

MONTGOMERY COUNTY PUBLIC SCHOOLS

Expanding Opportunity and Unleashing Potential

PROCUREMENT UNIT

April 16, 2021

301-279-3555

RFP Number: 4923.1
Due Date: May 28, 2021
Open Time: 2:00 p.m.

To: Prospective Respondents:

Montgomery County Public Schools (MCPS) is soliciting proposals from qualified vendors for the provision and implementation of an Enterprise Resource Planning Software and Implementation Services (Human Capital Management & Payroll).

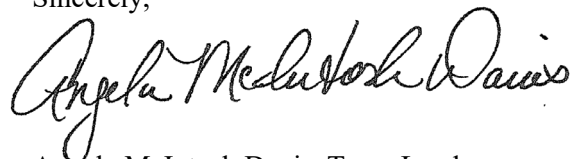
A virtual pre-proposal conference will be held on May 5, 2021 at 9:00 a.m. EST via WebEx. Details on the WebEx are contained in Section 14.0 of this Request for Proposal (RFP). Questions regarding the RFP must be submitted by 2:00 p.m. on April 27, 2021. Responses will be posted on the MCPS Procurement website by May 12, 2021.

Please respond according to the instructions provided in the attached RFP. Submissions must be received on or before 2:00 p.m. on May 28, 2021. Submissions received after this date and time will not be considered. Submittals shall be delivered in a sealed opaque envelope with the RFP number, opening date and opening time indicated in the lower left corner of the envelope. Submissions shall be delivered to Montgomery County Public Schools Procurement Unit, 45 West Gude Drive, Suite 3100, Rockville, Maryland 20850.

The contractor must submit one (1) original, one (1) redacted copy, one (1) electronic version of both original and redacted on flash drive, and five (5) separate hard copies of the proposal. In a separate sealed envelope the contractor must submit one (1) copy of the cost and one (1) electronic version of the cost on flash drive. The submission must be signed by an official having authority to contract with MCPS. The firm and official's name shall be used. This solicitation does not commit the district to pay any costs incurred in the submission of proposals or guarantee that an award will be made.

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,



Angela McIntosh Davis, Team Leader
Procurement Unit

AMD:lsc
Enclosure

Maryland's Largest School District

MONTGOMERY COUNTY PUBLIC SCHOOLS

Expanding Opportunity and Unleashing Potential

Request for Proposal

Enterprise Resource Planning Software and Implementation Services (Human Capital Management & Payroll)

April 16, 2021

RFP #4923.1

Pre-submittal Conference Questions Cut-off:	April 27, 2021 / 2:00 PM (EST)
Pre-submittal Conference:	May 5, 2021 / 9:00 AM (EST)
Responses to Pre-submittal Questions Posted:	May 12, 2021 / 2:00 PM (EST)
RFP Responses Submittal Deadline:	May 28, 2021 / 2:00 PM (EST)
RFP Documents and 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”) for a Human Capital Management (HCM) and Payroll application that can integrate as close to real-time as possible to the District’s Software-as-a-Service (SaaS) Oracle Cloud Enterprise Resource Planning (ERP) and the Oracle Planning and Budgeting Cloud Services (EPBCS). The District’s current Human Resource Information System (HRIS)/Payroll solution consists of an on premise solution provided by Infor Lawson with significant amount of customizations. MCPS is seeking a Software-as-a-Service (SaaS) cloud solution fit for a large K-12 school district. MCPS’s preference is to implement the solution in phases (Please See **Exhibit 4** – Business Events for planning purposes).

2. Minimum Qualifications

Offerors are expected to have experience implementing human capital management and payroll solutions at K-12 school districts in the United States. 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. 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 **Exhibit 2** and **Exhibit 3** (MAPT Cooperative Rider Clause) of this Request for Proposal (RFP) and therefore subject to the terms of the MCPS General Contract Articles. The Offeror will serve as the single point of contact throughout the procurement process and during the implementation.

3. Background

The District began its ERP Modernization project in 2017 by performing a functional and technical assessment of The District’s primary financial system (Oracle Enterprise Business Suite, also known as Oracle EBS), the human resources and payroll system (Infor-Lawson), and the legacy Budget Management Application (BMA). All these systems were quickly approaching end of life. 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; and 3) the upgrade process should serve as an opportunity to implement business improvements.

As part of the study, a multi-year multi-phase roadmap was developed, which The District has partially implemented:

- **Recommendation 1:** The “best-of-breed” approach is an acceptable approach. The District adopted this philosophy for this project. The financial system and the human resources/payroll solutions have always had their own development paths. But, they have been guided by the following principles: 1) they must fully integrate with each other; 2)

customizations/enhancements should be minimized; and 3) the best fit for the best value should be implemented.

- **Recommendation 2:** Upgrade Infor Lawson Human Resources in two phases: on-premise to on-premise, and then on-premise to cloud. The first phase was completed in November 2019. The District owns and maintains the latest on-premise release of Infor Lawson for Human Resources and Payroll. The upgraded solution still supports many customizations unique to MCPS but can be supported through 2023. MCPS has held off on implementing the second phase because the ERP Cloud market has matured and, in keeping with recommendation 1, The District is interested in exploring the ERP market. The District is also interested in removing its customizations and utilizing standard Software-as-a-Service (SaaS) software functions.
- **Recommendation 3:** Upgrade Oracle EBS to Oracle Cloud ERP. This recommendation was completed in 2020. Functionality only includes financials and supply chain and serves as the official financial record. Any future solution will be required to integrate with Oracle Cloud ERP.
- **Recommendation 4:** Upgrade The District's Budget development and management solution. This recommendation was completed in 2021. The new solution resides in Oracle EPBCS Cloud. Any future HCM/Payroll solution will be expected to integrate position and payroll financial data with Oracle EPBCS Cloud.

MCPS hired the Government Finance Officers Association (GFOA) to assist The District with developing this RFP. GFOA will be responsible for facilitating the selection process consistent with MCPS procurement guidelines.

4. About Montgomery County Public Schools (MCPS)

MCPS, which is operated by the Board of Education of Montgomery County, is the 14th largest school system in the United States, and the largest in the state of Maryland. MCPS currently serves more than 165,250 students from 157 countries speaking 150 languages. With a Fiscal Year (FY) 2021 Operating Budget of approximately \$2.5 billion, MCPS employs 24,246 employees. Among the 208 schools that MCPS operates, 41 are National Blue Ribbon schools. Nine MCPS high schools rank in the top 300 of The Washington Post 2020 High School Challenge, and all 25 MCPS high schools appear on this list, which only includes the top 11 percent of high schools in the country. MCPS has one of the highest graduation rates among the nation's largest school districts, according to an Education Week report. 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 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 Office of Human Resources and Development (OHRD) and the Office of Finance Department of Employee and Retiree Service Center (ERSC) provide human capital management and payroll services

to MCPS employees. The Office of Technology Innovation (OTI) is responsible for providing the technology platforms to support HCM and Payroll as well as project management services for technology implementations.

Table 1.1 Other Data

Number of Anticipated Core HCM/Payroll Users	2,000
Number of Employee Self-Service Users	28,576
Number of W-2s Issued Per Year	30,382 (includes Retirees)
Number of 1095 Issued Per Year	27,530 (includes Retirees)
Number of Job Applications Per Year	30,000

SECTION 2 – PROJECT BACKGROUND

1. Current Environment

The District's Human Capital Management and Payroll solution is based on Infor Lawson for HR Payroll v10.0 MSP#8. The District's Applicant Tracking System is Oracle Talent Acquisition Cloud Service (Taleo). The District's financial system is based on Oracle Cloud, including the complimentary tools listed in **Table 2.1** and **Table 2.2** below. These solutions are currently supported.

