



**REQUEST FOR PROPOSAL
LARIMER COUNTY COLORADO
2555 MIDPOINT DRIVE, SUITE B
FORT COLLINS, COLORADO**

PROPOSAL NUMBER: 09-13

DESCRIPTION: Upgrade to Oracle E-Business Suite R12 Assessment Project

RECORDING DATE: 12/7/2009

The Board of Larimer County Commissioners will be receiving sealed proposals at the office of the Purchasing Director, 2555 Midpoint Drive, Suite B, Fort Collins, Colorado, up to 2:00 P.M. (our clock), Monday, December 7, 2009 at which time they will be recorded, but not publicly opened, to consider contracting for upgrading to Oracle E-Business Suite R12 assessment services for the Larimer County Financial Services Division.

All questions regarding this proposal should go to Ms. Kathryn Rowe, Purchasing Director, at (970) 498-5956. **Questions are due no later than 11:00 A.M.**, Monday, November 30, 2009. Questions may be faxed to Ms. Rowe at 970-498-5959, or e-mailed to krowe@larimer.org. Please call to verify receipt of your questions. No additional questions will be accepted after the date and time referenced above.

INSTRUCTIONS TO PROPOSERS:

Six (6) copies of your proposal are required. If brochures or other supportive documents are requested, then it is required that 6 sets be submitted with your proposal.

In submitting a proposal, the vendor agrees that acceptance of any or all proposals by the County within a reasonable time or period constitutes a contract. No delivery shall become due or be accepted unless a purchase order shall first have been issued by the Purchasing Director of Larimer County.

No work shall commence nor shall any invoices be paid until the contractor provides the requested proof of insurance as outlined in the "Insurance Requirements for Contractors" and until such proof is accepted by Larimer County. ***Additionally***, the contractor will provide an endorsement naming Larimer County as an additional insured to their policy. If you have any questions concerning the insurance requirements, please contact Connie Ellis, Property/Casualty Claims Adjustor, at (970) 498-5963 at least one week before the proposal recording date.

Payment for work performed or goods sold to Larimer County can be expected within 30 days after receipt of the invoice and satisfactory acceptance from the department receiving the service or goods.

As of August 7, 2006, state and local government agencies are prohibited from purchasing services from any contractor that knowingly employs illegal immigrants to help carry out publicly funded work per the provisions of C.R.S. 8-17.5-101. Contractors must certify that they are using, or that they are trying to participate in the "Basic Pilot Employment Verification Program". If it is discovered that a contractor awarded a contract employs illegal immigrants or subcontracts with illegal immigrants, Larimer County can terminate the contract and the contractor may be held liable for damages.

Any contract agreed to by the parties that results in a sole source government contract must contain provisions and comply with Article XXVIII, Section 15 of the Colorado Constitution.

Larimer County reserves the right to reject any and or all proposals, to further negotiate with successful proposer and to waive informalities and minor irregularities in proposals received, and to accept any portion of the proposal if deemed to be in the best interest of Larimer County to do so. If, in the sole judgment of the Board of County Commissioners, the proposals are substantially equal, the Board may grant the contract to

companies located in Larimer County. The total cost of proposal preparation and submission shall be borne by the proposer.

All information submitted in response to this request for proposal (RFP) is public after the Notice of Award has been issued. The proposer should not include as part of the response to the RFP any information which the proposer believes to be a trade secret or other privileged or confidential data. If the proposer wishes to include such material with a proposal, then the material should be supplied under separate cover and identified as confidential. Statements that the entire proposal is confidential will not be honored. Larimer County will endeavor to keep that information confidential, separate and apart from the proposal subject to the provisions of the Colorado Open Records Act or order of court.

No telephone, e-mail or facsimile proposals will be accepted.

Proposals must be clearly identified on the front of the envelope by proposal number and title. Responsibility for timely submittal and routing of proposals, prior to recording, lies solely with the proposer. Proposals received after the closing time specified will not be considered.

