



August 13, 2019

ADDENDUM #1

RP017-19

**Provision of Enterprise Resource Planning (ERP) System Requirements Analysis
and RFP Development Consulting Services**

This addendum is being issued to answer questions and provide clarification:

Page 2, Paragraph 3

Change: The current software release versions are SAP ECC (Rel 2005, SP30), SAP CRM (Rel 7 SP19), SAP SRM (Rel 7 SP21), SAP Solution Manager (Rel 7.2 SP07), SAP BW (Rel 2005, SP30), Netweaver (7.4 SP14), Business Objects (Business I 4.2 SP600), Crystal Reports (Enterprise 4 SP5) and associated modules.

To: The current software release versions are ECC EHP7 – Stack 18, CRM EHP3 – Stack 18, SRM EHP3 – Stack 18, BW EHP7 – Stack 18, NetWeaver7.4 – SP14, MDM 7.1 – SP17/ NetWeaver 7.4 SP19, Solution Manager 7.2 -- Stack 07 and BOBJ 4.1 SP5 Patch 5 in process of upgrading to BOBJ 4.2 SP7 Patch 3

Page 3 Interface/Integration

Add: NeoGov – Recruitment, Onboarding and applicant-tracking software.

Delete Pages 4-9 of solicitation, Replace with Pages 4R-9R.

Fee Schedule

Delete Page 10, Replace with REVISED FEE SCHEDULE, Page 10R.

Q1: Has the County established a timeframe in which to release a proposal for the Enterprise Financial and Human Capital Management Technology Platform Solution(s)?

A1: To be determined during the consulting phase.

Q2: What is the estimated cost of the Enterprise Financial and Human Capital Management Technology Platform Solution(s) project?

A2: To be determined during the consulting phase.

Q3: Has the County allocated funding for the Enterprise Financial and Human Capital Management Technology Platform Solution(s) yet? If so, through which source (budget, CIP, state/federal grant, etc.)?

A3: Funding has not been established.

Q4: Would it be possible to name the three greatest challenges the County is having with their current solution?

A4: To be determined during the consulting phase.

Q5: Who is the technical contact and/or project manager for the Enterprise Financial and Human Capital Management Technology Platform Solution(s)?

A5: Contact information will be provided to the successful Consultant.



Q6: Which operating platform is desired for the Enterprise Financial and Human Capital Management Technology Platform Solution(s)?

A6. To be determined during the consulting phase

Q7. Which other systems will have to integrate/interface with the Enterprise Financial and Human Capital Management Technology Platform Solution(s), and will the State provide incumbent vendors for each system?

**A7. See chart on Page 3 of proposal document.
No, the State will not provide vendors.**

Q8. What is the number of users anticipated for the Enterprise Financial and Human Capital Management Technology Platform Solution(s)?

A8. Approximately 6,000

Q9. Does the County intend that the consultant assist with two separate proposals – one for software and the other for implementation services? Or does the County want a single proposal for a software/services solution?

A9. Refer to attached Pages 4R-9R

Q10. Does the County have a budget for the project that can be shared?

A10. No

Q11. Are all of the areas defined in the two-column table on Pages 2 and 3 of the proposal within the scope of the project and anticipated to be replaced by a new ERP Solution?

A11. To be determined by the Consultant

Q12. Is the County's current ERP Solution used by any entities outside of the County? If so, who are they and what are their plans in regards to replacement of the County's current ERP Solution?

A12. The County has no knowledge what ERP solutions are being used by other municipalities.

Q13. Is the County anticipating that the new ERP Solution will replace any of the applications listed in the Interface/Integration table on page 3 of the proposal?

A13. To be determined by the Consultant

Q14. What is the existing Time and Attendance solution that is in place at the County and is this existing solution within the scope of being replaced?

A14. ESS in SAP is the current solution. Consultant is to determine the replacement.

Q15. What is the anticipated start date of the consulting phase of the project?

A15. After BOC approval and contract execution

Q16. There are many roles that a consulting firm can perform during the implementation phase of the project that will have a direct bearing on staffing and pricing to be proposed. What is the County's expectation on the selected Consultant's role during system implementation or should the Consultant propose a potential role and associated pricing? The concern is that different Consultants will propose different roles and levels of support during system implementation resulting in a variety of pricing options that could negatively influence a Consultant's score on pricing if they are proposing a larger role than other firms.

A16. Submitting Consultants should provide the potential roles and fees.

Q17. What is the County looking for in terms of "best practices" as discussed in the proposal?

A17. Best practices established by municipalities of like size and complexity as Gwinnett County (such as GTS, Dekalb) or those established by ERP solution user groups.

Q18. For the pricing table on Page 10 of the proposal, where should the Lump Sum Fee for assistance in providing Contract Negotiations and Statement of Work (SOW) with the selected Solution be provided?

