

Request for Proposals
Enterprise Resource Planning System
RFP# 2024-005-01



Responses Due:

March 19, 2024

2:00 p.m.

Central Standard Time

Submit Proposals to:

MCHD ERP Proposal Team

1400 South Loop 336 West

Conroe, Texas 77304

Montgomery County Hospital District (MCHD)
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1.0 INTRODUCTION AND VENDOR INSTRUCTIONS

1.1 Introduction

The Montgomery County Hospital District (MCHD or District) invites your company to participate in its implementation of the replacement of its Enterprise Resource Planning (ERP) System.

The District is looking for a Vendor or Vendors to provide functionality to replace its current Blackbaud ERP system. The District is looking for a **fully SaaS Cloud-based** solution. The District is soliciting proposals for the following functionality:

- Core ERP: Turnkey, fully-integrated, modular functionality for:
 - Finance & Accounting (including General Ledger, Budget, Project Accounting, Accounts Payable, Accounts Receivable, Cash Receipting, Banking, and General Financial Reporting);
 - Purchasing (including Workflow, Vendor Management, Vendor Portal, Requisitions and Contract Management).

The District is looking for the Vendor/Integrator to provide an integrated solution by offering all modules outlined above to meet the requirements of the full financial solution.

The District recognizes that this project will have a significant impact on the District staff and is looking to minimize that impact insofar as possible. To the extent the Vendor is able, the District is looking for the Vendor to conduct a thorough business analysis at the start of each module and to provide the District with a **pre-configured system** using its best practices and experience as a model. The District is expecting to review and test this pre-configured system, requesting minimal changes as required.

Overall services associated with the implementation of all proposals must include: project management, system design, hardware, configuration, interface development, systems integration, data conversion, testing, training and maintenance. The District is looking for the Vendor to provide a single project manager for the duration of the project and expects the project manager to be dedicated to the District's project with weekly status call updates and project review meetings. Onsite activity for all modules should include the following: kickoff, discovery/workflow analysis, training, and go-live.

1.2 MCHD Background

MCHD is a political subdivision of the State of Texas. MCHD was established through special legislation in 1977 to provide healthcare to the indigent residents of Montgomery County. In addition to its legislative charge to provide indigent care through its Health Care Assistance Program (HCAP), MCHD operates the county's 911 ambulance service, manages the county's Public Health District and offers a variety of community and professional education programs.

MCHD responds to 66,000 9-1-1 calls a year. This focus helped MCHD receive the "EMS Provider of the Year" award in 2013. MCHD services indigent county residents by way of the Healthcare Assistance Program (HCAP). The District contracts the services of over 300 physicians, 10 hospitals, and numerous outpatient service centers.



MCHD is governed by a Board of Directors. The Board of Directors is responsible for determining policy, setting out strategic objectives, adopting the annual budget, and appointing the Chief Executive Officer. MCHD includes seven board members who are elected at large for four-year terms.

The District is managed by an Administrative Executive Team. The Executive Team provides direction and management to MCHD and the Montgomery County Public Health District (Public Health).

1.3 Project Intent

MCHD is currently seeking to replace its current Blackbaud ERP system to acquire the following functionality: Finance, Accounting and Purchasing.

1.3.1 Project Scope

Proposals are being sought through this RFP for a project that includes acquisition of:

- ERP System:
 - Finance & Accounting (i.e., General Ledger, Budget, Project Accounting, Accounts Payable, Accounts Receivable, Cash Receipting, Banking, and General Financial Reporting)
 - Purchasing (including Workflow, Vendor Management, Vendor Portal, Requisitions and Contract Management).
 - Integrated and robust Document Management Capabilities
 - System Integration Services
 - Interfaces to certain District systems
 - Training

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- Maintenance Services.

The District recognizes that this project will have a significant impact on the District staff and is looking to minimize that impact insofar as possible. To the extent the Vendor is able, the District is looking for the Vendor to conduct a thorough business analysis at the start of each module and to provide the District with a **pre-configured system** using its best practices and experience as a model. The District is expecting to review and test this pre-configured system, requesting minimal changes as required.

With all systems, the District is looking for the following capabilities, as appropriate:

- Integrated and robust mobile, Work-From-Home Capabilities
- Reporting and Dashboarding Capabilities
- Interfaces to certain District systems.

Overall services associated with the implementation of all proposals must include: project management, system design, configuration, hardware, any software customization to meet specifications, interface development, systems integration, data migration, testing, training and explanation of maintenance coverage (i.e., 24/7/365).

1.3.2 District's Preferred Solution

The District plans to implement an industry standard, commercial-off-the-shelf (COTS) modular software solution that is configurable by the District staff (post go-live) and requires few, if any, modifications to the software to meet the District needs.

The District will choose the best functional fit to meet its needs. For the ERP system, the District will choose to select a proposal from a Vendor/Integrator that provides full integration of the modules in order to achieve its goal to reduce redundant entry and streamline workflow to improve the efficiency of District staff; if the full integration is not provided by the systems Vendor/Integrator with the best functional fit, full integration will be the preferred solution.

The District looking for recommendations and/or proposals from the Vendor for disaster recovery services.

The District has standardized on the Microsoft Operating Systems platform and, as such, is seeking solutions that currently operate in the Windows 10 desktop and Apple iOS mobile environments. The District is looking for browser-based solutions, preferably HTML5 and hardware agnostic.

The District is looking to establish a long-term relationship with a Vendor. As such, the District is looking for a Vendor whose primary business is the Public Sector and has a proven track record of:

- Financial stability
- Successfully implementing its system with similar sized local government agencies
- Sustained history of significant re-investment in its software to keep it modern in terms of functionality and platform.

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It is critical to the success of this project that the Vendors perform extensive business analysis and provide process improvement recommendations to take full advantage of the proposed solution's potential. Solutions that are inflexible and require complete changes to our existing processes are unlikely to be selected. A balanced approach that allows for configuration changes to adjust the software to meet our needs is the most likely to succeed.

1.3.3 District Objectives

The objectives of this deployment include:

- Encourage new process development
- Reduce/eliminate redundant data entry
- Automate and integrate functions currently requiring manual intervention
- Automating manual processing to reduce staff workloads
- Improved data analysis and reporting through easy to use, customizable reporting tools and modern analytical toolsets.

Additionally, MCHD seeks assurance of:

- Effective Project Management by the Vendor and the Vendor's Project Manager within the Vendor's organization
- Long-term useful life of the system
- Vendor's commitment to keeping the system state-of-the-art
- Competitive prices.

MCHD desires to procure the most appropriate systems within its financial means from a qualified Vendor at a firm, fixed price. The District prefers to purchase an existing system that is in use by other similar local government agencies and is proven effective. Contracts shall be made only with a responsible Vendor who possesses the ability to perform successfully under the terms and conditions of this proposed procurement. Consideration shall be given to such matters as software and hardware quality, Vendor integrity, record of past performance including prior successful implementation of proposed products, along with financial and technical resources.

Each firm submitting a proposal must have established a state and/or national reputation for the planning, supplying, installing and maintaining of their systems. Firms are required to provide, as part of their normal updates, all changes to federal reporting forms as issued by those agencies.

The District reserves the right to acquire any and/or all system components proposed. The District may also exercise the option to procure third-party components directly using Vendor-provided specifications (e.g., servers, field mobility devices).

It is important for the proposers to understand that the District has invested in its infrastructure and expects to leverage that infrastructure. The Vendor is expected to (a) specify hardware requirements and network requirements as part of its proposal, (b) propose hardware to fully enable its system, and (c) propose services that enable it to

certify that the District meets its minimum standards so that the Vendor can comply with performance requirements specified in this RFP.

1.4 Key System Functions

Certain key system functions are of particular interest to the District. These must be shown during the demonstration phase of the evaluation process.

- Overall System
 - Single integrated system data flow with minimized reentry
 - Integrated document management system
 - Easy, intuitive, and powerful user-driven reporting and analytics
 - Configurable to District workflow processes
 - Full integration with document management and imaging capabilities
 - Configurable notification and messaging functionality
 - Highly configurable workflow throughout the system
 - Operate upon converted and newly entered data
- Finance & Accounting
 - Integrated budget functionality with ability to enter, display and drill down on budget information in a worksheet-style format
 - Simplified and integrated check printing process
 - Produce standard Comprehensive Annual Financial Reports
 - Configurable, detailed reporting tools
 - Centralized payment capabilities
- Purchasing
 - Integrated purchasing workflow that automatically routes throughout the departments
 - Comprehensive Bid/Contract Management functionality with real time tracking
 - Robust Vendor Self Service Portal
 - Easy to use, user friendly requisition process

1.5 RFP Outline

The following table provides an outline of the RFP.

