and weekly schedule management activities, which must be summarized and provided in a monthly project status report. These activities include project status meetings, weekly meetings, presentations, etc. The monthly report must track schedule compliance, notify the District with open issues and project risks; and also provide the District with alternatives and strategies to resolve these issues and risks.
7	Communication /Change Management Activities / Monthly Status Report	The Offeror shall implement all the communication and change management activities as documented in the plans. The Offeror must measure/track the “effectiveness” of these activities and present them in a status report on a monthly basis. The Report must also identify specific organizational issues and strategies to mitigate these issues.
8	Software and Hardware Installation and Technical Environments Maintenance / Configuration Management (up to system acceptance)	The Offeror, working closely with the District IT team, shall install business application software, third-party software, and IT infrastructure hardware/software per relevant vendor installation requirements. The Offeror shall certify in writing as such appropriate checklists. The Offeror shall document all installation procedures, test results and operating procedures to maintain and update with fixes, patches and upgrades. Following the installation, the Offeror technical team shall continue to own, monitor and tune the environments, throughout the duration of the implementation, until the proposed and implemented solution is accepted by the District at the end of the post-production period.

4.4.2. Design Phase

In this phase, the Offeror shall use the business requirements and process maps from this RFP to develop the “To-Be” business practices for the District. At a minimum, in-scope activities and Offeror responsibilities include the following:

- 4.4.2.1. The Offeror shall conduct a fit-gap analysis and evaluation of the District’s business process requirements against the proposed solution software. The requirements that “fit” the software must be evaluated for most efficient configuration (as the software may provide different ways to configure a process). Requirement “gaps” are identified as ones that cannot be met within the delivered software functionality and therefore, shall need further evaluation.
- 4.4.2.2. The “gaps” must be further evaluated for workaround options and only as absolutely necessary be evaluated for software customization. For every software customization request, the Offeror must evaluate and present customization options and related detailed cost-benefit analyses to the District’s customization approval process.
- 4.4.2.3. The Offeror shall conduct a training needs assessment of end users impacted by the proposed system’s implementation to determine who shall need training and in what areas of the application to ensure overall readiness when the system goes on-line. The assessment shall outline the types of training materials (such as quick reference guides, end-user guides, instructor guides, portal based desk procedures, etc.) and the training material consistency and development standards (templates, fonts, formats, content development tools, etc.).
- 4.4.2.4. The Offeror, while working through the above activities, must produce working products (analysis, documentation and presentations) that will enable the District’s team to organize and prepare its resources, participate effectively and make decisions. In addition, the Offeror shall document activities related to the preparation of the design phase deliverables listed in **Table 3.4** below.

Table 3.4
List of Required Deliverables – Design Phase

Deliverable ID	Deliverable Name	Deliverable Content Requirements
9	Fit-Gap Analysis & Findings	Document fit-gap analysis of updated business requirements wherein, software fits and gaps are identified against the District’s business processes. Document detailed analysis of each gap and a recommendation on potential solution, which might include options to customize, find a workaround, eliminate the requirement, and propose a commercial product and/or a combination of above.
10	Functional & Technical Specifications for Reports	Document user functional and technical specifications for all report development requirements. The deliverable shall also define reconciliation queries, which can be used to validate the proposed reports design.
11	Functional & Technical Specifications for Interfaces and Systems Integration	Document user functional and technical specifications for all application interfaces (with legacy and third-party systems) and any integration requirements between different software packages that make up the proposed solution. The deliverable shall also define reconciliation queries, which can be used to validate the proposed interfaces design.
12	Functional & Technical Specifications for Data Conversion	Based on data conversion for each software package/module, the Offeror shall define and document functional and technical requirements for data conversion requirements. The deliverable shall also define reconciliation queries, which can be used to validate the data conversion design.
13	Functional Specifications for Security	Based on proposed security model, the Offeror shall define and document functional specifications for system security implementation. Specifications shall include access detail to software modules, queries

		reports and development tools, etc. The deliverable shall also define reconciliation queries, which can be used to validate the security design.
14	Final To-Be Functional Design & Business Changes	Based on the fit-gap analysis, the Offeror shall define and document “To-Be” business practices and functional design. The “To-Be” design must clearly define and document role based business process flows, business rules (for e.g. payroll rules) inputs, outputs, workflow requirements. The document must also highlight major business process changes, which shall provide input to project outreach communications and training materials.
15	Functional and Technical Specifications for Workflow	Based on the “To-Be” documentation, the Offeror shall define and document workflow specifications for each of the applicable business process. The deliverable shall also define reconciliation queries, which can be used to validate the workflow design.
16	Training Assessment Findings & Recommendations	Based on the Final “To-Be” and user roles/responsibilities, the assessment shall provide a strategy on the overall training development and rollout. The Offeror shall identify and document training audience, course curriculum, types of standards for training material development, training vehicles, review and signoff-process, training rollout strategy for the UAT preparation as well as the formal end-user training.

4.4.3. Development Phase:

In this phase, the Offeror shall configure and customize the proposed solution by incorporating recommendations and approvals from the design phase. This entails technical development work such as configuring “To-Be” business practices, including workflow and development of reports, integration/interfaces, data conversion, security setup and approved customizations. During this phase, the Offeror’s functional and technical teams shall assume the prime responsibility to conduct initial testing/validation and fixing of the system. The Offeror shall also begin to prepare for the end user validation of the system and begin to develop the baseline training materials. At a minimum, in-

scope activities and Offeror responsibilities (as part of the fixed bid unless otherwise indicated by the Offeror) include the following:

- 4.4.3.1. The Offeror shall configure and setup the business process flows and workflow (part of the configuration work and not customization) steps as defined in the functional and technical design documents as prepared and approved in the design phase.
- 4.4.3.2. The Offeror shall develop the necessary ad-hoc queries and reports that would satisfy the District's reporting requirements as identified in the design phase (refer to **Attachment 7 – Inventory of Reports**). The Offeror must leverage reports functionality available within the software packages. Customization of stock reports for changes in report field labels, insertion of client logos and report page formatting is part of the fixed cost for the Project Scope of Work. Reports that require extensive customization shall be evaluated for scope change requests.
- 4.4.3.3. The Offeror shall develop and install interface programs from proposed software packages to the District's legacy and/or required third party systems. The Offeror is also responsible for development and installation of any systems integration programs/adaptors are needed between the proposed software packages.
- 4.4.3.4. The Offeror shall identify and convert the legacy data and migrate the data into the new system. The Offeror shall develop and implement the necessary data conversion programs and data quality reconciliation programs to verify the accuracy of data. The Offeror shall convert the necessary years of historical data as required to ensure the software solution's usability and business needs by the District, or by statutory and other compliance regulations into the new system solution.
- 4.4.3.5. The Offeror shall implement the security design and the governance model (with checks and controls) for day-to-day security administration.
- 4.4.3.6. The Offeror shall develop and implement customizations as approved by the District. These customizations are for addressing business process gaps and complicated reports development. All other development work related to workflow, interfaces, integration, conversion and uncomplicated reports is part of the Offeror's fixed cost proposal.
- 4.4.3.7. The Offeror shall conduct unit and system level functional and technical testing and fix all errors prior to engaging the District project team and ultimately end-users (for User Acceptance Testing [UAT]).
- 4.4.3.8. The Offeror shall prepare baseline training materials (which shall be updated for changes needed following UAT) that can be used to validate with the project team and the UAT population.

- 4.4.3.9. The Offeror shall engage the project team to conduct the first level of functional and technical testing to validate the design and to identify any system errors, which must be fixed by the Offeror prior to engaging the UAT population.
- 4.4.3.10. The Offeror shall prepare a UAT organization and implementation plan in terms of identifying the District’s test population, orienting the District’s test population with the UAT process and expectations, setting up testing environments, testing scripts and expected results, test entrance and exit criteria, processes to capture testing issues and resolution steps, process for acceptance signoffs, etc.
- 4.4.3.11. The Offeror, while working through the above activities, must produce working products (analysis, documentation and presentations) that shall enable District team to organize and prepare its resources, participate effectively and make decisions. In addition, the Offeror shall document activities related to the preparation of the development phase deliverables listed in **Table 3.5** below.