1.1. Current Relevant Software Environment:

This section provides the details on the current ERP residence software at MCPS. **Table 2.1** and **Table 2.2** below provide the technical details in terms of module functionality, and the current release level.

Table 2.1. Software/Modules Relevant to HCM Currently Used by MCPS

Product	Release/Level
Infor Lawson – Accounts Payable (used for garnishment)	Release 10.0 MSP#8
Infor Lawson – Benefits	Release 10.0 MSP#8
Infor Lawson – General Ledger	Release 10.0 MSP#8
Infor Lawson – Human Resources	Release 10.0 MSP#8
Infor Lawson – General Ledger Set-Up	Release 10.0 MSP#8
Infor Lawson – Lawson Software	Release 10.0 MSP#8
Infor Lawson – Absence Management	Release 10.0 MSP#8
Infor Lawson – Custom Module	Release 10.0 MSP#8
Infor Lawson – Personnel	Release 10.0 MSP#8
Infor Lawson – Payroll	Release 10.0 MSP#8
Infor Lawson – Terms	Release 10.0 MSP#8
Infor Lawson – Time and Attendance	Release 10.0 MSP#8
Infor Lawson – Tax	Release 10.0 MSP#8
Infor Lawson – Upgrade Module	Release 10.0 MSP#8
Infor Lawson – Workflow	Release 10.0 MSP#8
Infor Lawson – Intellias Custom Module	Release 10.0 MSP#8
Infor Lawson – Employee Self-Service	10.0.8.47 Update 14
Intellias – Job Automation	Version 4.8.23
Intellias – Benefit Addins	Version 4.5.0
Melissa Data (Address Standardization)	v.3
BSI Tax Factory	Release 11.0c
Oracle Talent Acquisition Cloud Service	Current Release*
Human Resources Online (HRO)	Version 2014.4.40.0
DocuWare	Version 7 Build 7.0.0.8375
Job Description	Custom Built
ESS	MHC Document Self Service - Version 5.1
MHC	Version 4.5
SAE and Para Grid	Custom Built

* **Note:** Oracle Talent Acquisition Cloud Service is always at the current release and is updated quarterly. MCPS receives application updates in February, May, August, and November.

Table 2.2. Oracle ERP Modules Currently Used by MCPS

Product
Oracle Database Cloud Multitenant Service – S5
Oracle Java Cloud Service - SaaS Extension – S2
Oracle Planning and Budgeting Cloud Service
Oracle Enterprise Performance Reporting Cloud
Oracle Additional Test Environments for Oracle Fusion Cloud Service (x3)
Oracle Transparent Data Encryption Security Cloud Service
Oracle Fusion Financials Cloud Service
Oracle Fusion Expenses Cloud Service
Oracle Fusion Automated Invoice Processing Cloud Service
Oracle Fusion WebCenter Forms Recognition Cloud Service
Oracle Fusion Purchasing Cloud Service
Oracle Fusion Supplier Portal Cloud Service
Oracle Fusion Supplier Qualification Management Cloud Service
Oracle Fusion Sourcing Cloud Service
Oracle Fusion Procurement Contracts Cloud Service
Oracle Fusion Self Service Procurement Cloud Service
Oracle Fusion Project Contract Billing Cloud Service
Oracle Fusion Project Financials Cloud Service
Oracle Fusion Grants Management Cloud Service
Oracle Fusion Inventory Management Cloud Service
Oracle Additional Environments for Oracle Enterprise Performance Reporting Cloud Service
Oracle Additional Environments for Oracle Planning and Budgeting Cloud Service
Oracle Java Cloud Service - High Performance - Government
Oracle Database Cloud Service – Enterprise Edition – Government
Oracle Cloud Infrastructure – Compute - Virtual Machine Standard – X7 – Government
Oracle Cloud Infrastructure – 100 Mbps Load Balancer – Government
Oracle Cloud Infrastructure – Outbound Data Transfer – Government
Oracle Cloud Infrastructure – Block Volume – Government
Oracle Cloud Infrastructure – Object Storage – Requests – Government
Oracle Cloud Infrastructure – Object Storage – Storage – Government
Oracle Autonomous Analytics Cloud – Enterprise – Government
Oracle Autonomous Integration Cloud – Enterprise – Government

Note: Oracle Cloud Enterprise Resource Planning (ERP) is always at the current release and is updated on a quarterly basis. MCPS receives application updates in February, May, August, and November.

Oracle Planning and Budgeting Cloud Services (EPBCS) is always at the current release and is updated monthly.

1.2. Current Overall MCPS Application(s) Landscape

MCPS has several “other” enterprise applications that support 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 Cloud is presented in **Figure 2.1** below. Note that applications are arranged by two major segments – financial and human capital solutions; edges of the diagram depict the applications that reside in a hosted environment.

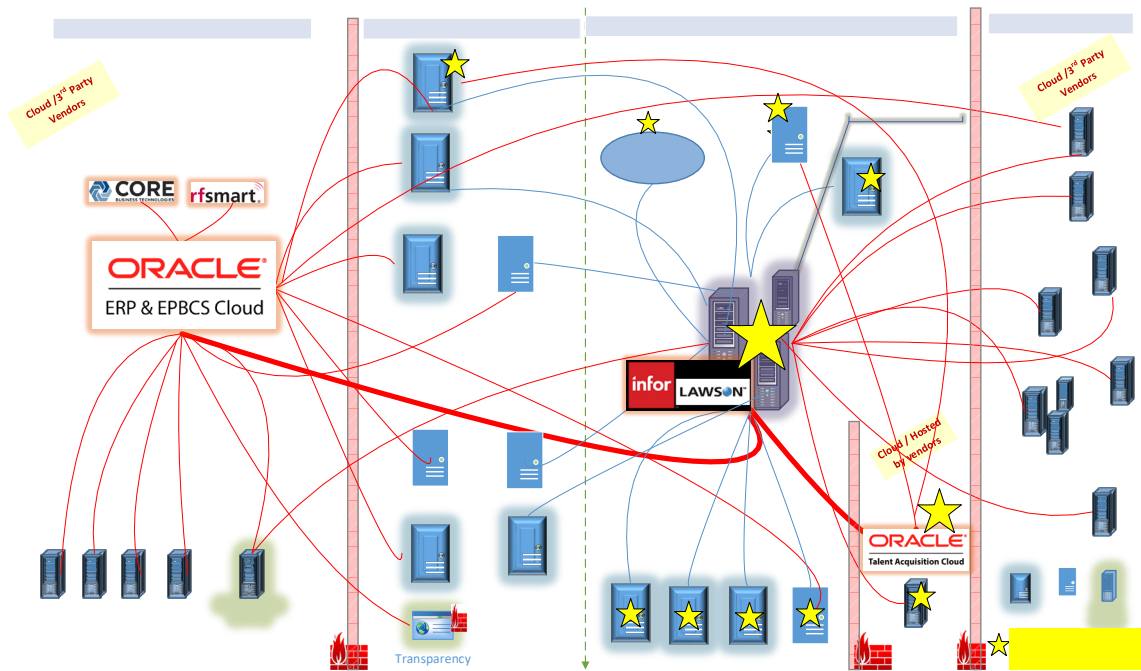


Figure 2.1. Applications with Interfaces to Financial and Human Capital Systems

★ Systems/applications with functionalities in scope include:

HRIS is the Infor-Lawson Human Resource Information System. The application has been heavily customized over the last 20+ years. It is used for payroll processing, benefit and retiree administration, leave and workers compensation administration, absence management leave calculations, salary and position management, and personnel actions. Over 100 interfaces are in place with both internal and external systems.