A18. Refer to Revised Fee Schedule attached.

Q19. For the pricing table on Page 10 of the proposal, what is meant by the Optional service, "Assist in the proposal solicitation & management processes" given that line Item 3 is "Create proposal Solution and Management"?

A19. Refer to Revised Fee Schedule attached.

Q20. Is the nature of this proposal to find a Consultant for proposal development and evaluation, or is the County looking for an ERP software vendor?

A20. To find a Consultant for proposal development.

Q21. If the County is looking for a software vendor, is Utility Billing required for this proposal and to what extent.

A21. The County is not seeking a software vendor at this time. Utility Billing should be addressed in the requirements analysis if the solution does not include that ability.

Q22. Are there any other additional documents that Consultants need to work on, other than the requirements and forms provided in RP017-19 INV document?

A22. No.

Q23. As affirmed at the Pre-Proposal Conference and in order to avoid overt conflicts of interest, can the County confirm that the successful Consultant for this scope of services (focused on current state evaluation, gap analysis, options analysis and recommendations for path forward, as well as proposal development and procurement support) would be precluded from providing ERP core implementation services (such as solution blue printing, configuration/customization, testing, production go-live and post-production support)?

A23. The County is looking to address implementation services as described above in a separate Proposal.

Q24. As affirmed at the Pre-Proposal Conference and as described in the Project Scope section on Page 4, core Implementation services are not in scope of this proposal. What is the County's intent in listing Implementation Services on the Fee Schedule? Would this be for ancillary services such as program assurance, independent verification and validation, organizational change management or other such services?

A24. See questions 23, as such this Fee Schedule would address the ancillary services described above.

Q25. Is the County looking for a blended hourly rate for items 1-6 in the proposal schedule or labor rates per staff position?

A25. By position

Q26. Does the County have system and project documentation that clearly describes the features, customizations, integrations, reports etc. that are in the current SAP ecosystem? Is the documentation current and available for bidders to assess the current state implementation? Is current state TCO analysis available? If so, could the County provide this information before the proposal due date?

A26. A list of the programs which have been modified.

To access the document on the FTP site, please use the following access information.

Use internet browser to pull up address <ftp://74.174.32.37>

Username - gwinnett

Password - pub7368

Locate the "Purchasing" folder and then "Provision of Enterprise Resource Planning (ERP) System Requirements Analysis and RFP Development Consulting Services".

Q27. Can the County provide a list of the stakeholder and technical staff roles with their estimated availability for this initiative? This information will assist the Consultant in preparing a more realistic project timeline for the proposal response.

A27. Estimates of required County resources should be noted in the proposed project plan. If selected, the County will provide the necessary resources to successfully execute the agreed upon project schedule.

Q28. What is the budget allocation for the requested scope of services, including the proposal development and procurement support activities?

A28. This is to be determined

Q29. Will Gwinnett County have DBE (Disadvantage Business Enterprise) and WBNC (Women's Business Enterprise National Council) minority participation on this proposal?

A29. For this project, the County currently does not qualify/disqualify based on DBE and WBNC participation.

Q30. If Consultant is awarded this contract would it prevent the firm from responding to the proposal which is developed as a result of this analysis?

A30. This agreement will be entered into after July 1st and therefore the County will comply with the new legislation that is summarized below and will be incumbent on the consultant to comply:

Any Consultant as defined in O.C.G.A. §36-80-28 that is engaged to develop or draft specifications/requirements or serve in a consultative role during the procurement process for any County procurement method, by entering into such an arrangement or executing a contract that the consultant agrees to: (1) Avoid any appearance of impropriety and shall follow all policies and procedures of the County (2) disclose to the County, any material transaction or relationship pursuant to §36-80-28, considered a conflict of interest, any involvement in litigation or other dispute, relationship or financial interest not disclosed in the ethics affidavit, when ethics affidavit is required or such that may be discovered during the pending contract or arrangement; and (3) Acknowledge that any violation or threatened violation of the agreement may cause irreparable injury to the County, entitling the County, to seek injunctive relief in addition to all other legal remedies.

Q31. Would the County please elaborate on any additional business drivers for this project beyond those identified in the proposal?

A31. No additional business drivers.

Q32. Does the County have preferred target dates for key milestones associated with this consulting project?

A32. No target dates for milestones have been determined. These milestones should be determined by the Consultant.

Q33. As it relates to the cost proposal, and recognizing the many factors impacting the ERP system implementation not yet know, does the County have certain assumptions that all proposers should use in estimating the work effort? For example, overall timeline, phasing, or number of County staff available to support project leadership? If not, would a range of hours and an hour rate be acceptable?

A33. The County has no assumptions.

Q34. Does the County have a budget for this consulting project? If so, can it be shared?