Table 3.5
List of Required Deliverables – Development Phase

Deliverable ID	Deliverable	Description
17	Application/Workflow Configuration & Documentation	Describes the detail on each of the business process and how related workflow functionality is configured within the proposed software packages.
18	Queries and Reports Development & Documentation	Technical development of queries and stock reports (customized for District), implementation, unit testing and all relevant documentation.
19	Interfaces and Integration Development & Documentation	Technical development of interface programs, code review documentation, interfaces and systems integration implementation, unit testing and all relevant documentation.



20	Data Conversion Implementation & Reconciliation Proof Documentation	Technical development of data conversion and reconciliation programs, code review documentation, conversion implementation, unit testing and all relevant documentation.
21	Security Implementation & Documentation	Setup and implementation of security model and documentation, including going-forward governance model for administering new users, retirees, and audits and controls.
22	Offeror Unit & Functional Testing Results Documentation	Documentation of results from (1) unit testing of all individual system components and (2) systems integration (functional and technical) testing by Offeror and District team members. This proof is a pre-requisite to consider the readiness for UAT testing.
23	Requirements Traceability Validation	This deliverable shall document the mapping of updated traceability matrix requirements with implemented functionality of the proposed system. The mapping shall clearly refer to the "To-Be" and shall also identify requirements that have not been implemented, including justifiable reasons.
24	Validation (Testing) Phase Plan	The deliverable shall define and document the overall system validation strategy toward UAT implementation details, performance and load testing details and if necessary implement a parallel testing of the system. The strategy shall identify test audience, entry/exit criteria between tests, issues identification and resolution procedures, etc. The plan shall also provide detailed test scripts that shall enable end-users to comprehensively test the expected functionality of the system. The test scripts must represent business process and workflow functionality, custom development objects, reports, interfaces, data conversion and security. On the performance testing plan aspects, the

		Offeror shall identify and document the scenarios under which stress testing would be conducted, types of stress testing and the tools to be used for stress testing.
25	Training Materials Development	Using the final “To-Be” and identified business changes and job roles and responsibilities as a basis, the Offeror shall develop the baseline end-user training materials per requirements as outlined in the training assessment findings (a design phase deliverable). The training materials development includes the development of an end-user training test kit and a method to deploy the testing.

4.4.4. Validation Phase:

In this phase, the Offeror shall implement all system validation and fixing tasks to ensure a smooth transition to the project deployment phase. The Validation Phase shall include user acceptance testing, system performance (stress) testing, and system parallel testing. Updates to training materials must be done in this phase based on system changes resulting from testing and fixing. At a minimum, in-scope activities and Offeror responsibilities (as part of the fixed cost unless otherwise indicated by the Offeror) include the following:

- 4.4.4.1. Deliver training to the project team and the UAT population. This round of training is to orient and prepare the project team and the UAT population (external subject matter experts and other representative users of the District’s population) for the Validation Phase. Final and formal end-user training (based on training material updates from the Validation Phase) shall be implemented by the Offeror during the deployment phase.
- 4.4.4.2. The scope of UAT must enable the District’s users to test all aspects of the system – business processes, workflow, queries, reports, interfaces, data quality and security. As a result, the Offeror must develop test scripts and expected results for all of the above test areas. If the Offeror is unable to resolve one hundred percent of the UAT identified issues, then the Offeror shall, at Offeror’s own cost, continue to implement UAT rounds until all issues have been resolved.
- 4.4.4.3. The Offeror shall conduct performance (stress) and load testing to assess any technical issues on system response to normal user transactions from both

within the District’s offices and facilities as well as all field sites, including mobile users.

- 4.4.4.4. The Offeror is responsible to document all data center IT systems (relative to the software solution or integral to its successful operation and support) setup and maintenance activities for day-to-day operations management of the system. The Offeror must orient and train the IT staff on all setup, maintenance and issue resolution procedures.
- 4.4.4.5. The Offeror shall conduct one or more system parallel tests as needed to ensure that critical functionality meets or exceeds current legacy systems quality.
- 4.4.4.6. The Offeror, based on all reported test issues, shall fix and then have the District’s users retest the systems functionality. This shall continue until all issues have been resolved. All changes implemented as a result of the Validation Phase must be incorporated into updated the training materials.
- 4.4.4.7. The Offeror, while working through the above activities, must produce working products (analysis, documentation and presentations) that shall enable District team to organize and prepare its resources, participate effectively and make decisions. In addition, the Offeror shall document activities related to the preparation of validation phase deliverables listed in **Table 3.6** below.

Table 3.6
List of Required Deliverables – Validation Phase

Deliverable ID	Deliverable Name	Deliverable Content Requirements
26	Deliver UAT Orientation/Training	The Offeror’s functional and training leads shall deliver training to the District’s UAT population. The Offeror shall use the training materials developed in the previous phase to not only validate the training material but also to orient the UAT population to the system’s functionality, how to use UAT testing scripts, report on any errors that they experience and notice during testing.
27	Implement UAT Testing & Formal Signoff of Functional Testing	The Offeror shall monitor, lead and support users within each test cycle. In each of the test cycles, the Offeror functional leads shall organize and document user reported test issues. Each of the test issues is resolved and followed through for



		retesting with the user who reported the issue. Upon resolution of all functional and technical issues within a test cycle, the District shall sign off on that specific test cycle. The next test cycle shall not be initiated until all issues from the previous test cycle are resolved. Formal District acceptance and signoff of functional testing shall occur when all test cycles are completed, including verification of queries/reports, interfaces, data conversion and security.
28	Implement Performance Testing & Acceptance Signoff	Based on the performance and load testing plan and scripts, the Offeror shall conduct performance and load testing, document results and recommend performance tuning requirements. Upon review and approval by the District, work closely with IT staff to implement performance tuning steps on applicable IT (District or managed services vendor) infrastructure (application and web servers, operating system, memory, databases, network configuration, etc.).
29	IT Operations Procedures & Training	The Offeror, in this deliverable, shall define, develop, and document IT service management and operations procedures related to administration (e.g. servers, databases, operating system, change control process, backup, data recovery, etc.) of the IT infrastructure supporting the software solution. The Offeror's technical team shall conduct formal training of applicable District IT operations, IT staff and project management staff.
30	Final Training Materials	Update the baseline training materials to final training materials based on validation phase fixes and changes to system functionality.

4.4.5. Deployment & Post Production Phase:

In this phase, the Offeror is preparing the District for project deployment, which includes end-user training, assessing system go-live readiness, assembling a go-live user support plan, system cut-over planning to production and go-live activities. At minimum in-scope activities and Offeror responsibilities (as part of the fixed cost unless otherwise indicated by the Offeror) include the following:

- 4.4.5.1. The Offeror shall organize and deliver end-user training for all impacted users. The Offeror shall recommend and implement a testing process (as part of the training) to assess the training effectiveness (trainer delivery and user learning). The Offeror shall also offer and deliver limited training classes, on an as required basis, to users during the three-month production support period.
- 4.4.5.2. The Offeror shall develop a production cut-over plan detailing all activities that must be implemented (with clear schedule, roles and responsibilities) for smooth cut-over. The plan shall also identify to-be retired systems and processes, and a communication plan to inform all users of such retirement and planned path toward new systems. The plan must also identify a roll-back strategy and communications plan that can be put in place quickly should the cut-over some for reason was not successful.
- 4.4.5.3. The Offeror shall work very closely with the project team to assess go-live readiness (checklists) and to assemble a go-live/six month post go-live support plan (to aid both office and field based users, so that users are transitioned into the new production environments in a smooth manner).
- 4.4.5.4. Implement cut-over to production (Go Live) and provide a list of outstanding items or issues at Go-Live, if any.
- 4.4.5.5. The Offeror shall retain a core team On-Site or Off-site (depending on how the District may authorize managed services contract), which shall provide the post production support (or long-term) to assist functional and technical users and to resolve any issues that arise during the post-production timeframe. Onsite support will be needed at the end of June, mid- July, and in early October while the District performs end-of-year related activities.
- 4.4.5.6. The Offeror while working through the above activities must produce working products (analysis, documentation and presentations) that will enable the District's team to organize and prepare its resources, participate effectively and make decisions. In addition, the Offeror shall document activities related to the preparation of deployment and post production phase deliverables listed in **Table 3.7** below.