#	Section	Purpose
1.0	Introduction & Vendor Instructions	This section contains background information, instructions on how to submit a proposal and a guideline for the proposal contents and format.
2.0	Background and Functional Requirements	This section provides an operational background of the agency and a description of the current systems, as well the requirements for new ones.
3.0	Infrastructure Requirements	This section provides the requirements for hardware and network.
4.0	Maintenance and Support Requirements	This section contains requirements for ongoing system maintenance and other services over the life of the system(s).
5.0	Acceptance Testing Requirements	This section contains requirements for the initial and ongoing acceptance testing of the system(s).
6.0	Implementation Requirements	This section contains requirements for the conduct and completion of the implementation period.
7.0	Contract Requirements	This section defines the general business relationship to be established with the Vendor.
8.0	Price Requirements	This section describes the pricing details required and the payment and other related terms.
	Attachments	Attached files: <ul style="list-style-type: none"> ▪ A1 - Proposal Response Forms ▪ A2 - Functional Requirements Response Forms ▪ A3 – District Required Forms

1.6 Proposal Process Instructions

1.6.1 Significant Dates

It is intended that the following dates will govern this procurement. They are subject to change at the discretion of the Montgomery County Hospital District.

Activity	Date/Time
RFP Issue Date	February 7, 2024
Pre-Proposal Conference Call	February 21, 2024, 10:00–11:00 AM CDT
Final Written Questions Due	March 5, 2024, 5:00 PM CDT
Reponses Addenda Posted	March 12, 2024
Proposal Submission Deadline	March 19, 2024, 2:00 PM CDT
Shortlist Notification	April 2024
Onsite Demonstrations	May 2024
Contract Negotiations	June 2024
Contract Awards	July 2024

1.6.2 Communication with MCHD

All communications regarding this RFP from Vendors and other sources must be directed to the ERP Proposal Team as follows:

Name	MCHD ERP Proposal Team
Address	Montgomery County Hospital District 1400 South Loop 336 West Conroe, TX 77304
Email	ERP-RFP@mchd-tx.org

Contact with the Montgomery County Hospital District or any of their employees regarding this procurement is expressly prohibited without prior consent of the ERP Proposal Team.

1.6.3 Pre-Proposal Conference Call & Questions

The purpose of the Pre-Proposal Conference Call is to provide interested Vendors with an opportunity to obtain clarification, from subject matter experts, regarding the specifications and requirements outlined in this RFP.

The Pre-Proposal Conference Call date is listed in Section 1.6.1; this meeting is **NOT mandatory**. The meeting will be held via audio conference. Instructions for the dial-in to the audio conference can be obtained by sending an email to the RFP Proposal Team at the address in Section 1.6.2.

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It is preferred that all questions, comments and requests be received via e-mail no later than one (1) business day prior to the conference call. This will allow the ERP Proposal Team time to review the questions and prepare responsive information prior to the pre-proposal conference call. Vendors may also ask questions, make comments, or request information during the pre-proposal conference. Verbal questions may be discussed at this conference call. However, all answers provided verbally will not be considered binding. The only official answers will be posted in writing in the form of an RFP Addendum on or before the date listed in Section 1.6.1.

Vendors are encouraged to submit questions or comments or make requests for information or clarifications until the Final Written Questions Due date identified in Section 1.6.1. All questions must be submitted via email to the address in Section 1.6.2. No additional questions will be responded to after the Written Questions Due date listed in Section 1.6.1.

1.6.4 Proposal Submittal

All proposals must be submitted by mailed hard copy.

Mailed Hard Copy Submittal: Vendors must deliver one (1) hard copy and one (1) electronic copy (i.e., flash drive) of the Proposal Response Forms and Functional Requirements Response Forms (spreadsheets) in their native Word and Excel formats to the address shown below. Submissions must be signed by the person authorized by your company to commit your company to all instructions, conditions and pricing as defined, or entered in or on, the proposed documents.

All proposals must be delivered to the address shown below on or before the Proposal Submission Deadline in Section 1.6.1. Please mark packages as follows:

Address	Montgomery County Hospital District Attn: MCHD ERP Proposal Team 1400 South Loop 336 West Conroe, TX 77304
Title	Enterprise Resource Planning System Proposal
Date:	March 19, 2024, 2:00 PM CDT
RFP #:	2024-005-01

Submissions must be signed by the person authorized by your company to commit your company to all instructions, conditions and pricing as defined, or entered in or on, the proposed documents.

Proposals submitted via email or facsimile will not be accepted. Proposals submitted in a non-compliant format may be considered "non-responsive" and can be rejected. For supplemental information, place that information at the end of the section marked: "Vendor Supplemental Information". This information may not be considered as part of the evaluation by the District.

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In addition, Vendors must conform to the following:

- Vendors must follow the format outlined in Section 1.5 and fill out completely the form(s) furnished in:
 - A1 - Proposal Response Forms;
 - A2 - Functional Requirements Response Forms; and
 - A3 - District Required Forms
- Any costs associated with preparing proposals in response to this RFP are the sole responsibility of the Vendor.
- All proposals and supporting materials as well as correspondence relating to the RFP become the property of the District when received.
 - Any proprietary information contained in the proposal should be so indicated.
- The Vendor is responsible for assuring proposal delivery on or before the stated date and local time as well as for any associated delivery costs. The District is not responsible for lateness for any reason. Proposals submitted after the closing date will not be considered.
- The District reserves the right to refuse all proposals in their entirety, or select certain components and/or services from various proposals.
- Any exceptions to the specifications must be stated on the Proposal Response Forms.
- Additional instructions, general terms and conditions are provided in the Attachment A4 - District's Standard Terms and Conditions.
- MCHD reserves its right to reject any or all proposals at any time, with or without cause.

1.7 Definitive List of Proposal Contents

The Montgomery County Hospital District requires a uniform proposal format so that all proposals can be fairly evaluated.

1.7.1 Response Format

Vendors are advised that the District's ability to evaluate proposals is dependent on the Vendor's ability and willingness to submit proposals which are well-ordered, detailed, comprehensive, and readable. Clarity of language and adequate, accessible documentation is essential.

Vendors must follow the response format outlined in the table below. In addition, response forms have been provided and must be used to allow each Vendor to provide a uniform response. The forms include:

- **Proposal Response Forms.** The Vendor is required to use the Proposal Response Forms contained in this volume for their proposal response. This volume contains response information from the Vendor related to qualifications and references, functional requirements, hardware and network requirements, contractual requirements and price proposal. All proposal responses must be entered into the electronic form (MS Word) provided as part of the Vendors proposal response. Electronic images or .pdf versions of these files will not be accepted as compliant.

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- **Functional Requirements Response Forms.** The Vendor is required to use the Functional Requirements Response Forms contained in this volume for their proposal response. This volume contains detailed descriptions of all technical and functional specifications and requirements for the proposed system, including integration requirements. These forms can be found in Attachment A2 – Functional Requirements Response Forms.

All Functional Requirements proposal responses must be entered into the electronic form (MS Excel) provided as part of the Vendors proposal response. Electronic images or .pdf versions of these files will not be accepted as compliant.

Item	Instructions
Cover Letter	Submit a copy of the cover letter on your letterhead signed by the responsible official in your organization, certifying the accuracy of all information in your proposal, and certifying that your proposal will remain valid for a period of two hundred seventy (270) calendar days from the date of proposal opening.
Use the Proposal Response Forms to respond to the following sections:	
Section 1.0: Qualifications and References Response	Use the attached MS Word file titled, “Proposal Response Forms,” to respond to this section.
Section 2.0: Functional Requirements Response	The requirements for all of the software systems covered by this procurement are described in the MS Word file titled “Proposal Response Forms” . Respond directly into MS Word File. Respond to the functional requirements by entering directly into the MS Excel spreadsheets under Functional Requirements Response Forms” .
Section 3.0: Infrastructure Requirements Response	Respond to RFP Section 3. Use the attached MS Word file titled “Proposal Response Forms” to respond to this section. Where the RFP asks for lists or detailed supplemental information, place that information in the Vendor Supplemental Information at the end of the section. Include a schematic of the system.
Section 4.0: Maintenance and Support Requirements Response	Respond to RFP Section 4. Use the attached MS Word file titled “Proposal Response Forms” to respond to this section. Where the RFP asks for lists or detailed supplemental information, place that information in the Vendor Supplemental Information at the end of the section.
Section 5.0: Acceptance Testing Requirements Response	Respond to RFP Section 5. Use the attached MS Word file titled “Proposal Response Forms” to respond to this section. Place the following information in the Vendor Supplemental Information:

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Item	Instructions
	<ul style="list-style-type: none"> ▪ Proposed Acceptance Plan
<p>Section 6.0: Implementation Requirements Response</p>	<p>Respond to RFP Section 6. Use the attached MS Word file titled “Proposal Response Forms” to respond to this section. Place the following information in the Vendor Supplemental Information:</p> <ul style="list-style-type: none"> ▪ Proposed Project Schedule and Implementation Plan; ▪ Proposed Training Plan ▪ Project organization chart; and ▪ Resumes for the persons who will work on this project.
<p>Section 7.0: Contractual Requirements & Forms</p>	<p>Review Attachment A4 – District’s Standard Terms and Conditions in this section. Note any exceptions in Section 7 of the “Proposal Response Forms”.</p>
<p>Section 8: Price Proposal</p>	<p>Follow the instructions in RFP Section 8 for preparing cost summary, explanatory notes, and back-up details. Use the attached MS Word file titled “Proposal Response Forms” to respond to this section.</p>
<p>Attachments:</p>	<ul style="list-style-type: none"> ▪ Completed District Required Forms ▪ Brochures / specification / contracts for proposed products as necessary (if any)

1.8 Evaluation & Award Process

The District will conform to the evaluation and award process below, subject to change at the District’s discretion.