Minority Business Enterprises will be afforded full opportunity to submit proposals in response to this invitation and will not be discriminated against on grounds of race, color, or national origin.

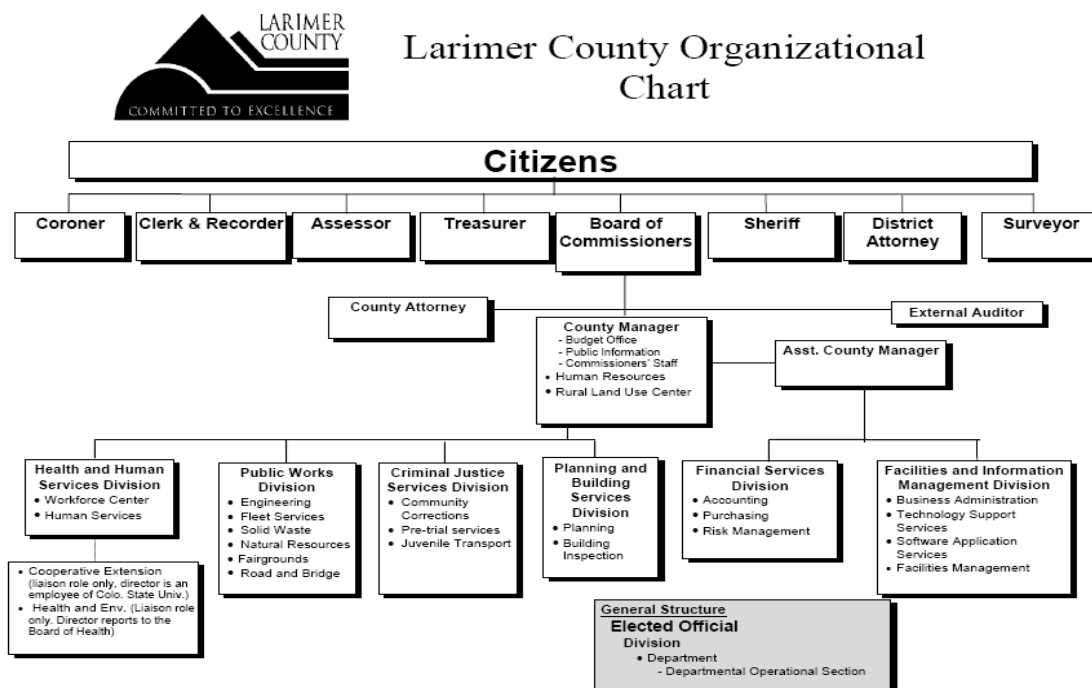
INTRODUCTION:

Larimer County is located along Colorado's Front Range in the northern part of the state, approximately fifty miles north of Denver. Larimer ranks ninth in size and seventh in population among Colorado counties. The two largest cities are Fort Collins, with a population of approximately 131,000, and Loveland, with about 61,000 residents. The total population of Larimer County in 2008 was 286,872.

Larimer County Government has approximately 1600 employees, including regular, temporary and seasonal employees, who provide services to the citizens of the County. The mission statement of Larimer County is:

“The people of Larimer County Government, consistent with our shared vision, are dedicated to delivering the services mandated by law and determined by the Elected Officials to be necessary to protect the health, safety and welfare of the citizens of Larimer County.”

To provide these services, the County is organized into Offices, Divisions and Departments:



More information about the County can be found at the official web site <http://www.larimer.org> along with County's Comprehensive Annual Financial Report (CAFR) at <http://www.larimer.org/finance/2008report.pdf>

PROPOSAL EXECUTIVE SUMMARY:

Larimer County's Financial Management System (FM) is based on Oracle's E-Business Suite (EBS) of enterprise applications. Oracle EBS Financials Management Version 10.7, was implemented at the County in 1997. The applications were upgraded to version of 11.5.10.2+ in January 2006. Application modules currently in use include General Ledger, Purchasing, Accounts Payable, Accounts Receivable, Cash Management, Project Accounting, Inventory, Human Resources, Payroll, Time and Labor, Advanced Benefits, Self Service HR, and Discoverer for some reporting. The current Oracle ERP database version is 10g.