A34. Budget is to be determined.

Q35. Does the County have a local preference for this consulting project? If so, what weight will that preference have in the evaluation?

A35. All scoring criteria are stated in the proposal document. Local preference is used when there is a case of a tie bid situation.

- Q36. Could the County confirm whether it expects only a physical copy of the cost proposal, or both a physical copy and a copy on a CD/flash drive in a separate envelope?
A36. Physical copy in a sealed envelope
- Q37. Is there any existing business process documentation such as process flows, Celonis Process Mining Documentation, Inventory Process Documentation or the like? If so, for which business processes and is this information available for review.
A37. Yes. This information is housed within the County's Intranet and is not downloadable.
- Q38. Does Gwinnett track Key Performance Indicators for key business processes? If so, is this information available for review?
A38. Yes. This information is housed within the County's Intranet and is not downloadable.
- Q39. Does Gwinnett utilize any Co-Located Operating Model (Shared Services, COE, Outsourcing) for any business processes? If so, which processes and when was this instituted?
A39. In regards to the ERP system, no.
- Q40. Please describe the organization structure of the Finance, HR and IT functions. (i.e., Fully integrated vs Very decentralized.) Are organization charts available?
A40. The organization structures for Finance, HR & IT functions are fully integrated. Yes, Department pages are located on Gwinnettcounty.com.
- Q41. May proposals be submitted via email?
A41. No, proposals may not be submitted via email. Please refer to submittal instructions in the solicitation.
- Q42. Describe the nature of the Business Intelligence environment within Gwinnett. Fragmented reporting vs Fully standardized FP&A. Are fully integrated dashboards, or executive cockpits utilized? Are there any data visualization toolsets in use?
A42. Data is stored in a secured BW environment, the County develops reports utilizing standard SAP tool (BEx Analyzer, Web Application Designer) as well as BOBJ standard tools (Webi and Crystal). The County uses summary level and detailed level reports. No fully integrated dashboards, or executive cockpits are utilized. Data visualization toolsets are part of the Webi and Crystal reports.
- Q43. Gwinnett uses ECC HCM applications for Human Resources Functions. Does Gwinnett desire to utilize advanced HCM Functionality such as Compensation Planning, Talent Management, Learning Development and the like?
A43. Yes. Gwinnett currently utilizes the Compensation Planning and Learning Development modules in the current HCM environment. As of today, the County use third-party software for recruitment and applicant tracking needs but would prefer the flexibility to continue with that or utilize any other talent management capabilities this new system would have.
- Q44. Please describe the nature of the Billing functionality. Please comment on billing adjustments in terms of the volume of adjustments and the percentage of revenue of adjustments.
A44. Billing functionality is related to multiple departments with the primary department being Water Resources monthly water billing. Others are the Tax Commissioner's Office for annual for property and other related taxes; Planning and Development for licensing and permitting; Support Services for real estate and leasing; and Solid Waste which is billed as part of the Tax Commissioner's annual billing. Solid Waste does have limited annual billing for new construction and other related issues. Water Resources had a total of 52,495 billing adjustments in 2018, but a portion of that is done before the billing is processed. The remaining County departments had a total of 4,614 adjustments with an adjusted percent of revenue of 2.58% for the month of July 2019.

- Q45. Describe the maturity of Enterprise Asset Management capability (Fully Predictive and Preventative, More Reactive?)
- A45. Gwinnett County Government currently utilizes multiple asset management systems that are dependent on the County's departmental needs.**
- Q46. Does Gwinnett have an OCM organization, and is there any particular favored OCM Discipline?
- A46. No, Gwinnett County Government does not have an OCM organization. Agile Project Management is preferred.**
- Q47. Would on-site meeting attendance be required for the awarded consultant?
- A47. Yes, an undetermined number of meetings at County offices will take place during the period following award of this proposal.**
- Q48. Please describe the maturity level for Digital Innovations in areas such as Wearable Safety Devices, Advanced In-Field Data Capture, External Device Integration, Robotic Processing, Artificial Intelligence and the like.
- A49. Gwinnett County Government is not mature in these areas.**
- Q50. Please describe the desire for a detailed business case as a critical output. (Detailed benefits assessment across P&L, Balance Sheet, Key Metrics Improvement, Customer Interaction Improvements, etc.)
- A50. Development of a business case is not requested in this proposal.**
- Q51. Does Gwinnett have documentation, prior studies or other information highlighting known current issues or improvement opportunities? If so, can this information be shared?
- A51. The County has weekly reporting by way of SAP Early Watch reports, but due to security concerns, these cannot be shared.**
- Q52. Please describe the resource availability of Gwinnett to support the project. Part time, Full Time by functional area.
- A52. The County anticipates the need for resource availability will be critical. The level of support should be determined by the Consultant.**
- Q53. Please describe the nature of the sponsorship of the program.
- A53. The sponsorship will comprise of key stakeholders from County departments that utilize the ERP system the most, i.e., HR, Finance, Water Resources, Information Technology.**
- Q54. Who from the County will service as the Project Sponsor for this project?
- A54. This solicitation is for the Department of Financial Services.**
- Q55. Must all resources assigned to the project work on site (at 75 Langley Drive, Lawrenceville, GA) each Monday-Friday, 8am-5pm?
- A55. To be determined by the consultant**
- Q56. Can companies from outside the USA apply for this? Can the tasks related to this proposal be performed outside the USA?
- A56. Yes, companies outside the USA may propose provided an agreement can be reached with the highest scoring firm and agreeable by both parties. Some tasks associated with this award may be performed outside the USA if prior approval is given by an authorized County I/T representative. The need may arise to for the consultant to complete some tasks onsite at the County offices. If a task needed to be completed onsite, the consultant would be expected to make arrangements to do so within a timely manner.**