Table 3.7
List of Required Deliverables – Deployment & Post Production Phase

ID	Deliverable Name	Deliverable Content Requirements
31	Deliver Formal End User Training	Organize end-user training logistics (training facility, trainers, schedule, communications, enrollment process, etc.) and complete the delivery of training to all end-users per the approved course curriculum. Deploy the testing kit in each of the training sessions and document results for the District’s training manager signoff.
32	Go Live Help Desk and Field Support Operational and Logistics Plan	This deliverable has two components – an operational plan to deploy the Go-Live help desk and field support plan during Go-Live. The plans must identify in detail all operational elements including, needed resources, operational hours, training for help desk and field support personnel.
33	Cut Over plan & Go Live Communications Package	This deliverable has two components: (1) a go-live cut over plan detailing cutover transition activities, identification of staff and their responsibilities during this transition, plan for retiring legacy systems/interfaces/other and a roll-back plan in an unsuccessful go-live event situation; (2) the second component focuses on go-live communications package detailing go-live expectations and support plans.
34	Go Live Readiness Checklist Assessment	This deliverable assesses the readiness of the organization for production cutover. The Offeror and project team shall use checklists on the functional side, technical side and the organizational side to absolutely ensure the Go-Live readiness prior to cutting over.
35	Post Production Support Plan	The Offeror shall provide a post Go-Live production system support and maintenance plan, which shall clearly identify the production support roles and responsibilities, process for capturing issues, and prioritization and resolution of issues. The plan shall also include a



		roadmap for applying patches/fixes to all components of the software solution.
36	Transition Plan for Post Production Managed Services	The Offeror shall provide a) Environment Definition – documentation of all technical environments, including operational and procedural standards, libraries, naming conventions and release procedures; b) Governance Plan – documentation of processes that shall govern the provision of managed services, such as management of assigned work, team procedures, escalation procedures, performance monitoring and reporting, request for services or reporting incidents, service level status and other governance aspects.
37	Implement Cut-Over (Go-Live)	Implement production cut over activities, and deploy the help desk and field support operational plans.



SECTION 4 – GENERAL INSTRUCTIONS

1. Proposal Instructions

1.1. Submittal

Each Offeror must submit a complete proposal including all required information and attachments, in the format required and organized as described in SECTION 5 – Submittal Requirements. A table of contents must be included and all pages numbered as referenced in the Table of Contents.

One (1) original and ten (10) copies, as well as one (1) electronic version on CD or flash drive, and one (1) redacted copy, as well as one (1) electronic version on CD or flash drive of the redacted response, must be sent by mail, courier or hand-delivery to the address below and shall be in binders with tabs identifying each section. No faxes or electronic submission of proposals will be accepted.

Proposals must be received at the address below by 2:00 p.m. on Wednesday, May 23, 2018. Submit responses of the entire RFP proposal to:

Montgomery County Public Schools
Procurement Unit
45 West Gude Drive, Suite 3100
Rockville, MD 20850

Submissions will become the property of MCPS.
Late submissions will not be considered and will be returned unopened.

The proposal must include **Attachment 2 - Proposal Signature Form**, signed by an official having authority to contract with MCPS. The firm and the official's name shall be used in the contract process. MCPS reserves the right to make an award without further discussion of the proposals received. MCPS may also negotiate with the one Offeror who submits the best proposal or with two or more Offerors who are in the competitive range. Therefore, it is important that the Offeror's proposal be submitted initially on the most favorable terms from both the technical and cost standpoints. After the submission and closure of proposals, no information will be released until after the award. It is understood that the Offeror's proposal will become a part of the official file on this matter without obligation to MCPS.

The proposal must be complete and comply with all aspects of these specifications. Marketing or promotional verbiage will likely overshadow the Offeror's qualifications and expertise. MCPS urges the Offeror to be specific and brief in their responses. MCPS shall not be responsible or liable for any costs incurred by the Offeror in the preparation and submission of their proposals and pricing.

1.2. Treatment of Technical Data in Proposal

The proposal submitted in response to this RFP may contain technical data which the Offeror does not want used or disclosed for any purpose other than evaluation of the proposal. The use and disclosure of any such technical data, subject to the provisions of the Maryland Public Information Act ("MPIA"), may be so restricted:

Provided, that Offeror marks the cover sheet of the proposal with the following legend, specifying the pages of the proposal which are to be restricted in accordance with the conditions of the legend: "Technical data contained in pages _____ of this proposal shall not be used or disclosed, except for evaluation purposes."

Provided, that if a contract is awarded to this Offeror as a result of or in connection with the submission of this proposal, MCPS shall have the right to use or disclose these technical data to the extent provided in the contract.

This restriction does not limit the right of MCPS to use or disclose technical data obtained from another source without restriction.

MCPS assumes no liability for disclosure or use of unmarked technical data or products and may use or disclose the data for any purpose and may consider that the proposal was not submitted in confidence and therefore is releasable. Price and cost data concerning salaries, overhead, and general and administrative expenses are considered proprietary information and will not be disclosed, if marked in accordance with the instructions in **SECTION 4. Part 1.3** below.

1.3. Proprietary and Confidential Information

Offerors are notified that MCPS has unlimited data rights regarding proposals submitted in response to this solicitation. Unlimited data rights means that MCPS has the right to use, disclose, reproduce, prepare derivative works, distribute copies to the public, or perform publicly and display publicly any information submitted by the Offeror in response to this or any solicitation issued by MCPS. However, MCPS will exempt information that is confidential commercial or financial information of an Offeror, as defined by the Maryland Public Information Act, Title 4 of the General Provisions Article, from disclosure. It is the responsibility of the Offeror to clearly identify each part of its proposal that is confidential commercial or financial information by stamping the **bottom right-hand corner** of each pertinent page with one-inch bold face letters stating the words "**confidential**" or "**proprietary**." The Offeror agrees that any portion of the proposal that is not stamped as proprietary or confidential is not proprietary or confidential. As a condition for MCPS keeping the information confidential, the Offeror must agree to defend and hold MCPS harmless if any information is inadvertently released. Each Offeror must submit a proprietary and confidential redacted copy of its proposal to be used in responding to MPIA requests.



2. Proposal Withdrawals

Any proposal may be withdrawn prior to the date and time the proposals are due. Any proposal not withdrawn will constitute an irrevocable offer, for a period of 180 days, to provide the District with the services specified in the proposal.

3. Time Schedule

The District shall attempt to use the time schedule as indicated below. The below dates and times are subject to change. All changes shall be posted to the Procurement website as they become available.

April 23, 2018	Solicitation Date
April 30, 2018	Pre-submittal Conference Questions Due by 2:00 p.m.
May 4, 2018	Pre-submittal Conference – 9:00 a.m.
May 8, 2018	MCPS Responses to Pre-submittal Conference Questions Posted
May 23, 2018	Proposal Due by 2:00 p.m.
June 2018	Software Demos and Interviews–Round 1 (Tentative Date)
August 2018	Software Demos and Interviews–Round 2 (Tentative Date)
Fall 2018	Negotiations (Tentative Date)
Fall 2018	Notice of Intended Decision Date (Tentative Date)
Fall 2018	Board Recommendation (Tentative Date)

4. Pre-Bid Conference

A Pre-bid Conference for prospective Offerors will be held on **May 4, 2018, at 9:00 a.m., MCPS Carver Center, 850 Hungerford Drive, Room 134, Rockville, Maryland 20850**. Attendance at this conference is encouraged, but is not mandatory. Questions to this RFP are due by 2:00 p.m. on April 30, 2018 so that responses can be prepared for distribution at the pre-bid conference. The purpose of the pre-bid conference will be to allow prospective firms the opportunity to obtain clarification of the RFP and ask questions directly of MCPS staff to assist them in the preparation of their proposal responses.