The intent of this Proposal is to obtain quality Oracle consulting services to assist Larimer County with the high-level assessment and planning phase for the execution of an Oracle E-Business Suite Release 12 (R12) upgrade. The County desires to work with a core group from the awarded consultant throughout the duration of the project who have successfully converted Government clients from EBS 11.5.10.2+ to R12. The ultimate goal is to execute an Oracle EBS R12 applications upgrade, as a separate project from this assessment, in order to match current business needs, while possibly reducing and/or eliminating custom coding. This also includes addressing any existing account structure issues in the General Ledger.

The proposed services include functional consulting with core knowledge of EBS R12 processes, functions, features, forms, and reports, as well as technical consulting with infrastructure knowledge including upgrades, performance tuning, system sizing, database administration, and implementation. Consultants will work with the County's Financial Services Division, Oracle functional module owners, the Information Technology Division, and other County stakeholders throughout the assessment project.

QUALIFICATIONS:

The awarded consultant should have successfully converted Government clients from EBS 11.5.10.2+ to R12.

HISTORICAL REVIEW AND “AS IS” STATE:

Oracle applications have a life cycle that requires periodic upgrades. Since the original installation of FM in 1997, Larimer County has upgraded the application twice, implemented HRMS modules and kept current with yearly patches. The current internal technical support staff for EBS includes one FTE Applications Database Administrator, 1.5 FTE Application Developers, .25 FTE Applications Administrator, and .25 FTE Systems DBA/Network Systems Administrator.

Functional usage of the existing Oracle application modules includes:

- General Ledger – Finance and Treasurer
- Purchasing – Finance with requisitions submitted County-wide
- Accounts Payable – Finance and County accounting technicians
- Accounts Receivable – County-wide, primarily for cash receipting
- Cash Management – Finance and Treasurer
- Project Accounting – Road & Bridge, Health & Human Services
- Inventory – Road & Bridge
- Human Resources – HR
- Payroll – HR
- Time and Labor – HR and County-wide
- Advanced Benefits – HR
- Self-Service HR – HR and County-wide
- Discoverer with Noetix Views – Finance, HR, Road & Bridge, Health & Human Services

Each module has a functional “super user”.

There are approximately 80 active Oracle users, including roughly 22 hands-on users in the Finance Division, 15 in HR, and 42 accounting technicians spread across the County services. All County employees have access to Self-Service HR.

Applications/tools that interface with the County's Oracle EBS environment:

Current County Interface to/from/with Oracle E-Business Suite:	Development Source
1. Major Oracle Financials County Customizations:	Larimer County
a. Workflow tool customizations for Purchasing	Larimer County
b. Pooled Cash customizations for Treasurer	Larimer County
c. Printing Configurations	Larimer County
d. Purchasing Credit Cards (P-card)	Larimer County
e. Miscellaneous Forms/menus throughout application.	Larimer County
2. Oracle HRMS/Payroll system	Oracle Corporation
3. Oracle Project Accounting (PA) module	Oracle Corporation
4. Oracle Web Discoverer 10g	Oracle Corporation
5. 1099 processing software	Convey
6. Spreadsheet Server (Oracle to Excel reporting software)	Global Software
7. Interface to State Human Services system	Larimer County
8. Oracle Enhanced Financial and Budget Reports System (OEFRS) data warehouse	Larimer County
9. Custom Budget application	Larimer County
10. Mandated Financial data on the Virtual Courthouse	Larimer County
11. FileNet Imaging for Accounts Payable (invoices and W9)	IBM, Inc.
12. Treasury Management (TRE) – Accounts Receivable and Fund Distributions Application	Larimer County
13. Salary Projections (SAL) Application	Larimer County
14. Cashiering Application interface (HHS)	Larimer County
15. OnCore (Recording) Application for the Clerk	Aptitude Solutions
16. FITD Financial Management	Larimer County
17. FITD Telcom/BiTech Billing Application	Larimer County
18. FITD Inventory and Service Management (ITSM) Application	Front Range
19. Kbase – adhoc data/report tool for HRMS/Payroll	Knowledge Base