- Proposals will be objectively evaluated by a committee based on conformity to the specifications as determined by the evaluation criteria in Section 1.9, and a short list will be developed;
- Short-listed Vendors may then be evaluated based on references, oral presentations, demonstrations and site visits to similar installations. Written responses to queries for further clarification may also be required;
- Final scoring will be based on the criteria given in Section 1.10;
- Best and Final offers may be requested from the short-listed Vendors; and
- Contract negotiations will begin immediately with the selected Vendor.

1.9 Initial Evaluation Criteria

The District will evaluate Vendors’ proposals based on the completeness and quality of their responses to all sections.

Section	Description	Value
1.0	Qualifications & Experience	15
2.0	Functional Requirements Proposal	25
3.0	Infrastructure Proposal	10
4.0	Maintenance & Support Proposal	10
5.0	Acceptance Testing Proposal	10
6.0	Implementation Proposal	10
7.0	Contractual Proposal	5
8.0	Price Proposal	15
	TOTAL PROPOSAL EVALUATION	100

1.10 Final Evaluation

Once a short list of Vendors has been invited to continue with the process, other Vendors will be notified. The short list of Vendors will be engaged to demonstrate their products; based on their performance in the demonstration, references and, if the District desires, site evaluations, up to two Vendors will be asked to participate in a best and final process.

	Value
Initial Evaluation Criteria (Table Above)	100
Demonstration	75
References / Site Evaluation	25
OVERALL EVALUATION	200

2.0 BACKGROUND AND FUNCTIONAL REQUIREMENTS

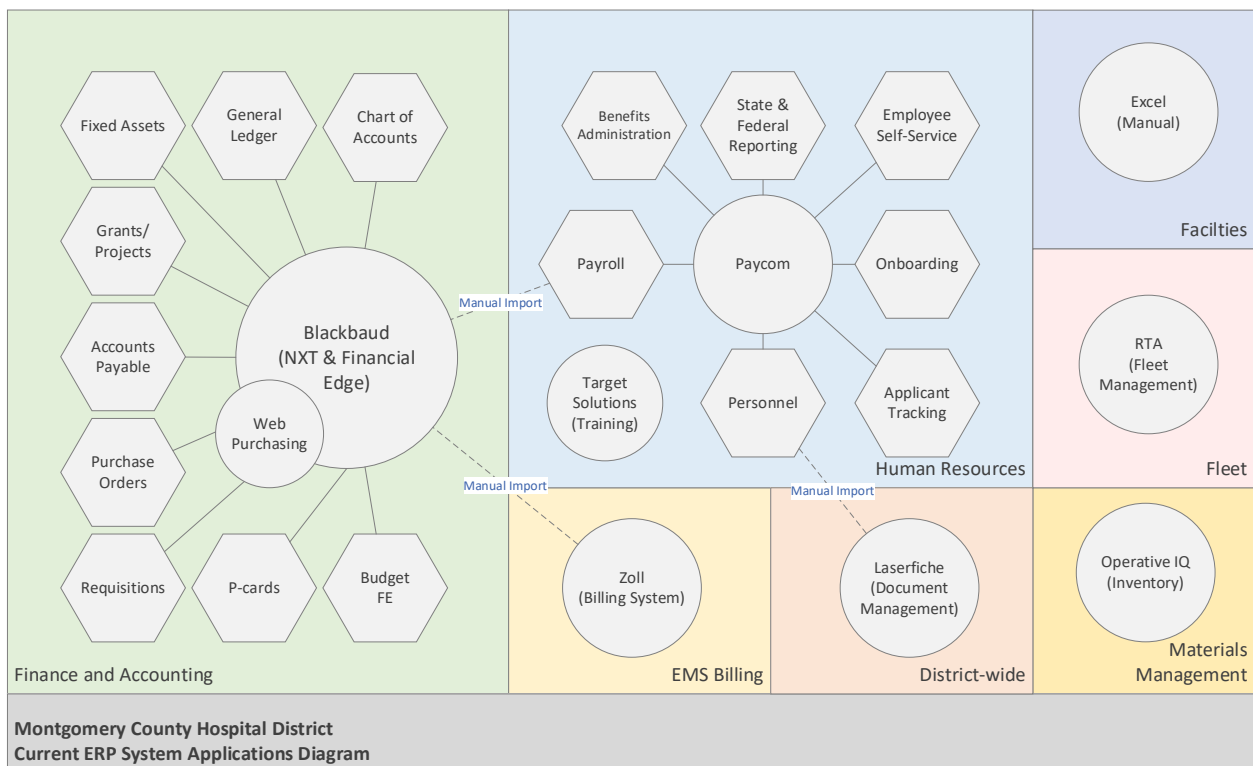
2.1 Introduction

This section provides agency operational background and detailed description of the systems being replaced by those systems outlined in Section 1.1 previously.

2.2 Current Environment

2.2.1 Application Systems Overview

The District's application architecture is characterized by a multitude of systems and manual processes to support its business functions. The applications architecture diagram below shows Blackbaud (NXT & FE) as the main financial system with other peripheral systems on the outside to perform other essential functions. Many of these systems are not linked together and therefore require manual inputs or uploads from District staff, which greatly limits efficiency and effectiveness, and the timely availability of information.



2.2.2 Missing Functionality

Even though Blackbaud does most of the core financial functions the District needs, it is missing the following functionality and therefore requires manual workflow (e.g., Word, Excel) in order to perform these functions:

- Purchase Order Process (Accounting)
- Accounts Payable Workflow (Accounting)

2.2.3 Electronic Document Management

The electronic document management system (EDMS) utilized by the District is Laserfiche. It houses the digitally scanned documents from the operational departments and is an integral part of the department’s daily workflows.

Currently, Laserfiche is not integrated with Blackbaud and therefore does not automatically route or store documents from the ERP system. Document archival requires manual processes where departments upload and save files directly to Laserfiche. This manual process creates more unnecessary workloads for the District staff and is prone to mistakes as files can be labeled several different ways.

Going forward with a new ERP system, the document management component should be tightly integrated with the system in order to provide an automated routing process for documents that will be uploaded to the financial system. Most of today’s ERP systems feature embedded document management capabilities that is fully integrated into the workflow of the departments.

2.2.4 Interfaces and Migration Plan

The District’s current ERP interfaces are shown below along with the preliminary migration plan to the new ERP system.

*Legend for Current Applications		
Legend Code		Description
R	Replacement	The District is intending on replacing this application with the selected solution.
C	Consider	The District is considering replacing this application with the selected solution, based on the strength of the finalist Vendor offering and cost / benefit of the replacement module.
M	Maintain	The District is intending on retaining the application, not replacing it thru this effort.
I	Interface	If the District is intending on maintaining the application, interface/integrate it with the selected solution. If the District is considering replacement, the Vendor may provide a system that is already fully integrated.
E	Export	The expected cost to interface this application will not be justifiable; looking to allow for an export of data from the existing system into the new ERP system.

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Current ERP Application/ Interface	Application(s)	Departmental Owner	Preliminary Migration Plan	
			R / C / M	I / E
Finance Module				
General Ledger	Blackbaud FE/NXT	Finance	R	
Chart of Accounts	Blackbaud FE/NXT	Finance	R	
Bank Reconciliation	Blackbaud FE/NXT	Finance	R	
Accounts Payable	Blackbaud FE/NXT	Finance	R	
Accounts Receivable	Zoll Rescue Net	EMS Billing	M	E
Cash Receipts	Blackbaud FE/NXT	Finance	R	
Miscellaneous Receivables	Blackbaud FE/NXT	Finance	R	
Fixed Assets	Blackbaud FE/NXT	Finance	R	
Budgeting	Blackbaud FE/NXT	Finance	R	
Budgeting Amendments	Blackbaud FE/NXT	Finance	R	
Project Accounting	Blackbaud FE/NXT	Finance	R	
Purchasing Module				
Purchase Orders	Web Purchasing	Purchasing	R	
Requisitions	Web Purchasing	Purchasing	R	
HR and Payroll Module				
Payroll	Paycom	HR	M	E
Personnel	Paycom	HR	M	
Position Control	Paycom	HR	M	
Applicant Tracking	Paycom	HR	M	
Benefit Administration	Paycom	HR	M	
Timekeeping	Paycom	HR	M	
Other Core Systems				
Documents Management	Laserfiche	Record	M	I
Customer Information Systems	Image Trend-ePCR	EMS	M	
EMS Inventory	Operative IQ	Materials Management	M	
Fleet Management	RTA (Ron Turley & Associates)	Fleet	M	E
Facilities	Resource Center/Excel	Facilities	C	
Radio	MCM	Radio	M	

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2.2.5 Current Infrastructure and Technical Environment

As part of the District’s Assessment, the following technical areas were examined to identify any challenges that could inhibit the new system’s effective installation, deployment and use. The proposed system needs to comply with these standards and integrate with the hardware already used by the District.