Offerors shall provide the names of the persons who will attend the pre-bid conference. Please send no more than two representatives. Send the names to Laurie Checco, CPPB Buyer II, fax number 301-279-3173, or e-mail Laurie_S_Checco@mcpsmd.org no later than Tuesday, May 1, 2018.



The following information is provided for Offerors who wish to call into the pre-bid conference:

1. You must use a touch-tone phone to participate in an Instant Meeting conference.
2. Dial the appropriate access number.

Participants: Enter your numeric participant passcode followed by a # sign.

Toll Free :	USA 877-973-0884
Participant Passcode:	6489354

5. Addenda/Errata

Changes and addenda to a solicitation may occur prior to the solicitation opening date and time. It is the Offeror’s responsibility to check the MCPS Procurement website at <http://www.montgomeryschoolsmd.org/departments/procurement/vendors.aspx> under “Open Solicitations” or contact the Procurement Unit at 301-279-3555 to verify whether addenda/errata have been issued.

In the event that MCPS issues addenda/errata, all terms and conditions will remain in effect unless they are specifically and explicitly changed by the addenda/errata. Offerors must acknowledge receipt of such addenda/errata by returning one signed copy of each of the addenda/errata with its proposal. Failure to provide the signed acknowledgement of the addenda/errata may result in a bid being deemed non-responsive.

6. eMaryland Marketplace

Maryland law requires local and state agencies to post solicitations on eMaryland Marketplace. Registration with eMaryland Marketplace is free. It is recommended that any interested supplier register at www.eMarylandMarketplace.com, regardless of the award outcome for this procurement as it is a valuable resource for upcoming bid notifications for municipalities throughout Maryland.

7. Multi-Agency Participation

MCPS reserves the right to extend the terms and conditions of this solicitation to any and all other agencies within the state of Maryland as well as any other federal, state, municipal, county, or local governmental agency under the jurisdiction of the United States and its territories. This shall include but not be limited to private schools, parochial schools, non-public schools such as charter schools, special districts, intermediate units, non-profit agencies providing services on behalf of government, and/or state, community and/or private colleges/universities that require these goods, commodities and/or services. Use of this solicitation by other agencies may be dependent on special local/state requirements attached to and made a part of the solicitation at the time of contracting. The supplier/Contractor agrees to notify the issuing agency of those entities that wish to use any contract resulting from this bid and will also provide usage information, which may be requested. A copy of the contract pricing and the bid requirements incorporated in this contract will be supplied to requesting agencies. Each participating jurisdiction or agency shall enter into its own contract with the Award Offeror(s) and this contract shall be binding only upon the principal's signing such an agreement. Invoices shall be submitted "directly" to the ordering jurisdiction for each unit purchased. Disputes over the execution of any contract shall be the responsibility of the participating jurisdiction or agency that entered into that contract. Disputes must be resolved solely between the participating agency and the Award Offeror. MCPS assumes no authority, liability, or obligation on behalf of any other public or non-public entity that may use any contract resulting from this bid. MCPS pricing is based on the specifications provided in this solicitation.

8. Inquiries

Inquiries regarding this solicitation must be submitted in writing to **Laurie Checco, CPPB, Buyer II, 45 W. Gude Drive, Suite 3100, Rockville, MD 20850, via fax at 301-279-3173 or email to Laurie_S_Checco@mcpsmd.org**. Pre-bid Questions are due by 2:00 p.m. on April 30, 2018. Responses will be posted on eMaryland Marketplace and on MCPS' Procurement website and will be distributed at the pre-bid conference. MCPS responses to pre-bid conference questions will be posted on May 8, 2018 by 2:00 p.m. on eMaryland Marketplace and on MCPS' Procurement website. MCPS will not be responsible for any oral or telephone explanation or interpretation by any agent or employee of MCPS. Any binding information given to an Offeror in response to a request will be furnished to all Offerors as addenda/errata, if such information is deemed necessary for the preparation of proposals, or if the lack of such information would be detrimental to the uninformed Offerors. Only such addenda/errata, when issued by MCPS, will be considered binding on MCPS.

Contact by Offerors with any other MCPS employee regarding this solicitation until the contract is awarded by MCPS will be considered by MCPS as an attempt to obtain an unfair advantage and result in non-consideration of its RFP response. The MCPS Procurement website address is www.montgomeryschoolsmd.org/departments/procurement/.

9. Unnecessarily Elaborate Brochures

Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective proposal are not desired and may be construed as an indication of the Offeror's lack of cost consciousness. Elaborate art work and expensive visual and other presentation aids are neither necessary nor wanted.

10. Bid Protests

Any bid protests, including appeals, will be governed by the applicable MCPS Procurement Unit Regulations. The burden of production of all relevant evidence, data and documents and the burden of persuasion to support the protest is on the Offeror making the protest.

11. Contract

MCPS plans to enter a contractual agreement with the Offeror to whom the award is made, and MCPS intends to make the MCPS General Contract Articles as set forth in **Part B** of this RFP, and the Special Terms and Conditions, incorporated herein as **SECTION 7**, a part of the contractual agreement, except and unless modified by MCPS. Proposals must clearly identify any variances from or objections to the specifications in this RFP and the terms and conditions of the MCPS General Contract Articles and Special Terms and Conditions. Lacking any response to the contrary, MCPS will infer that the Offeror agrees to the specifications of this RFP and each term and condition of the MCPS General Contract Articles and the Special Terms and Conditions. Offerors should note that any variance may provide a basis for MCPS to reject the proposal. **In particular, the provisions set forth in Articles 5, 12-14, 16 - 18, 21-24, 26, 28, and 29 of the MCPS General Contract Articles and all of the provisions of the Special Terms and Conditions are non-negotiable.**

11.1 Contract Term

The initial term of contract shall be two years. However, the contract may not begin until one day after approval by the Board of Education and will conclude as stated under the contract term. MCPS reserves the right to extend this contract at existing prices, terms and conditions for up to three additional terms for one (1) year each. Written notice indicating MCPS' intention to pursue the extension of the contract will be issued to the successful Offeror 90 days prior to the expiration of the original contract. The Offeror shall have ten (10) days from the date of notification to return the notice acknowledging its intent to accept or reject the extension.

Once all responses are evaluated, MCPS staff may make a recommendation to the Board of Education to extend the contract or decide to rebid. If the contract is extended by the Board of Education, a contract amendment will be issued.

12. Interviews and Negotiations

The District reserves the right to request that several or all of the Offerors to this RFP give oral presentations and/or answer questions about their Proposal after the Proposal Due Date.

13. RFP Non-Deviation

This is an electronic version of a RFP. Any alteration to the text or any file associated with this RFP in any way that could be construed to change the intent of the original document is strictly forbidden. Any changes made to the original document may result in your proposal be considered non-responsive.

14. Reservation of Rights

The District reserves the rights to supplement, amend, or otherwise modify this RFP at any time before the selection of a qualified Offeror. In addition, the District reserves the right to accept or reject any or all Proposals or any part of any Proposal submitted in response to this RFP and to waive any defect or technicality and to advertise for new Proposals where the acceptance, rejection, waiver or advertisement would be in the best interests of the District.

15. Disqualification

Proposals not conforming to the instructions provided herein and any addenda may be subject to disqualification at the sole option of the District.