High-level Known Business Issues at the County:

1. Larimer County's accounting and financial reporting needs have become more sophisticated and complicated over the last 12 years. We have added many new funds, restructured operations, and implemented new accounting requirements. In many cases, departments manually manage and manipulate accounting data in separate Excel files outside of the financial system to meet business needs and vision.
2. Some of our current business processes seem unduly complex, or require too much manual intervention. We are not taking full advantage of the features and functions of our existing Oracle modules. In some instances, we lack knowledge about what features are available.
3. Issues specific to the General Ledger Chart of Accounts (CoA):
 - a. The existing Chart of Accounts structure does not adequately match the County's current organization and reporting requirements.
 - b. There are issues within some of the Oracle flexfield segments caused by lack of remaining numbers in the original numerical blocking scheme, as well as outdated values.
 - c. A review of the definition and usage for each flexfield segment within the General Ledger indicates some cleanup would be helpful.
 - d. There appears to be too much detail stored within the General Ledger itself, which possibly would be better suited in an originating subledger.
4. Our primary FM customization, referred to as "Pooled Cash," creates transactions which enable us to manage pooled investments across funds. This customization has prevented us from using some of the features of Oracle.

High-level Oracle Financials Application Issues at the County:

1. It is expensive and time consuming to improve and/or change technical and/or application processes due to software and database complexities
2. Reporting and data extraction is challenging, with no efficient, cohesive strategy for addressing the business needs. A variety of data warehouses and reporting tools are being used.
3. Multi data sources (ERP, Budget, Payroll, and Data Warehouse) cause timing and data integrity issues, resulting in an additional expense and complexity for the County to support these data sources, including hardware, software, and people.
4. No history has been archived or purged since initial implementation of the system, with potential impact on system performance.

PROJECT OBJECTIVES:

The County plans to execute an Oracle EBS R12 upgrade project with the following proposed phases:

- I. High Level Assessment & Planning
- II. Execution of EBS R12 Upgrade

The County is requesting proposals for the HIGH LEVEL ASSESSMENT AND PLANNING PHASE only at this time. This phase will assess the County's readiness to move to R12, provide a proof of concept, and develop a detail plan for executing the upgrade.

The **assessment** should include but is not limited to:

- 1) Analysis of re-engineering the current chart of accounts (CoA) and related business processes, along with impact and risks on reporting, interfaces with other systems, and historical data. The analysis will include a proposed draft CoA and proof of concept.
- 2) Analysis of the current functional environment and business processes versus functionality required or available within R12. The functional analysis will document the impact of the proposed upgrade including:
 - a. Identify and analyze the opportunities and risks inherent in upgrading to R12 along with critical success factors.
 - b. Identify any pre-requisites not currently implemented in the current application that are required for the R12 upgrade.
 - c. Review current application configuration values and make recommendations for possible updates.
 - d. Review County reporting requirements and current methods for meeting those needs, especially with regard to the annual CAFR.
 - e. Review current "pooled cash" customization and make recommendations for eliminating this and replacing with standard functionality. Provide proof of concept to verify that the proposed alternative is feasible, as well as to understand its impact on the CoA and reporting.
 - f. Review other customizations and make recommendations with regard to necessity of the customization and how to provide the required business requirement going forward, as necessary.
 - g. Review current Finance business processes and make recommendations with regard to potential improvement opportunities available in R12. Assist the County in prioritizing and pricing these improvements.
 - h. Review business opportunities to introduce new Oracle Financial software products such as iProcurement, iExpense, Grants, and expanded usage of the Project Accounting module.
- 3) Analysis of the current technical environment versus infrastructure required with R12. The technical analysis will document the impact of the proposed upgrade including:
 - a. Identify and analyze the opportunities and risks inherent in upgrading to R12 along with critical success factors.
 - b. Review and recommendation with regard to upgrade, backup, and archive strategies given the amount of data in the applications.
 - c. Review the need and/or impact of integrating the Oracle EBS's ERP database environment upgrade from 10g to 11g in relationship to the EBS R12 software upgrade.
 - d. Identify any technical issues regarding the continued use of Oracle Web Discoverer report writer 10g with R12.
 - e. Review and recommend the County's current technical architecture infrastructure environment in preparation for an upgrade to R12 and make recommendations for future viability in such areas as capacity planning and tuning.
- 4) Analysis of scope for the execution phase of the project, including what is feasible to include and what will specifically be excluded, including the creation of the proposed project scope statement.
- 5) Assess readiness of the functional and technical user base and document requirements for R12 training and retooling. Include specific, major, differences between 11i and R12, such as Sub-Ledger Accounting.

- 6) Analysis of the most effective way to upgrade, both technically and functionally, creating a detailed plan for the subsequent implementation of R12. The proposed implementation plan should address timeline, functional and technical staffing and resources, data conversions, configuration setup, testing, documentation, training, and post go-live requirements.
- 7) Analysis of the high-level budget required for the execution phase, including external labor resources, and all out-of-pocket costs for proposed additional hardware or software, and documentation of the proposed implementation costs.

This assessment phase will conclude with a **proof of concept** performed in a test environment provided by the County or Consultant prior to moving to the Execution phases.

PROJECT ASSUMPTIONS:

The Consultants can make the following assumptions when responding to this Proposal:

1. The County has a qualified full-time project manager and technical lead for the duration of this assessment, as well as the implementation phase of the project. The project manager has experience with Oracle EBS. Much of the hands-on data gathering can be achieved utilizing these County resources, with direction from the Consultant.
2. County functional & technical staff will work on the project on an as-needed basis; it is not anticipated that any will be assigned full-time. Funds are available to back-fill positions if required and practical.
3. It is not our desire to completely re-do our EBS configuration and processes. Instead, it is intended to be an application upgrade with significant enhancements/re-engineering as defined through the assessment phase.
4. This project will be focused on the Financial Management Functional enhancements/re-engineering environment and will include upgrading the HR/Payroll application modules to R12 with no (or minimal) functional changes. HR/Payroll changes will be part of a separate project and/or proposal.
5. Scope changes will be defined and approved by the County Sponsor prior to technical software upgrades.
6. Funding for this project has been approved.
7. The Execution phase of the EBS R12 Upgrade project is expected to start as soon as feasibly possible following the Assessment and Planning phase. The desired R12 go-live date is January 1, 2011, or other date determined to be realistic and achievable by the Assessment.

PROPOSAL SUBMITTAL REQUIREMENTS:

Proposals **should be limited to no more than 25 two-sided pages**. It is not necessary to include advertising pages. The evaluation committee would like to see proposals that specifically address the issues listed below.