Technology Standard	Current
Operating Systems (OS) & Related Software	
Server operating system	Windows Server Standard and Enterprise
Desktop operating system	Windows 10 & 11
Mobile device operating system	Apple iOS
Relational database	Microsoft SQL Server
Business application environment	Blackbaud
Document management system	Laserfiche
Hardware	
Server hardware	HP
Desktop hardware	Dell and HP
Mobile devices	Apple
Data Center	
Existing server space	Sufficient space for new system
Rack space	Sufficient space for new system
Environmentals (e.g., AC, power)	Sufficient space for new system
Backup solution	Vendor backs up system
Disaster recovery site	Secondary back up site with full redundancy for the District’s systems
Network	
Network equipment (e.g., switches, routers)	Yes
Primary/ Secondary Internet PoP	Yes, Secondary and tertiary
Other	
Field Automation Capabilities	The District is open to deploying field automation devices where and improvement in efficiency and effectiveness will result.
Customizations	The District wants to purchase a system that is self-configurable, commercial off-the-shelf (COTS) system. It is not interested in customizations or systems that require teams of software engineers to configure the system.

2.3 Migration from the Current System

The District currently uses the Blackbaud FE/NXT system. The new system must be able to utilize accumulated data from the systems currently in place. The migration path from the existing systems must include any necessary modifications to currently existing systems which are not being supplanted by the new system as well as any necessary data conversion and importation from current systems.

Proposals should include data conversion for financial summary data for 5 years of history. Specifics about present systems can be provided upon request. Sizing parameters are provided below.

Table 2.2 Sizing Parameters

Operating Volumes/Standards		Current	
Demographics			
# of Hospitals	0		
Jurisdictional Area (Square Miles)	1,077 sq miles		
District Statistics			
Number of District Departments	36		
Total Staff (Full time: 1 FTE)	408		
Total Staff (Part time: 0.5 FTE)	26		
Number of ERP System Users (Total Current)	53		
Number of Concurrent ERP System Users (Current)	8 Accounting + 10 Non-Financial (Purchasing)		
Number of System Users	Concurrent Users	Total Users	
Finance – General Ledger, Accounting, AP	8	8	
Budget – Budget, Department Users	2	2	
Accounts Receivable – Finance	3	3	
Purchasing & Inventory – Purchasing, Warehouse, Department Requisitions	10	10	
Payroll – Payroll Staff	1	1	
Timekeeping – All full-time and part-time District employees if decentralized; or, point person in each department entering time	Not Sure	434	
Human Resources – Personnel, Applicant Tracking, Performance Management	4	4	
General Ledger/Bank Reconciliation			
Chart of Accounts Structure			
Chart Segment One Name/Account Mask	(e.g. Fund/xx) XX		
Chart Segment Two Name/Account Mask	(e.g. Division/xxxx) NA		
Chart Segment Three Name/Account Mask	(e.g. Object Code/xx-xxx) NA		
Chart Segment Four Name/Account Mask	(e.g. Project/xxx) 9 digits		
Fiscal Year End	(e.g. 09/30/XX) 9/30/2024		
Number of Funds	4		
Number of Department Codes	36		
Number of Balance Sheet Accounts	77		
Number of Expense Accounts	104		

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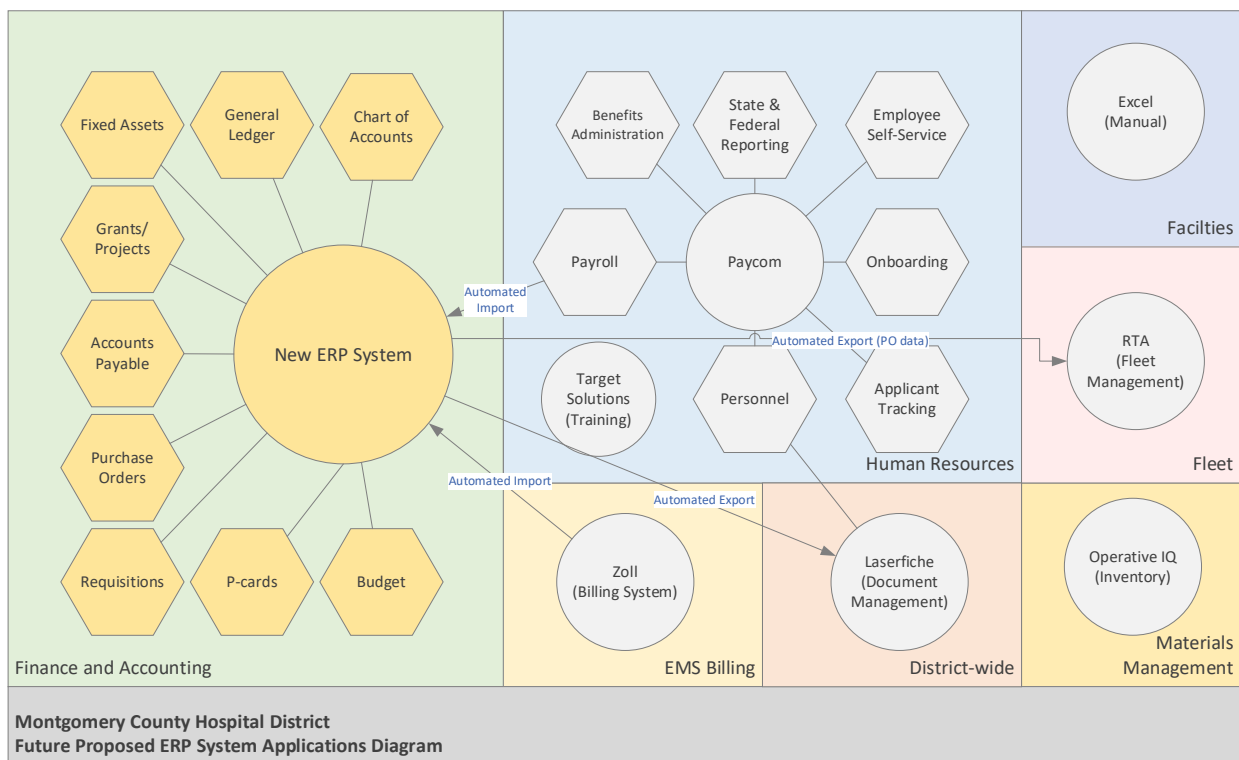
Operating Volumes/Standards	Current
Number of Revenue Accounts	40
Number of Manual Journal Entries (Monthly)	139
Number of Cash Accounts	10 (Cash & Cash Equivalents)
Number of Bank Accounts	8
Budgeting	
Budget (General Fund)	\$83 million
Budget (IT)	\$3.4 million
Budget (All Funds)	\$84.8 million
Pre-Encumbrance Controls?	No
Encumbrance Controls?	No but we want it
Position Control?	We do not have position control
Budget Entry Model (Centralized or Decentralized)	Managers budget in Excel and Accounting uploads
Number of Approval Levels	5
Budget Frequency	Annual
Number of Funds Budgeted	2
Fixed Assets	
Number of Capitalized Fixed Assets	2,684
Fixed Asset Capitalization Threshold	\$5,000 5-year useful life
Tracking / Reporting of Non-Depreciable Assets?	Yes, computers, radios, medical equipment
Project/Grant Accounting	
Do Projects/Grants Cross Funds?	No
Do Projects/Grants Cross Departments?	Yes, projects cross depts. (not grants)
Purchasing/Contract Management	
Number of Requisitions per Month	320
Number of Purchase Orders per Month	320
Number of Blanket Purchase Orders per Month	0
Number of Invoices Without a Purchase Orders per Month	385
Number of Vendors in Purchasing System	854
Average Frequency of Physical Inventories	Quarterly
Accounts Payable	
Number of Vendors Maintained in Accounts Payable System	854
Number of Invoices Input Annually	8,613
Frequency of Check Runs	Once a week
Check Signature Method	Manual by CFO
Payments Types Supported	Bank Draft, EFT, Check

2.4 Future Direction

2.4.1 Application Systems

In order to meet the overall functional needs for the operational departments, as well as address the system limitations, the District should implement a new integrated Commercial off the Shelf (COTS) based ERP system. In order to streamline the workflow, separate applications will need to integrate with the ERP system to provide other necessary capabilities.