DocuWare is the Document Management System in use by multiple sites at MCPS. Relevant to this RFP, it is used as a repository for employee records including, but not limited to, fingerprinting,

evaluations, credentials, personnel action notifications, beneficiary's information, and dependent's information.

Job Description is a custom application in use by one staff. It is based on templates that are populated with information related to job name/title, description, classification, knowledge, skills, and abilities. It interfaces with Oracle Taleo and the MCPS web repository containing all active job descriptions.

ESS is the Employee Self Service portal used by all staff for open enrollment and to update information such as direct deposit, W-4, and home address. Using ESS, staff can view information such as leave balances, salary, W2, 1095, and ePaystub. ESS interfaces with HRIS, Intellias, and MHC.

Melissa Lookups is integrated with HRIS and is used to validate and standardize US addresses.

MHC is a product of MHC Software in use for the creation, publishing, and viewing of ePaystub's, W2's, and 1095's. This product contains MCPS specific customizations.

BSI Tax Factory integrates with HRIS payroll and perform payroll tax calculation.

SAE & Para Grid are custom applications used to manage and track position allocations and FTEs for Schools and Special Education Staff.

Oracle Talent Acquisition Cloud (Taleo) is the Applicant Tracking System (ATS).

All MCPS facilities within the scope of this project are networked via hardwire or wireless. The Office of Technology and Innovation (OTI) supports the systems and technical infrastructure of the school system and ensures that day-to-day operations function optimally. Any solution proposed by a prospective vendor must operate optimally as part of the MCPS infrastructure. Some relevant characteristics of the MCPS infrastructure are as follows:

- All staff and students authenticate to the MCPS network using their Active Directory credentials.
- The standard operating system for centrally managed server applications is Windows Server 2019.
- On-premise applications are typically load balanced using an F5 Big-IP load balancing appliance.
- All schools have a minimum of 1Gbps download speeds and 1Gbps upload speeds to the MCPS data center and the internet.
- All schools have desktop workstations with a minimum configuration of a 250 GB hard drive, 4 GB RAM and a 2.8 GHz processor. These desktop computers use the Windows 10 operating system.

2. Current HCM/Payroll Ownership

The current human resources/payroll system is maintained by the Employee and Retiree Service Center (ERSC) at the Office of Finance, the Office of Human Resources and Development (OHRD) and the Office of Technology and Innovation (OTI). The Office of Finance Division of Controller (DOC) and the Office of Technology and Innovation are responsible for managing Oracle Cloud for accounting related to payroll. All these offices have representation on this project and will be active participants throughout the implementation.

3. Major HCM/Payroll Stakeholders

Although the entire District and all of its stakeholders are potentially impacted by the implementation of the new solution, major stakeholders have been identified for the purpose of organizational change management. The major stakeholders are listed in **Table 2.3** below.

Table 2.3. Major Stakeholders

Department	Description
Board of Education of Montgomery County (BOE)	The Board provides leadership and oversight for MCPS by setting goals, establishing policies, and committing resources to benefit a 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 Human Resources and Development (OHRD)	The Office of Human Resources and Development (OHRD) is committed to excellence, equity, and lifelong learning. OHRD builds an effective workforce of diverse professionals who contribute to the success of all students by ensuring access to growth and recognition opportunities. To meet the needs of all students at Montgomery County Public Schools (MCPS), OHRD recognizes the importance of organizational effectiveness and excellent customer service and satisfaction. OHRD is committed to academic excellence, creative problem solving, and social/physical and psychological well-being. Major functions include Certification and Staffing, Professional Growth Systems, Employee Assistance, Recruitment and Staffing, and Classification.

Department	Description
Employee and Retiree Service Center (ERSC)	The Department of Employee and Retiree Services, also referred to as the Employee and Retiree Service Center (ERSC), operates comprehensive employee compensation and benefits, loss prevention, risk management, and other related programs that support success for every student through attracting and retaining highly qualified staff. ERSC provides high-quality services to schools, employees, and retirees, and it ensures broad access to accurate and timely information through use of a fully integrated suite of business applications that include the Human Resources Information System (HRIS) and the Lifeworks Retiree System. Functions include: Payroll, Benefits Strategy and Vendor Relations, Compensation and Transactions, Leave Administration, Retirees, Regulatory Reporting, and Call Center.
Office of Technology and Innovation (OTI)	The Office of Technology and Innovation (OTI) provides high-quality technology systems and services essential to teaching and learning. The office is committed to excellence in providing technology solutions to support teachers, engage students, and assist in the effective business operations of Montgomery County Public Schools. These solutions are implemented following best practices for project management and with continuous collaboration with MCPS staff and the community. Major functions include: Business Information Services, Infrastructure and Operations and Technology Integration and Learning Management Systems.
Schools and Offices	All school-based and District-wide full-time and part-time employees have been included in this category.
External Stakeholders	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, unions, and parents/guardians. Most of these stakeholders have reporting needs.