Please provide the proposal response for the specified deliverables **in the order listed below:**

- I. Introduction (Corporate Overview)
 - a. Years in business
 - b. Company size
 - c. Number of Consultants on staff
 - d. Current number of customers
 - e. Number of Oracle Certified Consultants; include Oracle certification number
- II. Consultant Experience
 - a. Specific experience with Oracle E-Business Suite (EBS)
 - b. Specific experience with Oracle EBS R12 upgrades
 - c. Experience performing assessments
 - d. Experience with public sector accounting
 - e. Specific experience working with the Financial modules
 - f. Project management experience
- III. The recommended approach for this project, with proposed project methodology, estimated project timeline, and other documents as detailed in the Project Objectives section.
- IV. Pricing
 - a. Type/Level and number of staff who will perform the assessment
 - b. Estimated number of hours
 - c. Total price for the Assessment phase, including travel and incidentals
 - d. Prior Project Experience – Consultant will provide at least two (2) examples of similar needs analysis that they have performed over the last two (2) years
 - e. How these projects map to this proposal
 - f. Key findings
 - g. Areas for improvement
 - h. General project discussion
 - i. Scope
 - ii. Objectives
 - iii. Timelines
 - iv. Plan to Actual Implementation
- V. Staff
 - a. Resumes of proposed Consultants who will become project team members.
 - b. Specific recent experience on similar assessment projects for each Consultant.
 - c. Specify if the Consultants performing the work are employees or sub-Consultants of the company.
- VI. References
 - a. Three (3) client references with current verified contact information; include at least two (2) EBS R12 Upgrade projects successfully completed that involved Financial modules. References are to include company name, contact, phone and fax numbers.
- VII. Summary
 - a. Final summary of your proposal to achieve the project.
 - b. How you feel you can achieve the deliverables on time and within budget.
 - c. Why you would be a good match for this Larimer County project and what potentially differentiates you from others responding
 - d. Summary pricing
- VIII. Appendices
 - a. Corporate financial statement.

INSURANCE REQUIREMENTS:

Prior to commencement of any work, contractor shall forward Certificates of Insurance to Larimer County, c/o Purchasing, 2555 Midpoint Dr. #B, Fort Collins, Colorado 80525. The insurance required shall be procured and maintained in full force and effect for the duration of the Contract and shall be written for not less than the following amounts, or greater if required by law. Certificate Holder should be Larimer County at the above address.

I. Workers' Compensation and Employers' Liability

A.	State of Colorado:	Statutory
B.	Applicable Federal:	Statutory
C.	Employer's Liability:	\$100,000 Each Accident \$500,000 Disease-Policy Limit \$100,000 Disease-Each Employee

D. **Waiver of Subrogation**

II. Commercial General Liability on an Occurrence Form including the following coverages: Premises Operations; Products and Completed Operations; Personal and Advertising Injury; Medical Payments; Contractual Liability; Independent Contractors; and Broad Form Property Damage. Coverage provided should be at least as broad as found in Insurance Services Office (ISO) form CG0001. Minimum limits to be as follows:

A.	Bodily Injury & Property Damage General Aggregate Limit	\$1,000,000
B.	Products & Completed Operations Aggregate Limit	\$1,000,000
C.	Personal & Advertising Injury Limit	\$1,000,000
D.	Each Occurrence Limit	\$1,000,000

Other General Liability Conditions:

1. Products and Completed Operations to be maintained for one year after final payment. Contractor shall continue to provide evidence of such coverage to the County on an annual basis during the aforementioned period (as appropriate).
2. **Contractor agrees that the insurance afforded the County is primary.**
3. If coverage is to be provided on Claims Made forms, contractor must refer policy to Risk Management Department for approval and additional requirements.

III. Contractor shall secure Employee Dishonesty Coverage with a limit of at least \$25,000. A Third Party Coverage endorsement shall be obtained to provide legal liability coverage for employees of contractor while on Larimer County premises.