The integrated suite of applications provided by the ERP comprise the Applications Architecture that provides the functional capabilities to meet the operational department's needs. The ERP consists of an integrated suite of applications, as illustrated below.



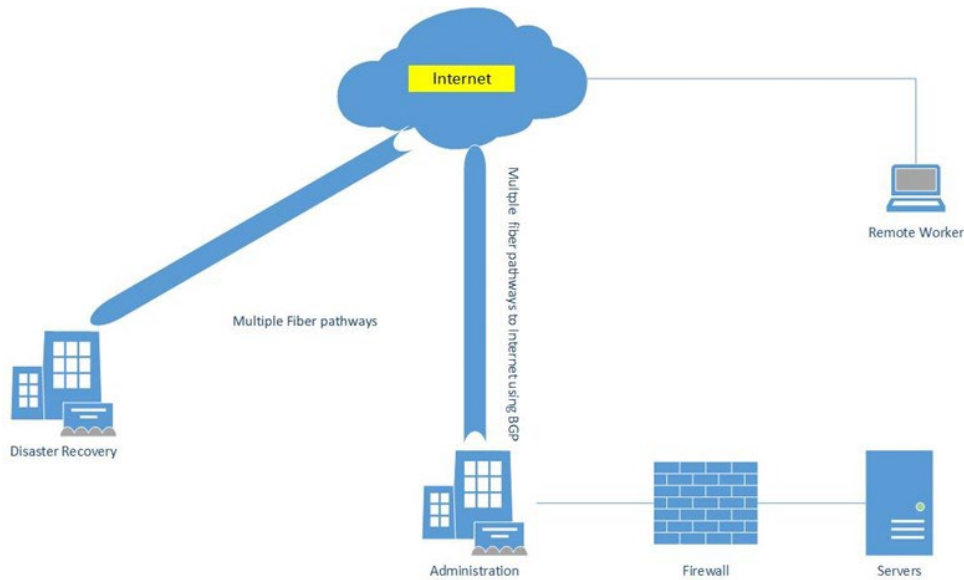
A modern ERP can integrate with related computerized systems to retrieve relevant data and incorporate that data into the ERP. This integration provides the obvious benefit of reducing data input time for the users. Moreover, by bringing the data directly from the source data systems, data input errors can be minimized, thus maximizing the value received from those systems as well. Real-time integration can be expensive to create and maintain, however, and each one should be evaluated from a cost-value perspective.

2.4.2 Infrastructure and Network

The Blackbaud Financial Edge and NXT system is currently hosted in the Cloud by the Vendor. The District's network consists of multiple fiber pathways to its core buildings to

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provide network connectivity. This network layout should be sufficient for a new ERP system deployment. The network diagram is displayed below for reference.



The main datacenter for MCHD is located at the Administration Building with a fully redundant backup cluster at the DR site.

Overall, the District's IT Department has done an excellent job in building and supporting an environment that is disaster recoverable and reliable in performance. The future network of the District should be able to handle the new traffic load.

2.5 Functional Requirements

The District will consider replacement of the ERP functionality to provide the Overall Functional Requirements identified in Section 2.5.1, below, as well as the Software Functional Requirements referred to in Section 2.5.2, below, and identified specifically in the Functional Requirements spreadsheets.

2.5.1 Overall Functional Requirements

In evaluating overall functional requirements, the District will consider the following:

- **Industry Standard Architecture** – The architecture will be flexible and will be based on widely accepted standards. This will make it easier to integrate/interface the mission critical applications and other internal and external /modules. It can also improve the systems' ability to interoperate with a number of modern technologies, such as:
 - Document and imaging management systems
 - Powerful and flexible ad hoc reporting tools
 - Field automation and mobility tools
 - Web-based self-service functions for employees and citizens
 - Geographic information systems (GIS).

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- **High Availability** – The architecture, will need full redundancy and fail-over capabilities, and should contain no single point of failure.
- **Secure** – The system will incorporate the elements of authentication, authorization, encryption, monitoring/detection, and physical security that adhere to industry standards.
- **Web-Based Architecture** – The systems will take advantage of the integrating capabilities of the web services architecture. This will provide many users the ability to interact with the applications via a Web browser.
- **Scalable** – Scalability will be critical to support expansion and workload variability.
- **Integration** – The core ERP system must act as a single Enterprise Resource Planning System, with required data flowing between modules or systems as required to act as a single system. Component systems must be integrated to the core ERP system as described in the Specifications. The District requires that the core ERP system’s Vendor and the Component System Vendors will work together to ensure that this integration occurs and is maintained. Costs for establishing and maintaining this integration must be provided in your quotation.
- **Workflow Functionality** – Fully-integrated field applications which connects data to all relevant portions of associated systems. Electronic workflow enables the specification of business rules, roles, and routings that can be used to automatically route electronic documents, such as budgets or purchase acquisition requests, to supervisors and management for notification, review, and approval.
- **External Integration Flexibility** – The system will adhere to the use of industry standards. This will make it easier to integrate the mission critical systems and to share data with external systems.

2.5.2 Software Functional Requirements

The requirements for the software systems covered by this procurement are described in the attached MS Excel spreadsheet:

- A2 – Functional Requirements Response Forms

For each specification, Vendors will be required to provide one of four standard responses. Respond directly into each spreadsheet; failure to do so may cause your response to be considered non-compliant.

For the purposes of response, use the following definitions of your four standard response options:

- **Compliant** - Proposed system meets or exceeds the requirement. This is the only response category that will result in full credit for complying with this requirement.
- **Alternative Method** – The requirement is met by the proposed system but uses a method (e.g., entry screen, workflow, form[s]) that differs from that specified in the requirement. Detail the method to be used to meet the requirement.

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- **Modification Required** – A modification must be provided to comply with this requirement. The requirement will be provided with the initial install of the software. Specify the modification to be made and include cost, if any, in the pricing proposal.
- **Non-Compliant** - The proposed system does not meet the requirements and will not do so within twelve months of the RFP release date.

Explanations of responses should be entered into the “Comments” field if you can reasonably do so; if not, include the explanation in the “**Proposal Response Forms,**” Section 2. Submit any additional information in the attached “**Proposal Response Forms.**” Include all these documents as part of your proposal submission.

3.0 INFRASTRUCTURE REQUIREMENTS

3.1 Introduction

This section describes the servers, peripherals, data communications equipment, hosting environments, performance and reliability requirements, and workstations required for operation of the proposed system(s) to support the application software requirements, volumes, and processing characteristics defined previously.

Use Section 3 to develop an understanding of the existing and future environment. Respond to each of the points as described in the section by using the attached response forms. For each of the sections and subsections state in the **Proposal Response Forms** whether you meet the requirements with explanation of your compliance or non-compliance.

3.2 System Architecture

Provide an introductory narrative of how the proposed system meets the overall objectives and functional requirements. It should cover the main features and benefits that distinguish your system.

Expand upon your plan for future system enhancements; your investment plans are considered to be a reflection of your company's commitment to the long-term viability of the system architecture. The installed system must be capable of expansion in a modular and incremental fashion.

3.2A Data Center Diagram

Vendor's response should include a **Multi-Data Center Topology Diagram** depicting the Vendor's primary and backup data center locations and the method by which the connection is routed to the primary data center as well as to how the connection is rerouted to the District in the event of a Catastrophic Service Interruption.

3.3 Infrastructure Specifications or Hosting Environment

3.3A Hosting Environment

Beyond their functional capabilities for Vendor-Hosted SaaS solutions, evaluations of the Vendors proposed hosted environment will take place. The following specifications apply to the Vendors SaaS service infrastructure and their ability to meet the needs of the organization.

3.3A.1 Hosting Provider and Infrastructure

3.3A.1.1 Identify the SaaS service hosting provider and data center locations.

3.3A.1.2 Identify the infrastructure (hardware, software, operating system, technology platform) used in hosting services.

3.3A.1.3 Identify the primary location where the District's data would be stored.

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3.3A.1.4 If the Vendors' hosting provider utilizes virtualization software, Identify the virtualization software (i.e., VM Ware).

3.3A.1.5 Identify the network bandwidth that can be provided by the Vendor and identify options for dedicated bandwidth.

3.3A.2 Data Security

3.3A.2.1 Identify the Hosting Environment as either dedicated (The District's solution and data will be managed in a system independently – single tenant) or shared (the District's solution and data will be managed in a shared system – multi tenant) environment.

3.3A.2.2 If the Vendor operates in a multi-tenant Hosting Environment, identify how the District's data is separated from other solutions.