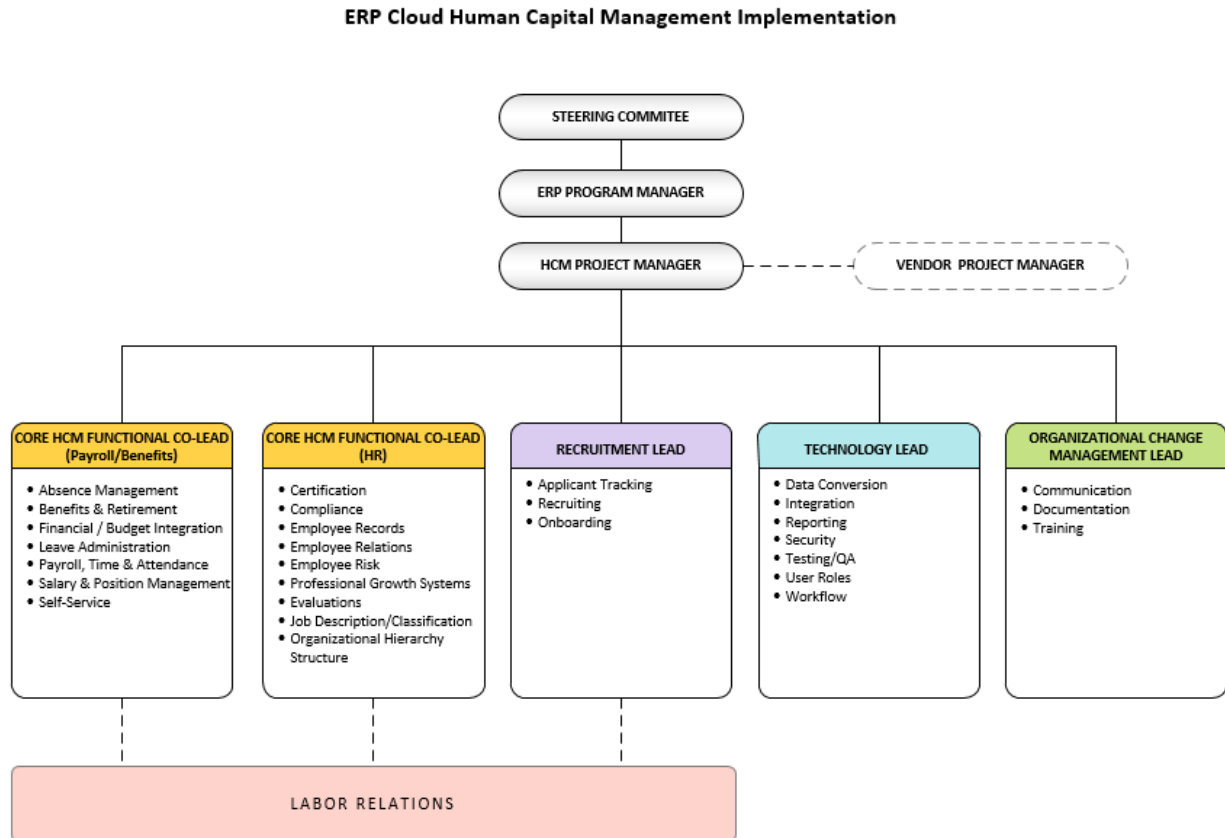
4. Executive Sponsorship

This project is co-sponsored by the Associate Superintendent of Human Resources and Development, the Associate Superintendent of Technology and Innovation, and the Associate Superintendent of Finance.

4.1. MCPS Project Team

MCPS has taken great care to ensure organization-wide participation in this project. A Program Manager from the Office of Technology Innovation will have oversight and report to an Executive Steering Committee consisting of the Associate Superintendent of Finance, the Associate Superintendent of Technology and Innovation, and the Associate Superintendent of Human Resources and Development. 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. Project Team Organization



4.2. MCPS Project Team Commitment

Table 2.3 below lists the project roles that The District has identified and will commit to this project.

Table 2.3. MCPS Project Team Commitment

Role	Responsibility	Assigned Effort
Steering Committee	Authorizes or makes decisions regarding policies, project scope, schedule, and resources.	0.1 FTE
ERP Program Manager	Manages the project portfolio impacted by the HCM/Payroll implementation.	0.5 FTE
HCM Project Manager	Manages scope, schedule, resources, and tasks for the HCM/Payroll Cloud implementation. Coordinates integration activities and resources for tasks related to integrating HCM/Payroll with Oracle Financials Cloud.	1 FTE
Organizational Change Management Lead	Manages organizational change management including Communication, Documentation, and Training. Oversees the tasks completed by the Change Management Champions.	1 FTE
Core HCM Functional Co-Lead (Payroll/Benefits)	Manages the design of future Absence Management, Benefits & Retirees, Leave Administration, Payroll, Time & Attendance, Salary & Position Management, Employee Self-Service, and oversees the integration of functional designs. Serves as a Change Management Champion.	1 FTE
Core HCM Functional Co-Lead (Human Resources)	Manages the design of the future Certification and Professional Growth Systems, Employee Assistance, Staffing and Position Classification, and oversees the integration of functional designs. Serves as a Change Management Champion.	0.5 FTE
Recruitment Lead	Manages the design of the recruiting and onboarding processes in the future solution and oversees the integration of functional designs. Serves as a Change Management Champion.	0.5 FTE
Technology Lead	Manages the design of interfaces and coordinates technology tasks related to legacy data, technology, infrastructure, authentication, reporting, security, connectivity, user roles and certification.	1 FTE
Subject Matter Experts	Staff with deeper knowledge of particular business processes will be called in, as required, to support the Leads and to complete tasks.	As Required
Trainer	Manages the District tasks related to the training plan and oversees the development and quality of training materials. Works closely with implementation vendor to schedule training sessions. Coordinates District training resources for end-user training sessions.	1.5 FTE

Note: 1 FTE = 160 hours per month; multiple staff can fill an FTE role

4.3. Evaluation Team

The Evaluation Team for this RFP will consist of representatives from the District. The Department of Materials Management (DMM) Procurement Unit will oversee the procurement process.

4.4. Evaluation Consultant

The District has retained the services of the Government Finance Officers Association (GFOA) for this project. The role of GFOA is to provide information and analytical services to support the evaluation process. The decision to select software and implementation services is solely that of The District. The District reserves the right to use other consultants to assist in the evaluation of proposals for this project.

SECTION 3 – SCOPE OF SERVICES

The District seeks Proposals from qualified Offerors to deliver and implement a comprehensive human capital and payroll solution that can integrate as close to real-time as possible to The District's Software-as-a-Service (SaaS) Oracle Cloud Enterprise Resource Planning (ERP) and the Oracle Planning and Budgeting Cloud Services (EPBCS).

1. Contract Scope

The School District will accept Proposals from both software firms and implementation firms. The School District will not accept or consider Proposals from implementation firms alone, or Proposals from ERP firms without the requested implementation services. If a single firm does not provide all products and services required under this RFP, the Proposer must and shall partner with another firm to submit a single Proposal that meets the minimum requirements of this RFP. A Proposal from joint or multiple participants must identify a single firm (Offeror) as the point of contact throughout the RFP procurement process. The District anticipates and is prepared to sign separate software and implementation agreements as part of this project; a software license contract with the software company and an implementation services agreement with the implementation vendor is acceptable.

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** (but not limited to) 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
Structures	<ul style="list-style-type: none"> • Organizational Hierarchies • Location Hierarchies • Personnel Reporting Hierarchies • Integration with Chart of Accounts
Applicant Tracking	<ul style="list-style-type: none"> • General Requirements • Different hiring workflows by union/job type • Job Announcement • Applicant Tracking • Eligibility Lists • Candidate Pool • Testing • Recruitment Plan • EEO Reporting • Self-Service • Reporting
Benefits	<ul style="list-style-type: none"> • Administration • Eligibility • Eligibility - Qualifying Life Events • Beneficiaries/Dependents • Cost • Deductions • Plan Administration • COBRA • Open Enrollment • Retiree Enrollment • Self-Service • Reporting
Certifications	<ul style="list-style-type: none"> • General Requirements • Licensing • Certification • Reporting
Employee Relations	<ul style="list-style-type: none"> • General Requirements • Disciplinary Actions • Performance Improvement Plans • Reporting
Human Resources	<ul style="list-style-type: none"> • General Requirements • Position Classification/Job Descriptions • Reclassification • Candidate Pools • Job Banding • Staffing / Allocations • Employee Data • Onboarding

	<ul style="list-style-type: none"> • Skills Tracking • Personnel Action • Personnel Action - Priority Placement • Performance Evaluations • Peer Assistance and Review (PAR) • Separation • Reporting
Retirement	<ul style="list-style-type: none"> • General Requirements • Administration • Disability Retirement • Pension Beneficiaries • Reporting • Self-Service
Leave Management	<ul style="list-style-type: none"> • General • Leave Accruals • Leave Advance • Leave Carryover • Extended Leave • Sick Bank • Return to Work • Reporting
Payroll	<ul style="list-style-type: none"> • Salary Administration • Pay Calculations • Retro Pay Calculations • Special Pay • Employee Reimbursement • Student Loan Program • Deductions and Garnishments • Leave Payout • Payroll Checks • Payroll Processing • End of Year Processing • Self-Service • Reporting
Position Control	<ul style="list-style-type: none"> • Work Schedules • Position Setup • Workforce Reporting
Risk Management	<ul style="list-style-type: none"> • General Requirements • Case Management • Workers Compensation • Restricted Duty • Reporting
Time Entry	<ul style="list-style-type: none"> • General • Time Entry