If a task involves storage of County data outside the United States, it will not be allowed.

If any type of service will be associated with any tasks proposers must state the location(s) from which the service will be performed. The ideal proposal has 100% of the service performed from the United States. Solutions which propose services from the high risk countries listed below will not be allowed.

| | |
|-----------------------------------|--------------------------|
| Afghanistan | Mali |
| Algeria | Mauritania |
| Belarus | Mexico |
| Burundi | Myanmar |
| Camaroon | Niger |
| Central African Republic | Nigeria |
| Chad | Pakistan |
| China, The People's Republic of | Philippines |
| Colombia | Russia |
| Congo, Democratic Republic of the | Saudi Arabia |
| Crimea (Region of Ukraine) | Somalia |
| Cuba | South Sudan, Republic of |
| Egypt | Sudan |
| El Salvador | Syria |
| Eritrea | Thailand |
| Haiti | Ukraine |
| Honduras | Venezuela |
| Hong Kong | Yemen |

The Pre-Proposal Sign In Sheet is included in this addendum.

This addendum should be signed in the space provided below and returned with your proposal. Failure to do so may result in your proposal being deemed non-responsive.

Thank You

Marlo Puckett, CPPB
Purchasing Associate III

Company Name _____

Authorized Representative _____

Project Scope

SAP has issued End-Of-Life support for the County's current ERP system in 2025. With this deadline looming Gwinnett County must begin the process planning for what comes next. Therefore, the Gwinnett County Board of Commissioners is soliciting competitive sealed proposals from qualified consulting firms to provide professional consulting services to assist the County in its efforts to transition to the next stage of its enterprise financial and human capital management technology platform(s). The firm selected will be expected to perform the following services:

- Evaluate the County's financial and human capital management business processes performed through its current ERP system, along with associated side systems. The evaluation should identify the strengths and weaknesses of the current system, including the number of customizations that have been implemented and whether they are truly necessary. It should also identify critical gaps in functionality, scalability, security and high availability.
- Identify several options for the strategic direction the County can take to replace its current solution from both functional and technical perspectives (i.e. cloud-based vs. on premise vs. hybrid). Each option should include its pros and cons, the estimated implementation cost, annual operating costs and the anticipated level of effort needed by County staff to implement.
- Once the County has agreed to accept either the recommendation or one of the other options, the selected firm may develop a Request for Proposal(s) (RFP(s)) to enable the County to award contract(s) for an **ERP Solution for Gwinnett County**.
- Provide Independent Verification and Validation (IV&V) services during the implementation of the selected ERP solution to ensure that the County's goals and objectives are met.

Relevant Other Gwinnett County Initiatives

Within the same general timeframe that Gwinnett County is working on the ERP Solution replacement, there are several other projects that also affect either the application or the infrastructure that supports the ERP Solution ecosystem taking place. These include, but are not limited to project management applications, a network upgrade, high availability and disaster recovery, an archiving solution, UniCode conversion, and others for various departments.

Gwinnett County Enterprise Resource Management Stakeholders

Gwinnett County ERP key stakeholders include the following departments: Information Technology Services, Financial Services, Human Resources, and Water Resources. Other County stakeholders include but are not limited to Department of Transportation, License and Revenue, Department of Support Services, Fire and Emergency Services, Police Services, Sheriff, and Corrections.

Gwinnett County Information Technology Services (DoITS) – The Gwinnett County DoITS is made up of various sections and is responsible for the maintenance, support, and customization of the County's current ERP solution. The Department currently has an authorized strength of 146 employees. The Department is organized into the Office of the Chief Information Officer and twelve divisions: ERP Solutions, Business Solutions, Business Strategic Services, Network and Communications, Systems and Storage, Security, Web Solutions, Desktop and Field Support, Service Desk, Land Information Services, Public Safety, and Fiscal and Administrative.