3.3A.2.3 If the Vendor operates in a multi-tenant Hosting Environment, identify what controls are in place to manage the security of the group's data.

3.3A.2.4 The Vendor shall have administrative, physical, and technical safeguards in place to make the hosting environment HIPAA compliant.

3.3A.2.5 Provide the data ownership policy.

3.3A.2.6 Once the service is initiated, the Vendor will identify if the data can be encrypted, what encryption schemes are used, Vendor decryption plan, and encryption testing plan.

3.3A.2.7 The Vendor will perform comprehensive, independent third-party audits as part of their data privacy and information security program and provide such audit findings to the District when service is initiated.

3.3A.2.8 The Vendor will provide a web-portal or separate application that allows management to view the following service audit criteria:

- Load Performance – ability to see service utilization and performance during select times.
- User Statistics – ability to view specific user's utilization of services including times utilized and application utilization.
- Problem Records – ability to view active, including status, and resolved problems reported to the Vendor.

3.3A.2.9 Describe the Data Extraction Plan (including format and any cost associated) for the return of all District data and the expungement of data from the Vendor's systems, in the event of service termination.

3.3A.3 Disaster Recovery Management

3.3A.3.1 Identify your business continuity and disaster recovery options, with their respective costs.

3.3A.3.2 Identify how and where the disaster recovery data is stored.

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3.3A.3.3 Describe the replication and synchronization strategy for restoring the complete system (both data and application software) within the Vendors operating environment (i.e., data center replication).

3.3A.3.4 Identify the disaster recovery timeline.

3.3A.3.5 Identify whether the synchronization of backup data is real-time.

3.3A.3.6 If the primary hosting environment is down, the Vendor will enable an active environment which is capable of sustaining District operations until primary hosting environment is functional and secure.

3.3A.4 Identity Management

3.3A.4.1 Describe the identity management solution, including access levels and their respective user rights.

3.3A.4.2 Describe the solution's ability to support Single Sign-On (SSO) and other authorization capabilities (i.e., SAML, HTTP-Fed, Open Auth.) within the identity management solution.

3.3A.4.3 Describe the solution's ability to integrate with the existing identity management solutions (i.e., Active Directory) utilized by the District.

3.3A.4.4 Identify what other user security, authentication, and authorization options are available.

3.3A.5 Standards, Policies, and Regulatory Compliance

3.3A.5.1 Describe Vendor technology standards, policies, and procedures.

3.3A.5.2 Does the Vendor utilize certified PMP project managers for the implementation of their systems?

3.3A.5.3 Provide audit reports of the District's solution usage and records on a regular basis.

3.4 Integration Services

3.4.1 System Integration

Vendors shall identify the hardware specifications, software, databases, licensing, and connectivity required to support the Statement of Work, end-users, and administrators for the following environments:

- Production
- Training
- Test
- Development

3.4.1A Vendor-Hosted SaaS Solution Services

The Vendor is to provide design services as follows:

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- Describe what types of APIs and web-services are available to utilize in pushing data to and from the solution, descriptions of API security and encryption, and limitations the hosting environment places on access to APIs;
- Describe the customization capabilities of the system components within the hosting environment, including: URL naming options, system layout (i.e., header, footer, and login page), workflow, data fields, and customer triggers or organization logic (i.e., incident reports automatically routing to supervisors for review);
- Describe how the system will operate, or not operate, should internet connectivity be lost;
- Recommendations for any WAN network enhancements required to maintain SaaS response time performance;
- Work with the IT Department to integrate with Active Directory (optional);
- Configuration of application software including development and integration of interfaces to key external databases;
- Perform needed file conversion activities (as previously defined);
- Detailed training of IT administrative personnel and network administrators in the use and operation of the server hardware management systems and tools;
- Detailed training for application software as specified in Section 6.8.

3.5 Reliability Requirements

The following specification describes the uptime requirements for Vendor's Services following the District's formal acceptance of the Services and throughout the life of the contract between the District and the Vendor.

- 3.5.1** Processes and remedies in place that support that the system will be available to authorized users for normal use 99.9% of the Scheduled Uptime.

3.6 Performance Requirements

The following specification describes the performance requirements for Vendor's services following the District's formal acceptance of the Services and throughout the life of the contract between the District and the Vendor.

- 3.6.1** Processes and remedies in place that the system transactions have a response time of 5 seconds or less for the full duration of the Scheduled Uptime.

3.7 End User Equipment

3.7.1 Desktop Workstations

The District utilizes Microsoft Windows 10 on its workstations. Vendor must verify that their products will operate on Windows 10 operating systems and provide an explanation of their roadmap if there are any plans to support HTML5.

3.7.2 Scanners

Provide specifications for scanners that are compatible with your system and capable of simultaneously scanning documents and reading bar codes including:

- 8 ½ x 11-inch single workstation scanners
- 8 ½ x 11-inch high speed batch scanners
- 11 x 17-inch high speed batch scanners
- Large form factor (minimum 36 x 48 inch) scanners.

4.0 MAINTENANCE AND SUPPORT REQUIREMENTS

4.1 Vendor Instructions

This RFP Section contains general and specific requirements related to the provision of system maintenance and repair and other services throughout the life of the contract between the Montgomery County Hospital District and the Vendor. Services described are both warranty and non-warranty services for any equipment and software whose warranty or maintenance is provided by the Vendor.

4.2 General Maintenance Provisions

The following requirements are applicable to maintenance and repair services supplied by the Vendor or Vendor's sub-vendors.

4.2A Vendor-Hosted SaaS Maintenance Provisions

4.2A.1 Assure availability for support and maintenance of application software and hosting services.

4.2A.2 The District may purchase one or more additional years of support and maintenance, and other specified ongoing services, on a year-by-year basis.

4.2A.3 The production environment must be designed for 24-hour per day and 7-day per week (24x7) high availability with load tolerance and real-time failover. Maintenance must not disrupt service.

4.2A.4 The District expects the Vendor to provide a sample Service Level Agreement (SLA) of similar scope to the District.

4.2B.4.1 Provide standard policy for remedies associated with Service Level Agreement violations (i.e., uptime and response time).

4.2B.4.2 Verify that that you comply with industry standards ISO 27001, SOC 2 (auditing) and GDPR (data protection and privacy).

4.3 Updates & Enhancements

The following requirements are applicable to all maintenance and repair services supplied by the Vendor and Vendor's sub-vendors.

4.3.1 Operating and Database Software updates for enhancements, and refinements to purchased capabilities will be provided by the Vendor as part of the maintenance.

4.3.2 Vendor will allow for the submission for any system modifications required by the District after system cutover. The Vendor shall provide feedback to the District in the form of a price proposal, or the planned development cycle for the change request.

4.3.3 The Vendor is to provide the District with their stated update strategy, timeline (i.e., updates annually, bi-annually, etc.), and their requirements for the District to accept such updates.

- 4.3.4 The District will not be required to upgrade the overall system more than twice per year.
- 4.3.5 Vendor will provide software and other materials and expenses necessary to maintain the application software system in good operating condition as part of the price for maintenance, for those years in which maintenance is purchased from the Vendor, in conformance with the application specifications and performance requirements stated in this RFP. The Vendor will notify the District prior to making updates or changes to the system.

4.4 System Maintenance

The following requirements are applicable to all maintenance and repair services supplied by Vendor or Vendor's sub-vendors.

- 4.4.1 The entire system solution as proposed in this RFP must include all first-year maintenance costs (for Vendor-supplied software) to conform with contractually agreed specifications, and to protect against any defects or damage, caused by Manufacturer, Vendor, or Vendor's sub-Vendors, in the system's software, as well as offering a 5-year support agreement.
 - a). 7 x 24 Maintenance to be provided as part of year one maintenance.
- 4.4.2 The year one maintenance will begin (for products accepted in phases) at the point that the system is officially accepted by the District, as defined in RFP Section 5.3, System Acceptance.
- 4.4.3 All software resolutions made under maintenance will be at the sole expense of the Vendor including labor, travel expenses, meals, lodging and any other costs associated with resolution.

4.5 Support Requirements

The following specification describes the support requirements for Vendor's Services following the District's formal acceptance of the Services and throughout the life of the contract between the District and the Vendor.

- 4.5.1 Provide telephone and email support ("Technical Support") 24 hours per day, 7 days per week, and 365 days per year. Support will include any research and resolution activity performed by Vendor.
- 4.5.2 Client will access support by calling or emailing the Vendor's Technical Support staff or by submitting a request via the Vendor's customer service web portal.

4.5.2.1 Incident Resolution Process

The District needs to understand the typical process that will be followed by the Vendor in order to troubleshoot a user support call. Provide the location of your primary support center, trouble ticket system used, incident analysis tools used (i.e., SolarWinds, OpenView) and what support groups (i.e., application software, database, infrastructure) are involved in the resolution of a support call.