IV.	Professional Liability:	Each Occurrence Limit	\$1,000,000
		Aggregate Limit	\$1,000,000

V. Commercial Automobile Liability coverage to be provided on Business Auto, Garage, or Truckers form. Coverage provided should be at least as broad as found in ISO form CA0001 (BAP), CA0005 (Garage) or CA0012 (Trucker) including coverage for owned, non-owned, & hired autos. Limits to be as follows:

A.	Bodily Injury & Property Damage Combined Single Limit	\$1,000,000
B.	Medical Payments Coverage	\$5,000/person
C.	Uninsured/Underinsured Motorist Colorado Statutory Limit	\$1,000,000

VI. Excess Liability: \$1,000,000

VII. **All Insurance policies** (except Workers Compensation and Professional Liability) **shall include Larimer County and its elected officials and employees as additional insureds as their interests may appear.**

- VIII. The County reserves the right to reject any insurer it deems not financially acceptable by insurance industry standards. Property and Liability Insurance Companies shall be licenses to do business in Colorado and shall have an AM Best rating of not less than B+ and/or VII.
- IX. Certificates of insurance on all policies shall give the County written notice of not less than thirty (30) days prior to cancellation or material change in coverage.
- X. Contractor shall furnish Larimer County certificates of insurance. Contractor will receive all sub-contractors certificates of insurance. Such certificate must meet all requirements listed above.

ANY DEVIATIONS FROM THE STANDARDS GIVEN ABOVE MUST BE APPROVED PRIOR TO BID OPENING BY THE LARIMER COUNTY RISK MANAGEMENT DEPARTMENT.

EVALUATION CRITERIA:

The evaluation committee will review and rank all project proposals on several elements. The rating scale will be from 1 to 5 with a 1 being a poor rating, 3 being average and 5 being outstanding

Feature	Description	Weight
Cost	Did the Consultant include a government discount? Are the work hours presented reasonable? Is the hourly rate reasonable? Does the Consultant have a regional office?	20%
Recommended Approach	Does the response show an understanding of the project scope and objectives? Is the proposal thorough? Were all the questions answered? Are the desired results covered in the response?	40%
Consultant Experience	Has the Consultant done previous projects of this type and scope? Does the professional staff who will be working on this project have the necessary skills and experience? Did the proposal detail experience by project focus areas like General Ledger, Purchasing, Project Accounting, Human Resources, and others within the Oracle E-Business suite?	40%

SIGNATURE PAGE

ADDENDA:

The proposer acknowledges the receipt of the following Addenda:

<u>Addendum Number</u>	<u>Date of Addendum</u>	<u>Date Received</u>
_____	_____	_____

The undersigned certifies that he/she has examined the specifications and instructions to proposers and has submitted a proposal in full compliance and without collusion with any other person, individual or corporation.

The undersigned further certifies that he/she is or is trying to participate in the "Basic Pilot Employment Verification Program (Basic Pilot)" as detailed as a part of the "Systematic Alien Verification for Entitlements (SAVE) Program" as found on the U.S. Citizenship and Immigration Services website at (<http://www.uscis.gov>). The entire URL for the SAVE program is:

http://www.uscis.gov/portal/site/uscis/menuitem.5af9bb95919f35e66f614176543f6d1a/?vgnnextoid=71cf58f91f08e010VgnVCM1000000ecd190aRCRD&vgnnextchannel=71919c7755cb9010VgnVCM10000045f3d6a1_____

The undersigned certifies that you have verified that you do not employ illegal aliens, and that you shall not knowingly employ an illegal alien to perform work.

SIGNED: _____ TITLE: _____

PRINTED NAME: _____

FIRM: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

DATE: _____ TELEPHONE NUMBER: _____

FAX NUMBER: _____

For further information regarding this request for proposal, please contact Kathryn Rowe, Purchasing Director, at (970) 498-5956.

Please submit proposals in a sealed envelope using the enclosed "ORANGE" routing tag (or downloaded from the web site) affixed firmly to the outside of the envelope and marked "Proposal #09-13" to:

LARIMER COUNTY PURCHASING DIRECTOR
2555 MIDPOINT DRIVE, SUITE B
FORT COLLINS, COLORADO 80525-4425

If you do not have the routing tag, use a bright highlighter to highlight the proposal number, proposal name and closing date on the outside of your sealed envelope.