Gwinnett County Financial Services (DoFS) – Gwinnett County DoFS oversees the financial operations of Gwinnett County in compliance with state and federal laws, ensuring fiscal responsibility and superior bond ratings. Department functions include, but are not limited to: financial record administration, budget administration and preparation, grant management and oversight, cash and investment management, vendor and employee payment, debt issuance and monitoring management, self-insurance and liability programs management, procurement and contracts operations management, tax assessor administration, and strategic program design and deployment. The Department currently has an authorized strength of 133 employees. The Department is organized into the Office of the Chief Financial Officer and seven divisions: Accounting, Purchasing, Budget and Grants Management, Strategy and Performance Management, Standards and Controls, Tax Assessors, and Treasury.

Gwinnett County Human Resources (HR) – The Department of Human Resources consists of HR generalist teams, HRIS specialists, Benefits specialists, and an administrative support staff to provide exemplary quality services to County

Departments. The Department currently has an authorized strength of 74 employees. The Department is organized into five sections: Administration, Benefits/Retirement/Workers Compensation, Operations, Technical Services, and Training. **Gwinnett County Water Resources (DWR)** – Gwinnett County DWR provides safe, clean water for nearly one million residents of Gwinnett County, as well as sustainable protection of local waterbodies. Additionally, they provide water and/or sewer services to more than 240,000 customer accounts, including 24/7/365 emergency on-call services to support the County's water, sewer, and stormwater systems. The Department currently has an authorized strength of 681 employees. In addition to the Director's Office the Department is organized into eleven divisions: Administration; Laboratory Services; Water Production; Planning and Permitting W&S; Engineering, Construction, and Process Continuity; Debt Service; Distribution/Collections/Warehouse; Water Reclamation; Stormwater Programs; Stormwater Maintenance; and System Development Charge Revenues.

Current SAP User Licenses:

| | |
|---------------|--------------|
| CAT II: | 514 |
| CAT III: | 3,021 |
| CAT IV: | 4,965 |
| ESS User: | 285 |
| TOTAL: | 8,785 |

PROPOSAL SUBMISSION REQUIREMENTS

Content

Executive summary – Consultant should include a description of the highlights, features and distinguishing points of the response. Within this summary a list of individuals and their contact information for the response should be included.

Consultant may include additional sections to the required sections if the consulting firm believes these to be beneficial to further explain the services offered relative to this project.

Tab A - Consulting Firm Experience and Qualifications – 35 Points - The response to the RFP should include the following regarding the Consulting firm's profile:

1. Business Organization – the type of business the Consulting firm is registered as (i.e. LLC, Chapter S Corporation, etc.)
2. Length of time in business – include the date the business started and any name changes, mergers and acquisitions that have taken place since inception.
3. Locations – list headquarter and location information including numbers of employees at each location.
4. Customer base – the total number of ERP engagements and customers to date and number currently active on open projects broken down by state and jurisdictions. Separately note public sector ERP customers.
5. Writing Experience – show evidence that the Consulting Firm has a minimum of (2) two projects within the last (5) five years of documented experience in writing business and technical requirements and developing requests for proposals for ERP solutions for county agencies.
6. Requirements and gap analysis experience – provide evidence that the Consulting Firm has conducted, at a minimum, (2) two complete requirement and/or gap analyses for ERP and multi-discipline data management requirement studies; where one of the requirements and/or gap analysis studies have been for a system of 2000 or more concurrent users.
7. Project management experience – provide evidence that the Consulting Firm has project management experience within the last (5) years in managing all phases of the project life cycle in implementing an ERP and/or data management systems.
8. Contract negotiation experience – provide evidence that the Consulting Firm has contract negotiation experience on behalf of county agencies with one (or more) projects of at least four million dollars (\$4,000,000) in initial purchase value.
9. Subject matter expertise – a description of the Consulting Firm's subject matter expertise in modern ERP Solutions including at a minimum each of the following:
 - A. Public sector focused integrated solutions
 - B. Public sector focused federated (best-of-breed) solutions
 - C. Software as a service (SaaS) and hosting (cloud)
 - D. High Availability and Disaster Recovery
 - E. Enterprise Application Integration

- F. Mobile ERP
- G. Human Capital Management
- H. Payroll
- I. Time and Attendance (Sworn and Civilian)
- J. Financial Management
- K. Treasury Management
- L. Accounting
- M. Project Accounting
- N. Accounts Payable and Receivable
- O. Funds Management
- P. Grants Management
- Q. Cash Management
- R. Customer Relationship Management
- S. Procurement and Contract Management
- T. Materials Management (inventory and warehousing)
- U. Budget Planning (Capital and Operating)
- V. Capital Asset Management
- W. Workflow
- X. Integrated Reporting and Analytics

12. Capacity and Stability of Firm - a description of the Consulting Firm's capacity to meet the requirement including but not limited to the financial capacity of the firm, size of relevant technical staff and the ability to meet the timelines outlined in this document.