SECTION 5 – SUBMITTAL REQUIREMENTS

1. Proposal Preparation

This section (**SECTION 5 – SUBMITTAL REQUIREMENTS**) describes the required contents of Offerors’ proposals and provides an outline of how Offerors should organize the proposals. It is requested that proposals be organized in the manner specified below. Failure to provide the required information shall affect the evaluation of the proposal and may be grounds for disqualification. Where Offerors are required to submit electronic documents using the attachments contained herein, the documents should be returned in the same file format (e.g. Microsoft Word file or Microsoft Excel file).

2. Table of Contents

Include a table of contents for clear identification of the material by tab number listed below:

<u>Proposal Section</u>	<u>Title</u>
	Introductory Material
	Title Page
	Letter of Transmittal
	Table of Contents
1.0	Compliance
2.0	Executive Summary
3.0	Company Background
4.0	Responses to Functional/Technical Requirements
5.0	Responses to Reporting Requirements
6.0	Responses to Interface Requirements
7.0	Responses to Conversion Requirements
8.0	Responses to Customizations/Enhancements
9.0	Responses to Workflow Requirements
10.0	Implementation Strategy
11.0	Roles and Responsibilities
12.0	Client References
13.0	Cost Proposal (Submitted Separately)
14.0	Exceptions to the RFP
15.0	Sample Documents
16.0	Required Attachments (RFP Part A, Attachments 2–4; Part B, Attachments A–E)

3. Detailed Submittal Requirements

Instructions relative to each part of the response to this RFP are defined in the remainder of this section.

3.1. Introductory Material

- The **Title Page** should show the RFP number, subject, name of the Offeror, address, telephone number, and date.
- The **Letter of Transmittal** should include the names of the persons who shall be authorized to make representations for the Offeror, their titles, addresses, telephone numbers, and email addresses. The letter should identify the primary engagement contact for the software firm and the contact for the implementation services firms. Contact information should include a valid e-mail address and telephone number.
- The **Table of Contents** should list all required proposal sections with page number references.

3.2. Proposal Section 1.0 - Compliance Requirements

Offerors must meet minimum criteria as specified to receive further consideration. Submittals shall include the following:

3.2.1. Proposal Acknowledgement Form

Complete the form as provided, sign and include with your submittal. Any modifications or alterations to this form shall not be accepted and proposal will be rejected. The enclosed original Proposal Acknowledgment Form is the only acceptable form.

3.2.2. Acknowledgement of Addenda

Since all addenda become a part of the proposal, all addenda must be signed by an authorized representative and returned with the proposal on or before the proposal opening date. Failure to sign and return any and all addenda acknowledgements shall be grounds for rejection of the Proposal.

3.2.3. Minimum Qualifications Form

3.3. Proposal Section 2.0 – Executive Summary

This part of the response to the RFP should be limited to a brief narrative summarizing the Offeror's proposal and understanding of the scope. The summary should include a listing of any firms or products that are part of the proposed solution to the District. If additional software is recommended for the project, it should be described here along with the reason for being proposed.

For each firm listed, the proposal should include the following information:

- 3.3.1. Role of the firm in the project
- 3.3.2. Contact information for representative of the firm

3.4. Proposal Section 3.0 – Company Background

Each proposal must provide information about any firm involved with this proposal including any third party vendors so that the District can evaluate the Offeror's stability and ability to support the commitments set forth in response to the RFP. The District, at its discretion, may require an Offeror to provide additional supporting documentation or clarify requested information.

- 3.4.1. Complete **Attachment 5 - Company Background Form** for each firm included in your proposal.
- 3.4.2. A copy of Offeror's latest audited, reviewed, or compiled financial statements (balance sheet, income statement, statement of cash flows, footnotes) prepared by an independent certified public accountant.
- 3.4.3. If the Offeror's company is not required by federal, state and local law, financial institutions, or company management to have audited, reviewed, or compiled financial statements prepared by an independent certified public accountant, it may submit an internally generated balance sheet and income statement instead.
- 3.4.4. In determining the qualifications of an Offeror, MCPS will consider the Offeror's record and performance of any prior contracts with MCPS, federal departments or agencies, or other public bodies, including but not limited to the Offeror's record of implementing Oracle ERP Cloud and Oracle Budgeting Solution in a SaaS environment. MCPS expressly reserves the right to reject the proposal of any Offeror if the investigation discloses that the Offeror, in the opinion of MCPS, has not properly performed such prior contracts or has habitually and without just cause neglected the payment of bills or has otherwise disregarded its obligations to subcontractors or employees.

MCPS may conduct any necessary investigation to determine the ability of the Offeror to perform the work, and the Offeror shall furnish to MCPS all such information and data requested, such as information about its reputation, past performance, business and financial capability and other factors that demonstrate that the provider is capable of satisfying MCPS' needs and requirements for a specific contract. MCPS reserves the right to reject any proposal if the evidence submitted by the Offeror or investigation of such Offeror fails to satisfy MCPS that such Offeror is properly qualified to carry out the obligations of the contract and to complete all requirements contemplated therein. Consideration will be given to any previous performance with MCPS as to the quality and the acceptability of bidder's services.

All Offerors submitting a proposal shall include evidence that they maintain a permanent place of business. Copies of any appropriate licenses necessary to perform this work shall be submitted with each proposal. Offerors also shall demonstrate that they have adequate staff to perform the required services. Use of subcontractor(s) and/or third party providers, if any, must be specifically identified within the proposal. Subcontractor and/or third party provider roles shall be clearly expressed. MCPS reserves the right to accept or reject use of proposed subcontractor(s) and/or third party provider(s).

3.5. Proposal Section 4.0 – Responses to Functional Requirements

Attachment 6 - Functional and Technical Requirements matrix identifies the District’s Functional and Technology Requirements. Offerors should respond to each and every requirement by using the functional response column and the table below (Response to Functional Requirements). Offerors should also specify which functional module/sub-module shall be used to provide this functional requirement.

3.5.1. Implementation Response

Y	Requirement Met and Proposed (Standard features in the generally available product)
Y-ND	Requirement Met and Proposed (Features that are not offered as a generally available product or require custom development)
N	Requirement Not Met with Proposal

3.5.2. Support Response

S	Requirement and Feature Supported by Software Developer
TPS	Requirement and Feature Supported by Third Party
NS	Requirement and Feature Not Supported

Offerors shall use one code only per requirement. The spreadsheet is locked to enforce this. All requirement responses (Schedule 1 – Process Requirements and Schedule 2 – Data Requirements) shall be submitted in the format presented in the attached spreadsheet **Attachment 6 - Functional and Technical Requirements**. The requirements responses submitted shall be incorporated into the implementation services agreement. Offerors are expected to warrant all positive responses for every response except “N” and “NS”.

All responses which are marked “Y”, “Y-ND”, “S”, and “TPS” shall be included in the technical and cost proposals.

Materials describing the proposed functionality should be included in this section as supporting documentation. A product roadmap describing the future direction of the proposed solution(s) should also be included.

3.6. Proposal Section 5.0 – Responses to Reporting Requirements

All responses in the functional requirements that are identified as report should be listed **Attachment 7 – Inventory of Reports**. Reference **Table 5.1** (Report Requirements Key) below when completing the form.

**Table 5.1
Report Requirements Key**

Item	Response	Response Description
No.	Number	Enter a number or row identifier for reference.
Report Requirement	Functional Requirement ID	Enter the Requirement Reference ID from the functional requirement Appendix M
Response to Reporting Requirements	Y	Requirement Met and Proposed (Standard features in the generally available product)
	Y-ND	Requirement Met and Proposed (Features that are not offered as a generally available product or require custom development)
	N	Requirement Not Met with Proposal
Name of Report	Name of Report	Provide the name of the report in proposed solution. In cases where it is a customized report, provide the proposed name of the report.
Standard Report	Y/N	Indicate with a Yes or No whether or not the report is part of the proposed solution.
Built Using System Reporting Tools	Y/N	Indicate with a Yes or No whether or not the report will be built using a system reporting tool.
Estimated Consulting Hours	Number of Hours	Include the number of estimated consulting work hours to complete the report implementation.
Estimated Client Hours	Number of Hours	Include the number of estimated client work hours to complete the report implementation.
In Scope	Y/N	Indicate with a Yes or No whether or not the report is in scope based upon the School District phasing strategy.
Type of Support	S	Requirement and feature supported by software developer.
	TPS	Requirement and feature supported by third party.
	NS	Requirement and feature not supported.
Comments	Text	Include any comments or assumptions relevant to the answers above.