	<ul style="list-style-type: none"> • Overtime Authorization & Reporting • Timesheet Business Rules • Reporting
Training	<ul style="list-style-type: none"> • General Requirements • Testing • Tracking • Reporting

- Integration with Oracle Cloud – The District’s official general ledger and budget controls reside in Oracle Cloud. Budget planning and position planning also reside within an Oracle budget planning solution (EPBCS). The future HCM/Payroll application will be required to integrate to the Oracle Cloud products; meaning the new solution will need to accommodate the Oracle Cloud chart of accounts and any financial processes within Oracle Cloud (e.g., accounts payable, accounts receivable, etc.)
- Applicant Tracking – The District uses Oracle Taleo for applicant tracking. There is a lack of integration between Taleo and the current HRIS system. There are some types of data that are captured in one system but not the other. For example, certificate or testing information of current employees are not incorporated in their applicant profile and languages fluently spoken is not captured in the employee record. Additionally, onboarding is not fully configured in Taleo to be integrated with HRIS. The recruitment season for teachers begins in October. The transfer period for current teachers begins in late February/early March. As new teachers may get hired many months before the start date, MCPS requires flexibility to track the status of applicants from the time they are offered a contract to their ultimate placement into schools. During this period, teachers may also apply for school-specific requisitions if they have not been placed. The future solution should allow for a comprehensive view of employees, including their applicant information, as well as leverage tools to support the onboarding process and the demands of teacher recruitment.
- Benefits – Active employees and retiree benefits information is currently maintained in the HRIS system. Tracking and reporting of certain information, such as permanent disabled and temporarily disabled dependents and dependents who are MCPS employees, are done manually. The future solution should support more robust benefits administration with automated processes, ensure compliance with healthcare regulations, negotiated employee agreements, vendor contracts, tracking of benefits and benefits eligibility information. Also, the future solution should provide an easier and intuitive self-service functions for employees, including completion of open enrollment benefit related changes, providing updates for qualifying life events, and easy access to comprehensive benefit statements.
- Certifications – The term “educator” includes all employees that are required by the State of Maryland to hold a licensure or certification. The District tracks the certification status of these employees, which are required of their positions. The District uses several sources to track certification information, including the Post Baccalaureate Record Database (PBR) and Professional Development Online (PDO) system. PBR is a manual MS Access database used to track individual classes from an employee’s college transcripts and Maryland State Department

of Education-approved Continuing Professional Development (CPD) courses. PDO tracks course registration information for courses MCPS offers. The future solution should allow educators to submit certification details, which prompt personnel actions for salary adjustments upon approval, as well as a view of their certifications, expiration dates, and pathway to completion or renewals.

- Employee Relations – The Office of Employee Engagement and Labor Relations (OEELR) tracks grievances (related to union contracts), complaints (related to MCPS Board policy), disciplinary actions (related to code of conduct), and investigations. Incidents are tracked in an in-house custom built system that supports case-specific records. There is no current interface to HRIS. The future solution should support minimal case management features that allows OEELR to enter outcomes of a process that would result in a change in employee status or pay. The future system could also support an interface to the existing in-house system that will allow notifications to OEELR or Office of Human Resources Department about personnel actions that could impact or could be a result of an outcome from the grievance, disciplinary action, or investigations process. The future solution should incorporate security settings that restricts access on employee information related to grievances, complaints, disciplinary actions, and investigations.
- Human Resources – The District has 24,246 employees, of which 56% are teachers. The District manages the FTE count carefully. The District reports on budgeted FTEs but works primarily with the allocated FTEs as schools may request to switch a 0.5 FTE teacher for a 1.0 FTE paraeducator. Because of such flexibility, The District tracks allocations carefully. Additionally, union rules require similar positions to be tracked for movement in the salary step upon completion of training or for other payroll purposes. Employees are allowed to hold multiple jobs, such as a full-time 10-month position and a temporary part-time position or one or more temporary part-time positions. The future solution should provide reporting on positions allocations so that The District can view hiring availability and employee movements across locations, positions, etc. The future solution should also track the multiple jobs an employee may have and apply appropriate pay, accrual, leave, and overtime rules to those jobs at the employee level.
- Leave Administration and Absence Management – Leave administration and absence management rules are largely driven by union agreements, such as leave types, yearly allotments and usage of leave, and participation in sick banks and Family Medical Crisis Bank (FMCLB). In addition, leave administration must comply with provisions of FMLA, Maryland Healthy Families Act and appropriate federal regulations. Time and leave entries are entered in The District's custom time entry system called Payroll Attendance Collection System (PACS). Long-term leaves of absence require manual effort to track. Once employees are on leave beyond 60 duty days or are not eligible for FMLA protections under the Department of Labor minimum requirements, the position becomes vacant per union contract. The future system should allow tracking of leave to show what has been used of their FMLA leave balance (if applicable), use of non-FMLA leave balance, what was advanced, what is available, and provide notifications to users, supervisors, and other stakeholders as necessary before leave is

exhausted. In addition, the future system should provide a solution for efficient administration of Sick Bank as well as FMCLB.

- Time Entry – Employees complete a biweekly paper timesheet and provide it, along with any approved leave slips, to their timekeeper to manually record in PACS, a customized module in HRIS. Supervisors must authorize/sign the timesheets. Distinct timesheets are provided for staff to report specific types of pay – e.g., Professional Staff; Supporting Services Staff; Temporary Part-Time; Substitute Teachers; Extracurricular Activity Stipends (ECA 1 & ECA 3); Summer Supplemental Employment (SSE). Payroll will collect PACS entries at 4 PM on the day of payroll processing to capture the entries, including those that have not been released/approved by the supervisors. For employees in grant-funded positions, Payroll generates Personnel Activity Reports (PAR) through a custom program to report on their grant activity. Timing lags can occur so that an employee may not have a Lawson ID on their first day, requiring the need for retro pay as they could not enter time on the day they started. The future system should allow multiple forms of time capture to accommodate the various types of time reporting based on the types of employment and other contractual mandates, and apply approved leave to ensure accurate payment processing. Additionally, the future system should support automated and detailed time capture, such as time and effort reporting for cost accounting and grant reporting purposes and internal attendance approval reports for audit compliance.
- Payroll – HRIS pulls time entries from PACS. As an older system, payroll processing requires making adjustments/corrections and processing those adjustments/corrections in multiple steps. Over 65 jobs and reports are run to verify the accuracy of time entries, process provisions of the Fair Labor Standards Act (FLSA) and contractually negotiated overtime provisions, calculate withholdings, process leave accruals/usage to produce ACH, checks/positive pay files and generate appropriate interface files to the financial system. The future solution should help streamline the payroll process by incorporating various regulatory, contractual and business rules into the system to minimize the number of manual entries, adjustments, and reviews. The system also needs to accommodate less than twelve month (e.g., ten month, eleven month, etc.) employees being paid over twelve months.
- Risk Management – Risk management activities could include injury as well as death of employees, retirees, and their dependents still receiving wages, pension, or health benefits, auto accidents, insurance payouts, personal property loss, etc. Injury, workers compensation, and return to work information is initiated through paper-based forms and maintaining documents in the DocuWare Document Management System. For deaths, HRIS does not track the information in the employee record; rather a separate record is created in a separate company (Company 100 for active employees; Company 200 for retirees and surviving spouses of retirees; Company 300 for sick bank balances; Company 400 for tracking contractors and volunteers that are not employees.). The future system should support recording and tracking

of all activities/events and tie it to the employee record to provide a more accurate profile of risk management.