Tab B - Personnel and Dedicated Staffing – 10 Points - include profiles, bios and resumes for any and all personnel that will be working on the project should the Consulting Firm be chosen. Projected amount of time all personnel will dedicate to the project (full time and part time). Projected amount of time Consulting Firms will be spending at Gwinnett County facilities throughout the various stages of the project. Statement on how the Consulting Firm staff plan to communicate and engage throughout the project (i.e. web conferencing hosted by Consulting Firm, Skype, etc.).

Tab C – Project Management – 15 Points

Deliverables

Project Timeline Assurance - Consultant should include a projected timeline with milestones that will meet Gwinnett County's overall timeline as indicated below:

- Consulting Firm to provide an ERP System feasibility study that includes a current state assessment, market place assessment, options analysis, and a recommendation of next steps.
- Consulting Firm will provide an RFP(s) ready to publish for the ERP Solution for Gwinnett County.
- Consulting Firm will provide IV&V services during the implementation of the selected ERP solution.

This should include specifics on number of staff needed and time to complete each phase. If Consultant chooses to include additional services such as IV&V and training support post ERP Solution vendor(s) selection then those projected timelines should also be included in the response.

Gwinnett County Strategic and Project Goals – Consultant should include an explanation as to how the Consulting Firm will understand Gwinnett County ERP Solution and strategic plan; goals and objectives.

TAB D – TECHNICAL KNOWLEDGE – 20 Points

Consulting Scope – Consultant should include a description of the proposed services that the Consulting Firm will offer to ensure Gwinnett County has a comprehensive proposal(s) ready for publication for a new ERP Solution that includes, but is not limited to General Ledger/Financial Reporting/Budget Control, Budgeting, Fixed Asset Accounting, Project Accounting, Procurement and Contract Management, Accounts Payable, Miscellaneous Billing/Accounts Receivable, Payroll/Time and Attendance, Human Resources, Pension Administration, Treasury Management, Utility Invoicing, Warehouse and Inventory Management, Grants Management, and other replacement or integration with ancillary systems if deemed appropriate.

ERP Process Analysis – Consultant should include an explanation as to how the successful Consultant will conduct and deliver a business and technology analysis of current services and solution components. This analysis should include, but not be limited to:

- An assessment of the current processes and systems against “best in class” processes and systems for jurisdictions of the same size and complexity. Description and gap analysis.
- Recommendations of requirements for process and technology changes to not only fill any gap, but also position Gwinnett County to provide leading edge ERP services. Recommendations should include both quantitative and qualitative information to support the recommendations, as well as anticipated time and cost to achieve the recommendations.

Note: Cost and time associated with providing this analysis should be called out in the fee schedule so it can be treated as a separate phase from other components such as requirements gathering, proposal creation, support, etc.

Discovery & Requirements Gathering – Consultant should include an explanation as to how the Consulting Firm will conduct discovery, process analysis and requirements gathering and inclusion in the final proposal for an ERP Solution.

Stakeholder Involvement – Consultant should include an explanation as to how the Consulting Firm will incorporate representation of all stakeholder groups in the proposal development. Include best practices and methodology that will be applied and what are the critical stakeholders to have represented in this type of proposal development for ERP Solution.

Innovative Technologies – Consultant should include an explanation as to how the Consulting Firm will ensure Gwinnett County is aware and incorporate not only replacement of existing functionality, but also soliciting best in class new technologies that are available in the ERP Solution marketplace as part of the proposal response.

Integration and Interfaces – Consultant should include an explanation as to how the Consulting Firm will identify any and all interface and integration requirements that should be included in the proposal for ERP Solution.

Training – Consultant should include an explanation of how the Consulting Firm will solicit and ensure adequate training from the ERP Solution vendor that is selected

“Must Have” Requirements vs. “Optional” Requirements - Consultant should include an explanation of how the Consulting Firm will apply best practices to ensure requirements are categorized as “must have” vs. “optional” to result in best breed proposal responses from the ERP vendors.

Proposal Creation – Consultant should include an explanation of how the Consulting Firm will support the creation of proposal(s) for a total ERP Solution that will meet the business and technology needs of Gwinnett County for the foreseeable future.

Total Cost of Ownership Estimate – Consultant shall include an explanation of how the Consulting Firm will ensure a budgetary total cost of ownership Gwinnett County can anticipate for the Solution Solicitation and use when evaluating the future proposal for ERP Solution.