3.7. Proposal Section 6.0 – Responses to Interface Requirements

Offerors must provide responses to the interface requirements **Attachment 8 – Anticipated Interfaces**. Reference **Table 5.2** (Interfaces Requirements Key) below when completing the interface requirements form.

Table 5.2
Interface Requirements Key

Item	Response	Response Description
Interface Plan	Permanent	Permanent interface, even after the complete ERP solution is installed.
	Temporary	Interface that is only required during implementation.
	Go-Away	Interface that is no longer required as a result of the new ERP solution.
Type of Solution	C	Configurable solution
	P	Custom developed program
Estimated Consultant Work Effort	Number of Hours	Include the number of estimated consulting work hours to complete the interface implementation based on the School District plan.
Estimated Client Work Effort	Number of Hours	Include the number of estimated client work hours to complete the interface implementation based on the School District plan.
In Scope	Y/N	Indicate with a Yes or No whether or not the interface is in scope based upon the School District phasing strategy.
Included in Price	Y/N	Indicate with a Yes or No whether or not the interface is included in the price based upon the School District phasing strategy.
Type of Support	S	Requirement and feature supported by software developer.
	TPS	Requirement and feature supported by third party.
	NS	Requirement and feature not supported.
Comments	Text	Include any comments or assumptions relevant to the answers above.

3.8. Proposal Section 7.0 – Responses to Conversion Requirements

Offerors must provide responses to the conversion requirements **Attachment 9 – Anticipated Conversions**. Reference **Table 5.3** (Conversion Requirements Key) below when responding to the conversion requirements.

Table 5.3
Conversion Requirements Key

Item	Response	Response Description
Agree	Y/N	Offerors should identify whether or not your firm agrees that this item is convertible.
Included in Price	Y/N	If your firm agrees that this item is convertible, indicate with a Yes or No whether or not your firm's work effort to complete the conversion is included in the pricing schedule.
Estimated Consulting Hours	Number of Hours	Include the number of estimated consulting work hours to complete the conversion.
Estimated Client Hours	Number of Hours	Include the number of estimated client work hours to complete the conversion.
Comments	Text	Include any comments or assumptions relevant to the answers above.

3.9. Proposal Section 8.0 – Proposed Customizations/Enhancements

All responses in the functional requirements that were identified as “Y-ND” (and are not workflow requirements) should be listed in **Attachment 10 – Proposed Enhancements**. Reference **Table 5.4** (Customizations/Enhancements Requirements Key) below when completing the form.

Table 5.4
Customizations/Enhancements Requirements Key

Item	Response	Response Description
REQ ID	Requirement ID	Provide the Functional Requirements ID Attachment 6 – Functional and Technical Requirements for which the customization/enhancement applies.
Name	Text	Provide the name of the enhancement
Purpose	Text	Provide a brief description of the enhancement
Included in Price	Y, N	Indicate Yes (Y) or No (N) whether or not the enhancement is included in your price estimate.
Estimated Consulting Hours	Number of Hours	Include the number of estimated consulting work hours to develop the enhancement.
Estimated Client Hours	Number of Hours	Include the number of estimated client work hours to develop the enhancement.
Comments	Text	Include any comments or assumptions relevant to the answers above.

3.10. Proposal Section 9.0 – Proposed Workflow

All responses in the functional requirements that were identified as “Y-ND” (and are workflow requirements but not enhancements or customizations requirements) should be listed in **Attachment 11 – Proposed Workflows**. Reference **Table 5.5** (Workflow Requirements Key) below when completing form.

Table 5.5
Workflow Requirements Key

Item	Response	Response Description
ID	Number	If Offeror is proposing additional workflows, continue numbering rows.
Req ID	Requirement ID	Provide the Functional Requirements ID (Functional and Technical Requirements) for which the customization/enhancement applies.
Function	Text	The name (or abbreviation) of function that requirement is designed to address.
Name	Text	Provide the name of the workflow program that is being proposed to meet the School District’s workflow requirement or the name of the additional workflow program, if applicable.
Purpose	Text	Provide a brief description of the workflow
Level of Approvals	Number	Provide the number of approval levels for the workflow.
Included in Price	Y/N	Indicate Yes (Y) or No (N) whether or not the workflow is included in your price estimate.
Estimated Consulting Hours	Number of Hours	Include the number of estimated consulting work hours to develop the workflow.
Estimated Hours Client	Number of Hours	Include the number of estimated client work hours to develop the workflow.

3.11. Proposal Section 10.0 – Implementation Strategy

Offerors should describe specific details of the proposed implementation methodology that the Offeror shall provide as part of this engagement. The Offeror is required to address each of the items listed below and in conjunction with the scope of work description presented in **SECTION 3 – Scope of Services** of this RFP.

The District understands that each Offeror shall have its own implementation methodology. In the scope of work, the District provided the implementation phases and deliverables as a guideline only; **it is solely up to the Offeror to clearly map the phases of work activities and associated deliverables (Start-up & Continuous Activities, Design, Development, Validation, Deployment & Post Production) with its own implementation approach.** If the Offeror feels necessary to consolidate the District’s deliverables to align with the proposed methodology, the Offeror can do so as long as the RFP deliverables/content requirements are met through the Offeror’s own set of deliverables.

3.11.1. Detailed Methodology

Provide a detailed description of the approach being proposed for this project. The description should highlight any differences in scope and other unique variances between the proposed methodology and the District’s scope of work. **Present any cross-reference between your proposed methodology (and deliverables) to the District’s scope of work in this section.** The description should address, at a minimum, the following:

3.11.1.1. Best Process Design

- 3.11.1.1.1. Provide a description of the Offeror’s approach to business process design. The description should include the following:
- 3.11.1.1.2. Description of how the Offeror shall incorporate standard best practices in its methodology and deliverables.

3.11.1.2. Project Management Approach

Provide a description of the approach to project management activities. Project management activities address:

- 3.11.1.2.1. Oversight for overall project guidance and direction.
- 3.11.1.2.2. Approach for project status reports and meetings.
- 3.11.1.2.3. Approach to issue tracking and resolution processes ensuring consistency and quality of project deliverables.
- 3.11.1.2.4. Explanation of how the Offeror shall monitor actual progress of the project against the project plan.
- 3.11.1.2.5. Maintaining project documentation, procedures, issues tracking process, project plan updates, developing and updating project dashboards, executing financial documents and deliverables for invoicing, preparing

reports, updating project and associated spend plans, and arranging meeting logistics.

3.11.1.2.6. Planning Around Business Events

3.11.1.3. Training Plan

Description of the Offeror's approach to training. The training approach should address the following:

3.11.1.3.1. Overall training methodology, including recommended delivery approach (e.g., classroom, on-line, blended delivery).

3.11.1.3.2. Description of all assumptions addressing availability of District resources, including staff, necessary training tools, and physical space. Include any assumptions about whether any training would be held on-site (i.e., a District facility) or off-site.

3.11.1.3.3. Recommendations for training requirements for:

3.11.1.3.3.1. Pre-implementation training for Project Team members

3.11.1.3.3.2. End-user training

3.11.1.3.3.3. Post-implementation training

3.11.1.4. Change Management Strategy

Description of the Offeror's approach to change management, including:

3.11.1.4.1. Overall description of the change management strategy during pre-implementation, implementation, and post-implementation.