- **Training** – Training encompasses required compliance training for all employees as well as professional development training (required and optional) for MCPS employees, including full-time and part-time employees. The Student Welfare and Compliance Unit develops and oversees Districtwide Compliance Training. Registration and completion of compliance training is tracked using PDO, but the training could take place in-person or online via Canvas. The Certification Unit works with the Maryland State Department of Education (MSDE) to provide certification services for educators and monitors for requirements related to Maryland Educator Certificate, local MCPS contingencies, salary advancement, course applicability, and equivalent credit applicability. Completion of educators' professional development training is tracked manually using PDO as well as File Maker Pro, an Access database. The future solution should connect the employee file with required and optional training and their record of completion, generating reminders to employees and supervisors about training, and initiating appropriate personnel actions for failure to complete training.

2.2. Process Improvements

The District has undertaken business process improvement mapping exercises in preparation for the new human resources and payroll solution implementation. While The District has additional considerations with the future state, the process improvement maps provided in **Exhibit 1** are intended to clarify the desired best business practice. Offerors will be required to use the maps in conjunction with the functional and technical requirements to design and configure the proposed solution.

3. Functional Requirements

The Offeror is responsible for implementing the proposed software modules to meet all necessary project requirements as described in **Attachment 8 - Functional and Technical Requirements**. **Attachment 8** documents detailed 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 baseline) 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 this RFP in **Attachment 8 - Functional and Technical Requirements**. The Offeror must implement all documented requirements, both through configuration as well as any necessary enhancement. The requirements identified for enhancements (application, user interface, reports, etc.) will be subject to The District's review and approval. Upon approval, The District will authorize the implementation of the approved enhancements. The Offeror is highly encouraged to keep the necessary enhancements to an absolute minimum 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, and development phases. During the implementation, it is expected that in the Offeror's sessions with users, additional requirements may arise and/or existing requirements may be further expanded or deleted. The District expects that additional clarity will develop during the implementation phases. **It is the responsibility of the Offeror to update the RFP baseline requirements published in Attachment 8 – 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. If these new (undocumented) requirements can be met via the proposed software modules out-of-the-box delivered functionality, then 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 presented in this RFP are for guidance purpose; 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. **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 and the business process maps 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 from the Program Manager.**

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's Project Manager 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 includes 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 should 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, resources, 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 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 all contract deliverables).
- 4.4.1.6. 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 ensure the core project team members have the knowledge and understanding of the proposed software functionality and usability, so that the staff can effectively participate during the project design phase.
- 4.4.1.7. 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 address the following 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) Change Management Plan: Plan that addresses stakeholder analysis, change management roles, major tasks, issue management, and schedule of activities.</p> <p>4) Communication Plan: Plan that addresses stakeholder communication needs, communication media, frequency of communications, and proposed content.</p> <p>5) Quality Control: Plan must clearly define how the quality of the project will be measured.</p> <p>6) 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	The schedule should detail 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.
3	Core Project Team Training Plan	The plan must detail a training strategy to familiarize and orient The 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 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.

- 4.4.1.8. 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). 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** below.

Table 3.3. List of Required Deliverables - Continuous Tasks

Deliverable		
ID	Deliverable	Description
5	Project Management Activities /Periodic Status Report	The Offeror shall implement all the project management, quality, and weekly schedule management activities, which must be summarized and provided in a periodic status report. These activities include project status meetings, weekly meetings, presentations, etc. The status 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.
6	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 periodic basis. The Report must also identify specific organizational issues and strategies to mitigate these issues.
7	Software and Hardware Installation, and Technical Environments Maintenance/ Configuration Management (up to system acceptance)	The Offeror, working closely with The District's IT team, shall install business application software, third-party software, and IT infrastructure hardware/software per relevant vendor installation requirements. 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 Program Manager.
- 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	Description
8	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.
9	Functional & Technical Specifications for Reports	Document user functional and technical specifications for all report development requirements.
10	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.
11	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.
12	Functional Specifications for Security	Based on proposed security model, the Offeror shall define and document functional specifications for system security implementation.
13	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.
14	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.
15	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 the proposed solution and approved customizations 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 and 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 9 – Inventory of Reports**). Note – Vendor shall identify reports that will be developed at no charge. 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 that 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, defining testing scripts and expected results, test entrance and exit criteria, processes to capture testing issues and resolution steps, process for acceptance signoffs, etc. The Offeror shall also address whether consultants responsible for implementing software will define and update the test scripts or whether The District staff are responsible for this task.
- 4.4.3.11. The Offeror, while working through the above activities, must produce working products (analysis, documentation, and presentations) that shall enable The District's project 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
16	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.
17	Queries and Reports Development & Documentation	Technical development of queries and stock reports (customized for District), implementation, unit testing and all relevant documentation.
18	Interfaces and Integration Development & Documentation	Technical development of interface programs, code review documentation, interfaces and systems integration implementation, unit testing and all relevant documentation.

Deliverable		
ID	Deliverable	Description
19	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.
20	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.
21	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.
22	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.
23	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.
24	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).

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.
- 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 agreed upon 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.
 - 4.4.4.5.1.1. The District requires a minimum three parallel payroll runs.
 - 4.4.4.5.1.2. The District requires parallel payroll runs to include a payroll running across fiscal years.
- 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 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 The District's project 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	Description
25	Deliver UAT Orientation /Training	The Offeror's functional and training leads shall deliver training to The District's UAT population.
26	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's functional leads shall organize and document user reported test issues. Each of the test issues must be resolved and retested by 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.
27	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.).
28	IT Operations Procedures & Training	The Offeror, in this deliverable, shall define, develop, and document IT service management and operations procedures related to administration 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 PMO staff.
29	Final Training Materials	The Offeror shall 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. During Deployment, the Offeror shall organize and deliver end-user training for all impacted users. The Offeror shall recommend and implement a training evaluation/assessment process (as part of the training) to assess the training effectiveness (trainer delivery and user learning). During the three-month production support period, the Offeror shall offer and deliver limited training classes for users, on an as required basis.
- 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 a seamless 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 if the cut-over is not completed successfully.
- 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/seven (7) month post go-live support plan (to aid both office and school 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 and pandemic health restrictions), 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. Payroll support will be needed from June to July while The District performs end-of-year related activities. Also, support will be needed for the benefits enrollment period from October through January. Information about the major business events can be found in **Exhibit 4** (Major Business Events).
- 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

Deliverable ID	Deliverable	Description
30	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 lead's signoff.
31	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.
32	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.
33	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.
34	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.
35	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.
36	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 five (5) copies, as well as one (1) electronic version on a USB drive, and one (1) redacted copy, as well as one (1) electronic version on a USB 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 PM EST on May 28, 2021. 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 – Equal Opportunity Certification, Attachment 3 – Certification of Nonsegregated Facilities, Attachment 4 – Minority Business Enterprise, and Attachment 5 – Non-Debarment Acknowledgement, and Attachment 6 – Proposal Acknowledgement 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 request may contain technical data which the contractor 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, may be so restricted:

Provided, that contractor 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 contractor 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**.