Customer Acceptance – Consultant should include an explanation of how the Consulting Firm will ensure timely customer acceptance of the ERP solution that is selected.

Performance Proof – Consultant should include an explanation of how the Consulting Firm will ensure the ERP Solution that is selected meets all performance requirements for scalability, reliability, and security.

Presentation and Demonstration Support – Consultant should include an explanation of how the Consulting Firm will ensure the ERP Solutions that are selected to do so provide demonstrations and presentation that reflect an accurate representation of the final products ability to meet Gwinnett County's requirements.

Usability – Consultant should include an explanation of how the Consulting Firm will ensure the ERP Solution that is selected meets the usability requirements of all user personas (i.e. IT, Finance, Human Resources, Water Resources, etc.)

Data Migration Planning – Consultant should include an explanation of how the Consulting Firm will ensure the ERP Solution proposal responses include the ability to provide data migration plan for transition from the current ERP ecosystem to the new one

Regulatory Compliance – Consultant should include discussion as to how the Consulting Firm will ensure the ERP Solution provider and all activities related to their implementation will adhere to all applicable regulatory requirements (such as the way sensitive data records are to be migrated).

Proposal Solicitation – Consultant should include an explanation of how the Consulting Firm will assist in the publication of the proposal(s) for ERP Solution to ensure targeted visibility to the best in class ERP Solution vendors.

Reference checking – Consultant should include an explanation of how the Consulting Firm will assist in checking references of the ERP Solution vendors to ensure accurate assessment of those references' respective feedback.

Contract negotiations – Consultant should include an explanation of how the Consulting Firm might assist in contract negotiations between Gwinnett County and the ERP Solution vendor that is selected Independent Verification and Validation (IV&V) Services - Consultant should include an explanation of how the Consulting Firm might assist Gwinnett County in the IV&V of the Implementation of new ERP Solution.

Tab E - References – 10 Points - Consultant shall include at least five (5) different references of county organizations of the same size and complexity of Gwinnett County that have worked with the Consulting Firm in a professional consulting capacity specific to creation of a proposal for their complete ERP ecosystem as defined in the Project Overview of this document.

The references provided should all be from like engagements that took place in their entirety within the last five (5) calendar years.

For each project/engagement used to provide proof of experience the following should be included:

- Jurisdiction or Agency
- Size of project and jurisdiction
- Contact Information
- Description of each project, including the project objective
- Role(s) of the Consulting Firm during the project
- Number of staff assigned to the project full and part time
- Timeline that includes the start and finish of project at a minimum
- Total project cost
- Any training or implementation IV&V that was provided as part of the project
- Brief statement as to the firm's adherence to the schedule and budget of the project

Information requested and evaluated from reference may include, but is not limited to, items such as project description, job performance information, functional and technical abilities, communications skills, timeliness of deliverables, accuracy, cost containment, dispute resolutions, collaboration skills, et cetera. Negative references will be reflected in the final score and may eliminate proposers from consideration for award. Typically points are deducted for no response or negative responses.

Cost Proposal (Sealed Separately) – 10-Points - Consultant should include a description of the proposed Consulting engagement broken down by the service categories/phases listed below (at a minimum). Pricing (sealed separately) should reflect distinct costs associated with each element/phase of this work such that Gwinnett County can select to engage the Consulting Firm in each phase individually, in part or in total. Pricing should include cost for travel and expenses of consulting personnel called out specifically and include the estimated travel details that support that cost

estimate. A not-to-exceed amount that would be contained in a potential agreement with Gwinnett County should be included. Consultant shall include details about the implementation schedule including milestones and costs.

- Perform ERP business and technology analysis
- Gather requirements (business, technical and financial)
- Create Proposal Solution and Management
- IV&V of the Implementation of new ERP Solution

SELECTION PROCESS

Proposals will be evaluated based on their relative responsiveness to the criteria described above and with the following values assigned:

| Criteria | | Tab | Points |
|--|---|-----|------------|
| Phase I | | | |
| 1 | Consulting Firm Experience and Qualifications Experience in Writing, Requirements and GAP Analysis, Project Management, Contract Negotiation. This should also include an executive summary, Consulting Firm profile and qualifications, Subject Matter Expertise, and Description of Capacity and Stability. | A | 35 |
| 2 | Personnel and Dedicated Staffing Qualifications of staff performing the required work, Staff Dedication, and Communication Plan | B | 10 |
| 3 | Project Management Demonstrate the ability to meet the Scope of Services within the required timeframes specified in the proposal. This will include the project schedule and understanding of the project and objectives, Strategic Plan and Goals. | C | 15 |
| 4 | Technical Knowledge Consulting Scope and ERP Process Analysis | D | 20 |
| 5 | References | E | 10 |
| Sub-Total | | | 90 |
| Phase II | | | |
| 6 | Cost Proposal (Sealed Separately) | | 10 |
| TOTAL | | | 100 |
| Phase III | | | |
| Optional Interview | | | 10 |
| Potential TOTAL with Optional Interview | | | 110 |

Phase One: Evaluation Committee will evaluate responses according to Consulting Firm's Experience and Qualifications, Personnel and Staffing, Project Management, Technical Knowledge and References, scoring and ranking the proposals. The Evaluation Committee may short list the highest ranking proposers, opening only the fee schedules of the firms making the short list.