3.11.1.4.2. Optimum team design and governance structure for a successful change management program.

3.11.1.4.3. The roles and responsibilities of the District team and the implementation firm.

3.11.1.4.4. Process for identifying and addressing/mitigating change management issues throughout the engagement.

3.11.1.4.5. Overall communications methodology for communicating to key target audiences/stakeholder groups such as project team members, users, and external (resident and vendor) community.

3.11.1.5. Implementation Plan

Provide a description of each implementation step, using **Attachment 12 – Implementation Plan**. (A plan submitted in Microsoft Project may also be used as a substitute as long as it addresses the items below.) The implementation plan should address the following:

3.11.1.5.1. Phase

3.11.1.5.2. Step

- 3.11.1.5.3. Activity
- 3.11.1.5.4. Task
- 3.11.1.5.5. Deliverables
- 3.11.1.5.6. Timeframe
- 3.11.1.5.7. Resource Responsibilities of the District and the Offeror using the following definitions:
 - 3.11.1.5.7.1. Lead: The responsible party takes an active and primary role in completing the Deliverable or Task in question.
 - 3.11.1.5.7.2. Assist: The responsible party takes an active role in helping the Lead to complete the Deliverable or Task (e.g., completing one section of a larger report).
 - 3.11.1.5.7.3. Participant: The responsible party takes a passive role in facilitating the completion of the Deliverable or Task by the Lead (e.g., attending a class).

3.11.2. Deliverables

- 3.11.2.1. A description of each deliverable should be provided using **Attachment 13 – Deliverable Expectation Documents (DED)**. Please use the following definitions when completing the form:
 - 3.11.2.1.1. DED Number: The number of the deliverable.
 - 3.11.2.1.2. Deliverable Name: Name of Deliverable.
 - 3.11.2.1.3. Phase: The name of the phase(s) in which the deliverable is completed.
 - 3.11.2.1.4. Description/Objective: A description of the deliverable and the expected outcomes.
 - 3.11.2.1.5. Scope: A description of whether or not the deliverable covers all phases and the intended audience.
 - 3.11.2.1.6. Outline: An outline of the deliverable.
 - 3.11.2.1.7. Assumptions: A list of any assumptions related to the deliverable.
 - 3.11.2.1.8. Additional Information: Any additional information requested and/or relevant to the understanding of the deliverable content that is not captured elsewhere in the DED.
- 3.11.2.2. A completed DED form should be provided for each deliverable that is to be completed as part of the implementation. Offerors are expected to provide a list of deliverables that, at a minimum, coincide with the deliverables listed in **SECTION 3 – Scope of Services**.

3.12. Proposal Section 11.0 – Roles and Responsibilities

Offerors are required to submit a staffing plan, including a listing of all sub-contractors, if applicable, and a description of the project team roles. The submission shall incorporate the following:

- 3.12.1. Project organization chart showing District and Offeror staff, role descriptions, and a description of the correlation between District and Offeror roles.
- 3.12.2. Using **Attachment 14 – Roles and Responsibilities**, describe the Offeror’s role and the expected District’s role for this project.
- 3.12.3. Include an estimate of project work effort estimates utilizing **Attachment 15 – Staffing Matrix**. A staffing chart listing the estimated resource utilization (for both District staff and the Offeror) for each month shall be submitted on the form provided in this RFP. The District reserves the right to alter work effort ratios based on further discussion with the Offerors throughout the evaluation process.
- 3.12.4. It is important to estimate work effort for District staff and tie this directly to the proposed implementation schedule. The work effort estimates for Offeror staffing should be in line with the Price Estimates related to implementation services, i.e., implementation price should reflect work effort estimates in hours multiplied by the Offeror’s hourly rates.
- 3.12.5. Explain the rationale and/or assumptions forming the basis for the staffing plan proposed for both the Offeror and District staff. This explanation should be in the context of the overall project plan and rollout strategy to enable the District to fully understand the implications of and need for the proposed staffing.
- 3.12.6. Using **Attachment 16 – Key Personnel Reference**, provide at least three references for each key staff member being proposed.

3.13. Proposal Section 12.0 – Client References

Offerors should supply references that shall be available to speak with the District for approximately 30-60 minutes. The names, phone numbers, and email addresses of the project manager, subject matter experts, technical lead, or person(s) with broad knowledge of the project for each reference should be listed on the reference form. All references provided shall be contacted by the District during the selection process. The District shall not inform the Offeror prior to contacting these references. Similarly, the District shall not work through an Offeror’s reference manager to complete a reference. The District reserves the right to contact additional clients for references, if deemed necessary.

- 3.13.1. Using **Attachment 17 – Implementation Services Reference Form**, the Offeror should provide three (3) client references. Ideally, references should be from school districts

similar in size to the District and have a similar implementation scope and methodology. It is the Offeror's responsibility to inform references that they may be contacted by the District.

- 3.13.2. Using **Attachment 17 – Implementation Services Reference Form** subcontracting firms should also provide three (3) client references. Ideally, subcontractor references are school district references; however, the District shall accept references from customers where the subcontractor performed similar scopes of work that are included in the primary Offeror's submittal.
- 3.13.3. If your proposal contains a non-Oracle solution to address an Oracle Cloud gap you must submit a software reference form. Using **Attachment 18 – Software Reference Form**, provide three (3) references from prior customers. Information should include at the minimum: date of installation, length of implementation, name of client reference, name of client's project manager, jurisdiction, address, and telephone and fax numbers. Confirm that each reference is willing to participate in a 30–45 minute reference check call and inform references that they shall be contacted by the District. All contact information should be correct and up-to-date. This form should be completed for each of proposed software product.

3.14. Proposal Section 13.0 – Cost Proposal

- 3.14.1. Offerors should submit their cost proposal in a separate sealed envelope according to the format provided in **Attachment 19 – Cost Proposal**.
- 3.14.2. The District reserves the right to contact Offerors on price and scope clarification at any time throughout the selection process and negotiation process.
- 3.14.3. The District is asking Offerors to estimate prices and hours for all categories with the understanding that they may have to make assumptions. Do not use "To Be Determined" or similar annotations in the cells for cost estimates.
- 3.14.4. Offerors should base their cost estimates on an 8-hour work day, 5 days weekly, and on-site as appropriate. All work shall be performed in the United States (no off-shore work is permitted).
- 3.14.5. The District assumes that the Offeror's staff working on this project shall perform the majority of their work hours at designated District work location(s). List any assumptions that are embedded in the cost estimates as they relate to work location and travel and use fully loaded local and non-local rates for on-site work. The District does not wish to pay travel expenses separately. The proposed price shall include all costs that will be incurred for the purchase and implementation of the proposed solution. All work shall be completed at the District's Administrative Offices located in Rockville, MD 20850.

3.15. Proposal Section 14.0 – Exceptions to RFP

All requested information in this RFP shall be supplied. Offerors may take exception to certain requirements in this RFP, except for any provisions noted as non-negotiable in this RFP in **SECTION 4, Part 11 (Contract)**. All exceptions shall be clearly identified in this section and accompanied by a written explanation providing a description of the advantages or disadvantages to the District as a result of the exceptions. The District, at its sole discretion, may negotiate or reject any exceptions or specifications within the proposal.

3.15.1. To the Scope of Work

Offeror is expected to respond to the full scope of work as identified in **SECTION 3 – Scope of Services**.

3.16. Proposal Section 15.0 – Sample Documents

Offerors shall submit the sample documents listed below. Offerors acknowledge and understand that the MCPS General Contract Articles shall take precedence over any agreements entered into pursuant to this RFP.

3.16.1. Implementation Services Agreement

3.16.2. Statement of Work

3.16.3. Proposed Software License Agreements (if Offeror recommends additional software for an Oracle Cloud gap)

3.16.4. Proposed Software Maintenance Agreements (if applicable)

3.16.5. Sample Work Products

3.16.5.1. Project Plan

3.16.5.2. Design Document

3.16.5.3. Test Script

3.16.5.4. Cutover Plan

3.16.5.5. Sign-Off Sheet

SECTION 6 – EVALUATION PROCESS

1. Evaluation Of Proposals

Proposals shall be reviewed and evaluated by the Proposal Evaluation Committee as described herein.