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- a) Do the support specialists have direct physical access to the programmers and database managers for incident troubleshooting?
- b) For Vendor-Hosted solutions, do the support specialists have direct physical access to the hosting infrastructure engineers and systems software administrators for incident troubleshooting?
- c) Are the support specialists, programmers, database administrators, systems software administrators and infrastructure engineers all staffed by Vendor employees? If not, what sub-vendors are responsible with each of these areas?
- d) If multiple sub-vendors are involved does the Vendor have defined SLA's with them?

4.5.3 The Vendor will adhere to the following Problem Severity Levels and timeframes:

- Problem Severity 1
 - Description: This Problem Severity Level is associated with: (a) The services or system, as a whole, are non-functional or are not accessible; (b) unauthorized exposure of all or part of the District's data; (c) loss or corruption of all or part of the District's data.
 - Request Response Time: 30 minutes.
 - Request Resolution Time: 2 hours.
- Problem Severity 2
 - Description: This Problem Severity Level is associated with significant and / or ongoing interruption of a User's use of a critical function (as determined by the User) of the system/services and for which no acceptable (as determined by the User) work-around is available.
 - Request Response Time: 1 hour.
 - Request Resolution Time: 4 hours.
- Problem Severity 3
 - Description: This Problem Severity Level is associated with: (a) minor and / or limited interruption of a User's use of a non-critical function (as determined by the Authorized User) of the Services; or, (b) problems which are not included in Problem Severity Levels 1 or 2.
 - Request Response Time: 8 hours.
 - Request Resolution Time: 24 hours.
- Problem Severity 4

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- Description: This Problem Severity Level is associated with: (a) general questions pertaining to the system/services; or, (b) problems which are not included in Problem Severity Levels 1, 2, or 3.
- Request Response Time: 8 hours.
- Request Resolution Time: 48 hours.

4.5.4 In the event that a problem resolution is not met within the Request Resolution Time, the Vendor will adhere to the following protocol:

- If a Problem Severity Level 1 or 2 request cannot be corrected to the reasonable satisfaction of the requestor within the Request Resolution Time after the requestor makes the initial request for Technical Support, Vendor will: (a) immediately escalate the request to Vendor's management; (b) take and continue to take the actions which will most expeditiously resolve the request; (c) provide a hourly report to the requestor of the steps taken and to be taken to resolve the request, the progress to correct, and the estimated time of correction until the request is resolved; and, (d) every four (4) hours, provide increasing levels of technical expertise and Vendor management involvement in finding a solution to the request until it has been resolved.
- If a Problem Severity Level 3 or 4 request cannot be corrected to the reasonable satisfaction of the requestor within the Request Resolution Time after the requestor makes the initial request for Technical Support, at the sole election of requestor: (a) Vendor will work continuously to resolve the request; or, (b) requestor and Vendor will mutually agree upon a schedule within which to resolve the request.

5.0 ACCEPTANCE TESTING REQUIREMENTS

5.1 Vendor Instructions

This RFP Section contains general and specific requirements related to the performance of the proposed system, both at the point of system acceptance and throughout the life of the contract between Montgomery County Hospital District and the Vendor.

System Acceptance will occur in phases as various milestones identified in the implementation plan and agreed to by the District are reached. The Vendors implementation plan must clearly define the hardware and software deliverables, tasks or other criteria associated with each milestone.

5.2 Testing

5.2.1 A sample test plan will be provided with each proposal. The successful Vendor must, as one of the early milestones, submit an acceptance test plan for the District's approval. The test plan must document how each of the functional specifications are to be tested, the method of verifying the results, and the expected results. The test plan must also include a scenario test that allows for the system (integrated hardware/software) to operate under a simulated test situation.

5.2.2 The performance requirements specified in this RFP must be met before the system is accepted. Vendor is to specify any requirements it has for performance testing.

5.2.3 The Vendor must prepare a plan for correcting failures in any part of the system. Said plan must include reasonable remedies for the District to exercise if failures are not corrected in a timely manner.

5.2.4 Performance testing must include full testing of all interfaces to the system.

5.3 System Acceptance

The following specifications apply to the requirements for the District's acceptance of the Vendor's system after phase in begins.

5.3.1 The District expects the starting date for the project to be immediately following the execution of the contract.

5.3.2 Beginning with the first day after the completion of each phase (phases will be specified in the implementation plan) that the proposed system phase is operational and available to the District for testing; an acceptance test will be conducted for thirty consecutive calendar days (the Acceptance Period).

5.3.3 During the Acceptance Period, the proposed system will undergo a live test that confirms the configuration, data conversion, performance and reliability requirements using the mix of users, applications, and functions as described in this RFP.

6.0 IMPLEMENTATION REQUIREMENTS

6.1 Vendor Instructions

RFP Sections 6 contains all general and specific requirements related to the period between site planning and our final acceptance of the system. RFP Section 6.10 contains a list of required contents for your implementation plan.

6.2 General Implementation Requirements

6.2.1 Conduct of Work

All work will be conducted in a professional and orderly manner. Installation must be completed in a skillful manner.

6.2.2 Use of Facilities

Reasonable office facilities will be provided based upon stated requirements of the Vendor. Access to any area outside of normal business hours is restricted; necessary access must be arranged each day as needed with the Montgomery County Hospital District's Project Manager.

6.2.3 Qualifications of Implementation Staff

Vendor implementation staff must be fully trained and certified by the manufacturer(s) of the system(s) you propose. Their training must be up-to-date for the specific systems being installed. In addition, all key implementation staff must be experienced in similar prior installations of the system(s).

Additional requirements include:

- Submission of qualifications by Vendor and approval of all key staff members by the District prior to project start
- Maintaining the involvement of Vendor's personnel essential to the project throughout the life of the project, up to and including training, implementation and acceptance
- Timely replacing any staff deemed unqualified by the District
- Directing staff to comply with District rules and regulations
- Staff may be subject to a security check.

6.2.4 Documentation

6.2.4.1 General

- a. If selected, the Vendor must be able to supply comprehensive hard and soft copy documentation for the system which covers at least the following subjects:
 - i) Systems Administration and Management (user privileges, access and security administration, etc.) integrated with Microsoft Active Directory.

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- ii) Utilities and tools to monitor resource utilization
 - iii) Web development tool kit, including API's
 - iv) System wide Entity Relationship Diagram (ERD) with documentation
 - v) Toolkit manuals
 - vi) Report generation scripts/Change Control tools
 - vii) Legacy Data Migration (Extract, Transfer, Load – ETL)
- b. The system documentation must be consistent with the instructions supplied by the internal help systems for the application.
- i) The system must include no less than three original copies of documentation describing the use of the system, and its administration. The District requires authority to copy documentation for internal use.
 - ii) Strong preference to support internal, context sensitive, help which is granular enough to provide help to specific item on the screen without having to scroll through a help file to find the description of the item.
 - iii) The Vendor must provide a printed database schematic and data dictionaries to assist the customer with the addition of site-specific fields and support for the system. Electronic copy to be provided.

6.2.4.2 Software Documentation

The proposal must include a list and description of the software that is required to operate the proposed hardware/software configuration. Once selected the Vendor must provide documentation. Examples of these are:

- Application System Reference
- Application System Tutorial

The District requires that the Vendor provide documentation (1) electronic copy for any software that the Vendor supplies as part of the system configuration.

6.2.4.3 System Implementation Documentation

Prior to commencing work, the Vendor must provide documentation to include systems design for Vendor installed components, with clearly identified interface points to other systems, Implementation Plan, System Test Plan and Procedures, and Training Plan. The delivery of these and certain key documents are expected to be indicated as milestone points on the Work Breakdowns Structure (WBS) of a Microsoft Project Schedule, which will be provided by the Vendor as their first deliverable.

6.2.4.4 Training and Operations Documentation

Several documents will be prepared that will be used in training personnel and/or in operating the system. The Vendor must describe these documents in its proposal and specify the number of each that will be delivered to the District.

6.3 Project Management

The District will have a project manager for this implementation project. The District's Project Manager will be the point of contact with the Vendor's project manager in all areas indicated in this RFP section. He/she will be empowered to resolve disputes and make decisions about any changes to the implementation plan or technical aspects of the system. He/she will also provide liaison with District department heads and will assist in coordinating work with the Vendor.

Vendor must also name a project manager. Key expectations for this individual include that this person:

- Will be empowered to authorize project changes.
- Will provide periodic written status reports at a mutually agreed upon time frame.
- Will maintain the involvement of the same Project Manager throughout the project and through implementation.

Subsequent to selection, the Vendor will present the project manager to District management for the District's approval.

6.3.1 Coordination

Vendors must include a review of the project plan in each weekly teleconference briefing, or more often if necessary. This briefing must include a review of the tasks accomplished and items delivered or installed. The Vendors Project Manager must keep the District's Project Manager fully informed of any change in schedule and must provide a modified project plan including Gantt Chart for each schedule change of more than one day.