Phase Two: Fee proposals will be opened and scored and the results will be combined with the results of Step One scoring. After this scoring, a number of the highest ranking proposers may then be short listed. This would be at the discretion of the Evaluation Committee.

Phase Three: At the discretion of the Evaluation Committee, interviews may be requested to offer a brief explanation of the firm's services and how the firm proposes to provide these services for the County. All costs associated with the interview (if required) will be at the expense of the proposing firm. The proposals will be evaluated to select the firms that rate the highest according to the criteria as indicated. The selection of the awarded firm shall be the combined highest scores from all the evaluation criteria. The County reserves the right to negotiate with the selected firms for rates and concessions that are in the best interest of the County.

Failure to return this page as part of the proposal document may result in rejection of proposal.

**SUBMIT IN A SEPARATE SEALED ENVELOPE)
REVISED PROPOSAL FEE SCHEDULE**

| Item | Project Task | Completion Time | # of Staff | Lump Sum Fee |
|-----------|---|-----------------|------------|----------------|
| 1. | Perform ERP business & technology analysis | | | \$ |
| 2. | Gather requirements (business, technical & financial) | | | \$ |
| 3. | Create Proposal Solution and Management | | | \$ |
| Optional: | | | | |
| 4. | Hourly rate for services, including, but not limited to: IV&V of the Implementation and training. | | | \$ Hourly Rate |

ALL OVERHEAD, PROFIT AND DIRECT CHARGES SUCH AS, BUT NOT LIMITED TO DOCUMENT REPRODUCTION, PHOTOGRAPHIC WORK, PHOTO REPROGRAPHIC SERVICES, POSTAGE AND SHIPPING, COMPUTER USAGE EXPENSES TRAVEL AND/OR TRANSPORTATION (INCLUDING MILEAGE) MUST BE INCLUDED IN THE LUMP SUM FEE FOR EACH TASK OR SUB TASK ON FEE SCHEDULE.

AUTHORIZED COMPANY REPRESENTATIVE SIGNATURE _____

RP017-19 PRE-PROPOSAL CONFERENCE

Provision of Enterprise Resource Planning (ERP) System Requirements Analysis & RFP Development Consulting Services

Representative Name

Company Name

Phone #

E-Mail Address

(DEPARTMENT REPRESENTATIVES SIGN-IN AT BOTTOM)

| Representative Name | Company Name | Phone # | E-Mail Address |
|--------------------------------|--|--------------------------------|------------------------------------|
| JEROME Potts | IMPEL | 678-410-9245 | JPotts@IMPELProfessional.com |
| Mary Gordon | Impel Professional | 404-514-2399 | mgordon@impelprofessional.com |
| Keith Scott | GARTNER | 678-360-4354 | keith.scott@gartner.com |
| Tarsha Richardson | DataMatrix, LLC | 678-579-7362 | trichardson@datamatrix-consult.com |
| Rob Prinz | Renzo Group | (678) 640-7467 | rprinz@prinzgroup.com |
| Milford Sprecher | ISG | 301-830-2158 | milford.sprecher@isg-one.com |
| Brendan Hogan | Plante Moran | 312-320-5533 | brendan.hogan@plante Moran.com |
| KATRINA D Douse | Capgemini | (470) 370-2894 | KATRINA.DOUSE@CAPGEMINI.COM |
| Tiffany Nevels | Accenture | 678-458-5922 | tiffany.nevels@accenture.com |
| Ryan Blane | Accenture | 404-583-0197 | Ryan.e.blane@accenture.com |
| Jeff Perkins | Barbier | 678-575-6347 | jeff.perkins@barbier.com |
| Sherlyn Parker | FBE WBE DOE CBT International Group Inc | 404-315-9889 | cbuzz.bus@gmail.com |
| Rebecca Sutton | KPMG | 404-222-7171 | rsutton@kpmg.com |
| Department Representative Name | Department | Department Representative Name | Department |
| Ken Ikemori | IT | MB Reader | DOFS |
| Spencer Hat | HR | Mitch Ginsburg | DOFS |
| Kevin Haneey | DOOR | Christiana Williams | DOFS |
| Eric Harris | DOFS | Christiana Blair | DOFS |
| | | Name Present | DOFS |