2. Proposal Evaluation Committee

- 2.1. A Proposal Evaluation Committee shall convene, review, evaluate and rank all valid responses submitted based on the evaluation criteria.
- 2.2. The Proposal Evaluation Committee reserves the right to interview any, all or none of the Offerors that responded to the RFP and to require formal presentations with the key personnel who shall administer and be assigned to work on behalf of the contract before recommendation of award.
- 2.3. The Proposal Evaluation Committee reserves the right to conduct site visits of an Offeror's facilities and/or of a current project they are managing.

3. Proposal Evaluation

The School District will review all Proposals received as part of a documented evaluation process. For each decision point in the process, the School District will evaluate Offerors according to specific criteria and will then elevate a certain number of Offerors to compete in the next level. Offerors not previously elevated may be elevated at a later date if the previously elevated Offerors lead to an unsuccessful outcome.

The School District will base their evaluations on information in each Proposal, including but not limited to, the Offeror's Proposal documents, references, interviews, product demonstrations, and site visits. The evaluation team shall have no obligation to contact Offerors for clarification of Proposals, but the School District reserves the right to do so at any time prior to contract award.

4. Evaluation Criteria

The School District will evaluate Proposals on the basis of the criteria listed below and the ability of the Offeror to satisfy the requirements of this RFP in a cost-effective and efficient manner. Factors considered include, but are not limited to, the following:

- 4.1. Submittal Compliance
- 4.2. Minimum Qualifications
- 4.3. Overall Understanding of the School District's Needs
- 4.4. Response to all Schedules in RFP
- 4.5. Implementation Methodology/Approach
- 4.6. Implementation Interviews
- 4.7. References
- 4.8. Compliance with Contract Terms and Conditions
- 4.9. Cost

5. Evaluation Process Summary

Proposal Opening: Proposal submittals shall be received and opened by the assigned Office of Procurement Buyer.

Compliance: A preliminary evaluation by the School District shall determine whether each received proposal is complete and compliant with the all instructions and/or submittal requirements in the RFP. Any proposals that are incomplete or that do not comply with the instructions and/or submittal terms and conditions may be rejected and excluded from further consideration. Proposals that are compliant are advanced to the written evaluation stage.

Written Evaluation: The School District will evaluate Offeror's written proposals according to the criteria outlined in this section. The highest ranked Offeror proposals will advance to the Software Demonstration/Interview Stage.

Interviews: Offerors that are advanced to this stage will be required to attend on-site software interviews with School District Evaluators. Highest ranked Offeror proposals will advance to the Discovery stage. If a non-Oracle solution has been proposed to address an Oracle Cloud gap, then a software demonstration may be part of the interview process.

Discovery: Offerors advanced to this stage will be asked to make a second on-site presentation to discuss the details of the implementation strategy. District staff will also use this stage as an opportunity to interview key consultants assigned to the project.

Steering Committee Recommendation: Based upon the results of the Discovery session, the Evaluation Team will make a recommendation to the Steering Committee. The Steering Committee may 1) reject the recommendation; 2) request additional information; or 3) approve the recommendation.

6. Right to Negotiate

MCPS reserves the right to negotiate price and contract terms and conditions with the most qualified firm(s) to provide the requested service. If a mutually beneficial agreement with the highest ranked firm is not reached, the District reserves the right to enter into contract negotiations with the next highest ranked firm and continue this process until agreement is reached.

7. Award And Contract

Award shall be made to the most responsive and responsible Offeror whose proposal is determined in writing to be the most advantageous, bringing "best value" to meet the criteria of MCPS. Following the selection and upon final negotiation of the contract with the top-ranked Offeror, recommendation(s) for contract award, as required, shall be submitted to the Superintendent and the Board President.

SECTION 7 – SPECIAL TERMS AND CONDITIONS

1. Key Personnel

The School District requires reasonable assurance as to the consistency and quality of Offeror staffing for the project. Accordingly, the Offeror shall in its Proposal identify and commit to the project and the work its key personnel (the “Key Personnel”), and, respecting individual Key Personnel, the Offeror agrees that:

- 1.1. The School District shall have the option and prerogative to interview and consult with the Offeror concerning all proposed Key Personnel.
- 1.2. The Proposal shall set forth the Offeror’s list of proposed Key Personnel, with resumes.

2. System Acceptance

For purposes of acceptance of the system or portions thereof, the School District intends to use a two-staged acceptance procedure for each phase and for the entire Project. Key points include:

- 2.1. “Conditional Acceptance” will occur at or prior to go-live. The School District will have up to forty-five (45) days to test the system (“pre-live testing”) before going live.
- 2.2. The School District will have a 90-day period after Conditional Acceptance to “live test” the system. Live testing is the School District’s opportunity to verify that the system complies with the functional requirements and any other written specifications delivered to the School District by the Contractor during the course of the Project.
- 2.3. If after the live testing the system performs in accordance with the system specifications, including the design document and functional requirements, the School District will issue “Final Acceptance.” The 90-day time frame for Final Acceptance shall be extended if problems are found in the live test. Specifically, the School District expects to document the date the problem is found and the date it is certified as fixed. The acceptance period would pause when issues are reported and would restart on the date the problem is certified as fixed. The warranty period shall begin at the time of Final Acceptance.

Milestones

The School District requires that all compensation accrue to the Offeror be based on successful completion of Project milestones. After the School District’s acceptance of the milestone, the Offeror will invoice for any applicable milestone payments. Milestone payment amount shall either be a fixed fee or hourly based on the amount of time spent on the milestone, up to an aggregate not-to-exceed limit pertinent to each milestone.



ATTACHMENTS

Attachment 1 - RFP Checklist	ATT_1_MCPS_Checklist.xlsx
Attachment 2 - Proposal Signature Form	ATT_2_MCPS_Signature.docx
Attachment 3 - Proposal Acknowledgement Form	ATT_3_MCPS_Acknowledge.docx
Attachment 4 - Minimum Qualifications Form	ATT_4_MCPS_Qualifications.docx
Attachment 5 - Company Background Form	ATT_5_MCPS_Company.docx
Attachment 6 - Functional and Technical Requirements	ATT_6_MCPS_Functional_Requirements.xlsx
Attachment 7 - Inventory of Reports	ATT_7_MCPS_Inventory.xlsx
attachment 8 - Anticipated Interfaces	ATT_8_MCPS_Interface.xlsx
Attachment 9 - Anticipated Conversions	ATT_9_MCPS_Conversions.xlsx
Attachment 10 - Proposed Enhancements	ATT_10_MCPS_Enhancements.xlsx
Attachment 11 - Proposed Workflows	ATT_11_MCPS_Workflows.xlsx
Attachment 12 - Implementation Plan	ATT_12_MCPS_Plan.xlsx
Attachment 13 - Deliverable Expectation Documents	ATT_13_MCPS_DED.xlsx
Attachment 14 - Roles and Responsibilities	ATT_14_MCPS_Roles.docx
Attachment 15 - Staffing Matrix	ATT_15_MCPS_Staffing.xlsx
Attachment 16 - Key Personnel Reference	ATT_16_MCPS_Key.docx
Attachment 17 - Implementation Services Reference Form	ATT_17_MCPS_Imp_Reference.doc
Attachment 18 - Software Reference Form	ATT_18_MCPS_Software_Reference.docx
Attachment 19 - Cost Proposal	ATT_19_MCPS_Cost.xlsx

EXHIBITS

Exhibit 1 - System Inventory	EXHIBIT_1_MCPS_System_Inventory.xlsx
Exhibit 2 – Process Improvement Mapping	EXHIBIT_2_Process_Improvement_Mapping.docx