Vendors must deliver written notice to the District no less than two weeks prior to the completion of each milestone. The purpose of this notice must be to allow the District to schedule personnel who may be required to participate in testing or other activities associated with a pending milestone.

6.3.2 Scheduling

6.3.2.1 All proposals must include a preliminary schedule for the implementation of the proposed system components. The District favors a phased order to the deployment. For Vendors who are showing multiple module deployments, the District expect to be able to support two module deployments simultaneously. Vendors will recommend a schedule based on their experience with such deployments.

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- 6.3.2.2 The preliminary proposal schedules must include clearly identified milestones and tasks for each of the major activities and events that are planned for completion of the System through the complete system acceptance.
- 6.3.2.3 The Vendor is required to finalize a detailed schedule and Implementation Plan, for approval by the District, as part of the contract negotiation process.
- 6.3.2.4 The detailed schedules must be included as part of the contract, must be maintained by the Vendor (or Vendors), and must be updated and reviewed with the District at regular intervals as part of normal project management functions by the Vendor.
- 6.3.2.5 All scheduled changes are subject to the prior approval of the District.
- 6.3.2.6 Coordination with the District's project manager is required. The District will not be responsible for any extra costs in the implementation phase that are caused by failure on the Vendors part to coordinate with the project manager.
- 6.3.2.7 Installation of the main system components must also be coordinated with the District's project manager. Specify what specific interactions will be required, and what time will be required to make any required interfaces.
- 6.3.2.8 Installation of user equipment in occupied areas must minimize disruption to normal business activities. Specify how this requirement will be met.
- 6.3.2.9 Implementation of application systems must follow a logical progression, with testing and acceptance of predecessor systems prior to the implementation of additional systems.
- 6.3.2.10 During testing and startup of the new systems, on-site Vendor technical support is required.

6.4 Site Planning

The Vendor, as part of a walkthrough scheduled with the District after award, will verify the operating environment and recommend the appropriate action for optimal implementation and usage of system by agency staff.

6.5 Business Process Review

Vendor is required to analyze the workflow for each of the work areas that will be impacted by the new applications in order for the Vendor to determine the appropriate configuration settings for the system.

6.6 Pre-Configured System

Vendor is required, utilizing the Business Process Review analysis previously described, to pre-configure the system prior to data conversion and allow for testing by the District's Implementation Team as part of the Acceptance Testing Process.

6.7 Coordination Meetings

Vendor is required to integrate with the District networking system and other current applications. Coordination meetings will be required to ensure mutual understanding and shared expectations concerning the nature and extent of interface and integration activities. Further, to assure timely compatibility and connectivity, the schedule as preliminarily detailed below, must be accommodated.

6.8 Phase-in Requirements

Project schedule expectations are provided below.

- 6.8.1 Vendor is required to analyze the workflow for each of the work areas that will be impacted by the new applications in order to determine the appropriate configuration settings for the system.
- 6.8.2 All system components must be tested and the results of testing presented to the District project manager per Section 5.
- 6.8.3 A phase-in plan is required as part of your implementation plan, covering testing, and the sequence and timing of events.
- 6.8.4 Vendors must have their own personnel at the District site during testing and start-up (“go live”) periods in order to ensure a smooth phase in process.

6.9 Data Migration

Migration of present data files is required. It is expected that the conversion programs will be thoroughly tested, and that full data sets will be totally converted and loaded into the system during an evening or weekend. Provide the programs/scripts used for scrubbing data (e.g., addresses) prior to data migration. Provide information on the methodology used to ensure all data was properly migrated. Provide information on Vendor team utilized for conversion with their experience converting for similarly sized agencies. Use the **Proposal Response Forms, Section 6** to supply this information.

6.10 Training

6.10.1 Training Guidelines

The general training approach desired will be training of System Administrators and support personnel for general systems administration and operations, and select staff for application operations. The Vendor’s training programs must be designed and conducted to provide complete familiarization in applicable system operation.

The Vendor must describe the types of training classes that will be conducted, the number of persons that can be trained in each session, and the total number of hours required for each person to be trained. The training plan must provide for rotating shift operations.

All training, insofar as possible, is to be conducted on-site in District facilities. A copy of all training materials used by the Vendor is to be delivered to the District upon conclusion of the training.

6.10.2 System Training and Documentation Requirements

The minimum training requirements are outlined at the end of this Section. The Vendor should use this as a guideline of requirements and should comment on suggested training.

6.10.3 Training Schedule

With the Implementation Plan, the Vendor must submit a schedule of all proposed training modules with the following information:

- Course summary/outline
- Duration of training for each module
- Maximum class size
- Audience
- Location of training
- Student prerequisites

6.10.4 Training Environment

- The system shall include a training environment that provides the real system and allows users to access training databases.
- Users logged on to the training database must utilize the same commands, forms and system features as users logged on to the live system.
- No data entered or command invoked while logged to the training database must corrupt the live system or noticeably impede the performance of the live system.

6.10.5 Training Volumes

Training proposals must provide for System Administration, Application Software and Report Generation, primarily through on-site training. Additional Vendor classroom training may be proposed. The training requirements are shown below.

Class	Total Trainees	Training Method (Onsite, Train-the-Trainer)
▪ System Administration	5	Onsite
▪ All contracted modules (each)	5-15	Onsite
▪ Ad Hoc Report Generation	5-10	Onsite

6.10.6 Ongoing Training

The following requirements are applicable to the provision by Vendor of various categories of training after Implementation and Acceptance:

- Train-the-Trainer capability to be provided with the above.
- Vendor is asked to describe their program for follow-up training, if and when needed. This training is a separately chargeable item.
- Rates for subsequent years are subject to negotiation.
- Vendor may make training available at both Vendors' training facility and, at the District's option, at the District's site.
- Charges for training must be included in Price Proposal Sheet.

6.11 Implementation Plan

Your response to these implementation requirements should be included in the implementation plan. This plan can be in your format, but it must:

- a. Include a complete schedule of events, through a phased approach, in narrative and GANTT chart form.
- b. Provide an implementation schedule that has specifically designated phases; each phase should have its acceptance plan and milestones. The overall implementation plan should combine all phases into a coherent plan.
- c. Respond to all of the requirements in this RFP section in the narrative using the same numbering scheme as shown in this RFP. State how each requirement will be met.
- d. Be able to be used as a stand-alone document for use by the project managers and implementation staff.

7.0 CONTRACT REQUIREMENTS

7.1 Instructions

- 7.1.1 The following contractual terms, contained in Section 7, are required. These instructions apply to all quotations or bid submittals and become a part of terms and conditions of any bid packet submitted. Note any exceptions taken to this section in the **Proposal Response Forms, Section 7**.

7.2 District Forms

- 7.2.1 Refer to Attachment A3 - District Required Forms.
- 7.2.2 Failure to fill out and submit these forms as part of your proposal may result in disqualification from the selection process.

8.0 PRICE REQUIREMENTS

8.1 General Information

8.1.1 Important Notice

Please provide your Price Proposal. Vendor shall identify the software and services required to support their Statement of Work.

8.1.2 Price Proposal Format

The price proposal response forms provide specified areas for Vendors to enter their pricing.

Submit your price proposal exactly as listed below:

- A summary price proposal, for each option being offered, either on the sheet provided or a comparable form. See RFP Section 8.2 below.
- A set of supporting price details, on the sheets provided or comparable form. See RFP Section 8.3 below.
- Explanatory notes further clarifying how you derived the prices in your proposal, listed on or attached to the supporting price detail sheet.
- A strong preference exists for a software site license to be provided to the District. Explain limitations if otherwise.
- You may also add any further narrative as needed to describe your price proposal.

8.1.3 Evaluation Period

Our price evaluation will use a uniform method for all proposals. The method will be a 5-year life cycle net present value (NPV) analysis using uniform assumptions for economic analysis. We will also consider Vendor supporting price details in the context of the related sections of your functional proposal.

Time for Consideration: Vendor warrants by virtue of submitting the proposal that costs as outlined in his proposal will be good for an evaluation period of two hundred seventy (270) calendar days from the date of proposal opening. *Vendors will not be allowed to withdraw their proposals after the opening time and date, without providing justification for and receiving written consent from the Controller.*

8.2 Summary Price Proposal

- The attached summary price sheet is clearly marked in Section Eight of the **Proposal Response Forms**.
- Complete the sheet as instructed. Use duplicate or additional sheets as necessary.
- Add explanatory notes as required for clarity.

8.3 Supporting Price Detail

8.3.1 Response Sheets

In addition to the price summary, there are several supporting price detail sheets, in Section Eight, Price Proposal, of the **Proposal Response Forms**; each supporting price detail sheet corresponds to major lines on the Summary Price Proposal. Complete all sheets as instructed on the form. Use duplicate or additional sheets as necessary, but do not change the formats. Add explanatory notes as required for clarity.