1.3. Proprietary and Confidential Information

Contractors 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 contractor in response to this or any solicitation issued by MCPS. However, MCPS will exempt information that is confidential commercial or financial information of a contractor, as defined by the Maryland Public Information Act, State Government Article, Section 10-617, from disclosure. It is the responsibility of the contractor 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 contractor 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 contractor must agree to defend and hold MCPS harmless if any information is inadvertently released. Each contractor 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 16, 2021	Solicitation Date
April 27, 2021	Pre-submittal Conference Questions Due by 2:00 PM (EST)
May 5, 2021	Pre-submittal Conference – 9:00 AM (EST)
May 12, 2021	MCPS Responses to Pre-submittal Conference Questions Posted
May 28, 2021	Proposal Due by 2:00 PM (EST)
June 2021	Base Interviews (Tentative Date)
July 2021	Software Demos - provided solely by the software vendor
July 2021	Implementation Demos and Interviews–Round 1 (Tentative Date)
September 2021	Implementation Demos and Interviews–Round 2 (Tentative Date)
Fall 2021	Negotiations (Tentative Date)
Fall 2021	Notice of Intended Decision Date (Tentative Date)
Fall 2021	Board Recommendation (Tentative Date)

4. Pre-Bid Conference

A Pre-Proposal Conference for prospective offerors will be held remotely on May 5, 2021 at 9:00 AM, via WebEx. Attendance at this conference is encouraged, but is not mandatory. Questions to this RFP are due by 2:00 PM on April 27, 2021 so that responses can be prepared for distribution prior to the pre-proposal conference. The purpose of the pre-proposal conference will be to allow prospective offerors 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.

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

<https://mcps.webex.com/mcps/j.php?MTID=m495797fbc9bac8102b50316d8082ef5f>

Meeting number: 185 413 2819

Password: Y8SmtmciJ88

Join by video system

Dial 1859384232@mcps.webex.com

You can also dial 173.243.2.68 and enter your meeting number.

Join by phone

1-650-479-3208 Call-in number (US/Canada)

Access code: 85 938 4232

[Global call-in numbers](#)

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 email Mrs. Laurie Checco (email: laurie_S_Checco@mcpsmd.org) 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 Advantage. Registration with eMaryland Marketplace is free. It is recommended that any interested supplier register at <https://procurement.maryland.gov/> regardless of the award outcome for this project as it is a valuable resource of 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 **Mrs. 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](mailto:Laurie_S_Checco@mcpsmd.org)**. Pre-bid Questions are due by 2:00 PM. on April 27, 2021. 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 12, 2021 by 2:00 PM 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 artwork 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, as stated in the MCPS Procurement Manual. The burden of production of all relevant evidence, data and documents and the burden of persuasion to support the protest is on the Contractor making the protest.

11. Contract

MCPS plans to enter a contractual agreement with Respondent(s) to whom the award is made and intends to make MCPS General Contract Articles, attached hereto and incorporated herein as Appendix A, part of the contractual agreement, except and unless modified by MCPS. In addition, the Contractor will abide by the provisions of the MCPS General Contract Articles. 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. Lacking any response to the contrary, MCPS will infer that the Respondent agrees to the specifications of this RFP and each term and condition of the MCPS General Contract Articles. Respondents should note that any variance may provide a basis for MCPS to reject the proposal.

12. Software Contract

MCPS will consider purchasing subscriptions through the implementation vendor; however, reserves the right to purchase subscriptions directly from the software provider.

12.1 Use of Software

MCPS preference is to not pay for licensed software until it is required during implementation or put into full use at the District.

12.2 Contract Term

The initial term of contract shall be four (4) years as stipulated on the RFP. However, the contract may not begin until one day after approval by the Montgomery County 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 (3) additional terms for two (2) years each. Written notice indicating MCPS' intention to pursue the extension of the contract will be issued to the successful vendor 90 days prior to the expiration of the original contract. The vendor 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 to extend the contract or decide to rebid. If the contract is extended by the Board, a contract amendment will be issued.

12.3 Contract Termination

MCPS reserves the right to cancel the contract in whole or in part at any time in accordance with Article 12 of the MCPS General Contract Articles. MCPS also reserves the right to cancel the contract with a Respondent for failure to comply or failure to fulfill the terms of this contract in accordance with Article 13 of the MCPS General Contract Articles.

13. 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.

14. RFP Non-Deviation

This is an electronic version of an 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.

15. 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.

16. 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 contents of Offeror's Proposal and provides an outline of how Offeror should organize it. 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). Attachment 1 (RFP Submittal Checklist) is provided for your convenience and does not need to be submitted.

2. Table of Contents

Include a table of contents for clear identification of the material using the tab numbers and titles listed below. Note the Required Attachments that must be included in each section of the Proposal.

Proposal Section (TAB)	Title	Required Attachment #
	Introductory Material	
	Title Page	
	Letter of Transmittal	
	Table of Contents	
1.0	Compliance	6
2.0	Executive Summary	
3.0	Company Background	2, 3, 4, 5, & 7
4.0	Responses to Functional/Technical Requirements	8
5.0	Responses to Reporting Requirements	9
6.0	Responses to Interface Requirements	10
7.0	Responses to Conversion Requirements	11
8.0	Responses to Customizations/Enhancements	12
9.0	Responses to Workflow Requirements	13
10.0	Implementation Strategy	14 & 15
11.0	Roles and Responsibilities	16, 17, & 18
12.0	Client References	19 & 20

13.0	Cost Proposal (Submitted Separately)	21
14.0	Exceptions to the RFP	
15.0	Sample Documents	

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 **Attachment 6 – Proposal Acknowledgement 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.

3.3. 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:

- 3.3.1.1. Role of the firm in the project
- 3.3.1.2. 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.

- 3.4.1.1. Complete **Attachment 2 – Equal Opportunities Certification** form for each firm included in your proposal
- 3.4.1.2. Complete **Attachment 3 – Certification of Nonsegregated Facilities** for each firm included in your proposal
- 3.4.1.3. Complete **Attachment 4 – Minority Business Enterprise** for each firm included in your proposal.
- 3.4.1.4. Complete **Attachment 5 – Non-Debarment Acknowledgement** form for each firm included in your proposal.
- 3.4.1.5. Complete **Attachment 7 – Company Background Form** for each firm included in your proposal.
- 3.4.1.6. 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.
- 3.4.1.7. 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.
- 3.4.1.8. 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. 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 8 – 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. All requirement responses shall be submitted in the format presented in the attached spreadsheet **Attachment 8 – 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 9 – Inventory of Reports**. Reference **Table 5.1** 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 Attachment 8
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 the report is part of the proposed solution.
Built Using System Reporting Tools	Y/N	Indicate with a Yes or No whether 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.

Item	Response	Response Description
In Scope	Y/N	Indicate with a Yes or No whether 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 10 – Anticipated Interfaces**. Reference **Table 5.2** 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 the interface is in scope based upon the School District phasing strategy.

Item	Response	Response Description
Included in Price	Y/N	Indicate with a Yes or No whether the interface is included in the price based upon the School District phasing strategy.
Type of Support	S TPS NS	Requirement and feature supported by software developer. Requirement and feature supported by third-party. 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 11 – 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 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 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 12 – 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
ID	Requirement ID	Provide the Functional Requirements ID Attachment 8 – 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 13 – Proposed Workflows**. Reference **Table 5.5** 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 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 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 Client Hours	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 provided all 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 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 (Please see **Exhibit 4** – Major 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 The District resources, including staff, necessary training tools, and physical space. Include any assumptions about whether any training would be held on-site (e.g., assuming pandemic travel restrictions lifted) 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) stakeholders.

3.11.1.5. Implementation Plan

Provide a description of each implementation step, using **Attachment 14 – Implementation Plan**. (A plan submitted in Microsoft Project may also be used as a substitute provided it addresses the items listed below.) The implementation plan should address the following:

3.11.1.5.1. Phase

3.11.1.5.2. Activity

3.11.1.5.3. Task

3.11.1.5.4. Deliverables

3.11.1.5.5. Timeframe

3.11.1.5.6. Resource Responsibilities of The District and the Offeror using the following definitions:

3.11.1.5.6.1. Lead: The responsible party takes an active and primary role in completing the Deliverable or Task in question.

3.11.1.5.6.2. 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).

3.11.1.5.6.3. 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 15 – 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 16 – 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 17 – 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 18 – 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 19 – 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 19 – 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. Using **Attachment 20 – 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.

3.14. Proposal Section 13.0 – Cost Proposal

- 3.14.1. Offerors should submit their cost proposal in a separate sealed envelope and in a separate file on USB drive according to the format provided in **Attachment 21 – 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 workday, 5 days per week, and indicate remote work assumptions as appropriate. Work is permitted outside of the United States; however, data (particularly PII data) must remain within the United States.
- 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. Offerors are 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. Sample Contracts
- 3.16.2. Implementation Services Agreement
- 3.16.3. Statement of Work
- 3.16.4. Proposed Software License Agreements (if Offeror recommends additional software)
- 3.16.5. Proposed Software Maintenance Agreements (if applicable)
- 3.16.6. Sample Work Products
 - 3.16.6.1. Project Plan
 - 3.16.6.2. Design Document
 - 3.16.6.3. Test Script
 - 3.16.6.4. Cutover Plan
 - 3.16.6.5. Sign-Off Sheet

SECTION 6 – EVALUATION PROCESS

1. Evaluation of Proposals

Proposals shall be reviewed and evaluated by the Proposal Evaluation Committee (PEC) 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 its 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. Software Criteria:

- 4.1.1.1. Functionality
- 4.1.1.2. Service Level Agreements/Maintenance
- 4.1.1.3. Support
- 4.1.1.4. Software References
- 4.1.1.5. Compliance with Contract Terms and Conditions
- 4.1.1.6. Cost

4.2. Implementation Vendor Criteria:

- 4.2.1.1. Submittal Compliance
- 4.2.1.2. Minimum Qualifications
- 4.2.1.3. Overall Understanding of the School District's Needs
- 4.2.1.4. Response to all Schedules in RFP
- 4.2.1.5. Implementation Methodology/Approach
- 4.2.1.6. Implementation Interviews
- 4.2.1.7. References
- 4.2.1.8. Compliance with Contract Terms and Conditions
- 4.2.1.9. Cost

5. Evaluation Process Summary

- 5.1. **Proposal Opening:** Proposal submittals shall be received and opened by the assigned Office of Procurement Buyer.
- 5.2. **Compliance:** A preliminary evaluation by the School District shall determine whether each received proposal is complete and compliant with 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.
- 5.3. **Base Interview:** Proposals compliant with the RFP submittals will be invited to an overview interview session. This brief session will provide an opportunity for Offerors to describe their proposal and to provide any brief overviews of the proposed solution. Offerors will be required to address a standard set of questions as part of the overview. Offerors will be sent questions in advance. Members of the Evaluation Team as well as Subject Matter Experts will attend the base interviews. The base interview is not scored. Information learned during the interview may be considered while reviewing the written proposals.
- 5.4. **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.
- 5.5. **Software Demonstrations and Interviews:** Offerors that are advanced to this stage will be required to attend virtual software demonstrations and interviews with School District Evaluators. Highest ranked Offeror proposals will advance to the Discovery stage.
 - 5.5.1. **Software Demonstrations:** The District will hold scripted software demonstrations first. These demonstrations will focus on functionality by process. The District expects the software companies to run these demonstrations since the implementation vendors will not be participating in these demonstrations. The District will work directly with the software company to arrange these demonstrations.
- 5.6. **Interviews:** Interviews with the implementers will occur after the software demonstrations. These scripted interviews will contain mock design sessions and open discussion formats to gauge the interaction between consultants and the District. The assigned Project Manager and key consultants are expected to be available for these interviews.

- 5.7. **Discovery:** Offerors advanced to this stage will be asked to make a second 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.
- 5.8. **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 Offerors 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. Rejection

MCPS expects to enter into a software licensing agreement with the software firm and an implementation services agreement with an implementation firm (if it is different from the software firm). If MCPS is not satisfied with the qualifications, cost, or experience of the implementation firm or any third-party solution, it reserves the right to request that the software firm implement its own software or propose new implementation firms. If MCPS is not satisfied with the quality or experience of the implementation firms being proposed, MCPS also reserves the right to select the software product only as part of this procurement, and issue another RFP for implementation services. All firms submitting proposals, by virtue of doing so, are recognizing that MCPS retains this option.

2. 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:

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

3. 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:

- 3.1. “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.
- 3.2. 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.
- 3.3. 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.

4. Milestones

The School District requires that all compensation accrued 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	Equal Opportunities Certification	ATT_2_MCPS_Equal Opportunity Certification.docx
Attachment 3	Certification of Nonsegregated Facilities	ATT_3_MCPS_Certification of Nonsegregated Facilities.docx
Attachment 4	Minority Business Enterprise	ATT_4_MCPS_Minority Business Enterprise.docx
Attachment 5	Non-Debarment Acknowledgement	ATT_5_MCPS_Non-Debarment Acknowledgement.docx
Attachment 6	Proposal Acknowledgement Form	ATT_6_MCPS_Acknowledge.docx
Attachment 7	Company Background Form	ATT_7_MCPS_Company Background.docx
Attachment 8	Functional and Technical Requirements	ATT_8_MCPS_Functional_Requirements.xlsx
Attachment 9	Inventory of Reports	ATT_9_MCPS_Report_Inventory.xlsx
attachment 10	Anticipated Interfaces	ATT_10_MCPS_Interface.xlsx
Attachment 11	Anticipated Conversions	ATT_11_MCPS_Conversions.xlsx
Attachment 12	Proposed Enhancements	ATT_12_MCPS_Enhancements.xlsx
Attachment 13	Proposed Workflows	ATT_13_MCPS_Workflows.xlsx
Attachment 14	Implementation Plan	ATT_14_MCPS_Plan.xlsx
Attachment 15	Deliverable Expectation Documents	ATT_15_MCPS_DED.xlsx
Attachment 16	Roles and Responsibilities	ATT_16_MCPS_Roles.docx
Attachment 17	Staffing Matrix	ATT_17_MCPS_Staffing.xlsx
Attachment 18	Key Personnel Reference	ATT_18_MCPS_Key.docx
Attachment 19	Implementation Services Reference Form	ATT_19_MCPS_Imp_Reference.doc
Attachment 20	Software Reference Form	ATT_20_MCPS_Software_Reference.docx
Attachment 21	Cost Proposal	ATT_21_MCPS_Cost.xlsx

EXHIBITS

Exhibit 1	Process Improvement Mapping	EXHIBIT_1_Process_Improvement_Mapping
Exhibit 2	MCPS General Contract Articles and TOC	EXHIBIT_2_MCPS_GCTA.pdf
Exhibit 3	MAPT Cooperative Rider Clause	EXHIBIT_3_MAPT_Cooperative Rider Clause.pdf
Exhibit 4	Business Events	EXHIBIT_4_MCPS_Business Events