



HOWARD COUNTY DEPARTMENT OF COUNTY ADMINISTRATION

6751 Columbia Gateway Drive, Suite 501 ■ Columbia, Maryland 21046 ■ 410-313-6370

Darla H. Herbold, CPPO, Chief, Office of Purchasing
www.howardcountymd.gov/purchasing

FAX 410-313-6388
TDD 410-313-2323

General Information

Document Type: Pre-solicitation Notice – **Responses to Questions**

Solicitation Number: 07-2008

Solicitation Title: Enterprise Resource Planning (ERP) Solution

Posted Date: September 25, 2007

Current Response Date: September 19, 2007

Contracting Office Address

Howard County, Maryland
Office of Purchasing
6751 Columbia Gateway Drive, Suite 501
Columbia, MD 21046

Question	Howard County Answer
Can we assume the core project team will be co-located at a Howard County facility?	Yes
The RFP discusses prices offered to be firm for one year with an option to request an adjustment. We assume this refers to a rate card as opposed to a fixed price for the scope of work, since we anticipate completing this engagement within a year. Can you confirm this assumption?	Price adjustments are for Time and Materials type of efforts.
With respect to price increases, what would constitute Howard County rejecting a price increase? Without explanation, it could result in unnecessary price increases being built into some bids and not others which would provide disproportionate pricing proposals that could be difficult to evaluate.	Any increase that is outside the parameters stated in the RFP and the offeror's price proposal will be rejected.
What is the reporting relationship between the Contracting Officer's Representative (COR) and the Howard County project manager?	No direct reporting relationship. A contracting officer representative will be assigned to this project to support the Program Manager.
Is the COR a member of the Steering Committee?	A member of the Howard County Procurement Organization will be part of the Steering Committee and the COR will support as necessary.
Is the COR a full or part-time position for the project?	Part-time position
May we suggest that the County ask the SI's how they would incorporate the COR into their project management approach?	Thank you for the suggestion.
Our experience is that successful ERP implementations draw upon wider services than just ERP implementation (i.e. systems integration). Will the County consider the ability to provide such services on an if-needed basis as part of their selection criteria, e.g. governance risk and compliance advice?	No
Has the County invested in any system documentation/testing tools? Are there any objections to the County purchasing such tools, for example: InfoPak (ProductivityPak), Mercury Testing Suite?	The offeror shall include as part of their proposal any required tools that is required to support the ERP implementation as part of their implementation methodology. The County has no objection on purchasing the proposed tools.
We will propose a significantly enhanced version of SAP's ASAP methodology. This will include all of the noted activities plus significant additional tasks and accelerators. Will this be acceptable to the County?	Yes
Can you provide your definition of Priorities 1-5 for testing? Would you like the proposers to provide examples of how they define Priorities based on previous project experiences?	See table of priority definitions below this table.
Would you like the proposers to provide examples of how they define Priorities based on previous project experiences?	Yes

Can we assume that the term “team partner” refers to third parties?	Yes
In 9.2.1, providing a 30 day advance notice of a proposed change in subcontractors may not be practical. For example, if there is a performance issue, the SI would want to have the ability to replace a subcontractor with a new resource. We include this type of governance in our project management procedures and propose to review this with the Howard County project manager during the project initiation process. Is this acceptable?	The SI still have the ability to replace a subcontractor with a new resource due to performance issues. The County requires a 30 days advance notification for any major subcontractor replacement. Offeror can propose their management procedures and the County will evaluate as part of the evaluation process.
Some of the roles outlined in 9.3.1 are typically performed by several people in an engagement of this size. Can we work with the County to define the key personnel based on our approach and typical team structure?	The County expects to have the identified roles as key personnel. The functions under the roles identified are performed by several people but not the management/leadership of the team. For example, multiple resources can be working in the training team but the team will be led and directed by the Training Manager; therefore the County expects the Training Manager to be key personnel. The offeror can propose more roles as key personnel based on their approach and team structure.
In 9.3.1, is it correct to assume that the key personnel listed are Howard County’s expectation – are there expected to be corresponding counterparts from the consulting partner for each of these positions?	The key personnel identified shall be part of the offeror’s proposed team structure.
While we generally accept the assignment of key personnel, life events such as: changes in career, medical status, or family events are beyond the control of us or the County. In such cases, will the County be flexible in working with us to transition to a new resource?	Yes
In 9.5, Howard County will be expected to license the software directly with the software vendor. While we will assist Howard County in this process, it is standard practice in the software industry for clients to license directly with the software vendor and not through a third party. Is this the County’s expectation?	Yes
We assume that 9.5.2.2 refers to items such as documentation repositories, conversion databases, and other tools used by the project team, not the ERP application and bolt-on products. Can you confirm this?	Yes
Some tools, techniques, and deliverable templates/examples constitute the intellectual property of our firm and as such we do not allow unlimited rights for their reuse. We do expect the County to have unlimited rights to deliverables and materials developed as part of your project for Howard County. Can you confirm that this is acceptable?	Yes
Can you confirm that source code refers to custom objects developed as part of the project, e.g. RICE objects?	Yes
In 9.6, how does Howard County view configuration – out of the box or enhancement? Howard County may want to insert expectations around configuration.	Out of the box. The County understands that there are times where an enhancement/extension may be required.
Can you clarify the distinction between 10.7.2 and 10.7.3?	No distinction. It will be corrected in the final RFP.
We suggest adding language “or mutually” agreed to by County and Contractor.	Thank You for the suggestion.
Are there any EBO specific requirements for this project?	No
Does the County have any specific EBO sub-contracting requirements, e.g. MBEWBE? If so, who would be the appropriate contact within the County to discuss approved organizations?	
Can we assume standard SAP reporting will be utilized wherever feasible?	You can assume standard reporting will be used wherever possible.
Can you define your expectations for the Sustainment Phase of the project?	This will be specified in the Final RFP.
Can the County provide estimates of Master Data volumes, e.g. the number of assets, accounts, cost objects, storage locations, vendors, and projects? Can the county also confirm transaction volumes for critical transactions including journal entries, customer bills, goods receipts and goods issues?	An estimated volume counts will be provided as part of the final RFP.
You discussed document attachment. We assume this means document imaging. Is this correct?	Yes
Has a document imaging system been selected/installed? What system?	Yes – Alchemy
What is the database/file structure of the CGI environment? When was CGI implemented? What Version is currently in use?	The CGI system runs in a MS/SQL environment. The current version is 3.31.
What version of COGNOS is in use? What modules/products? What is the database structure	COGNOS 8.2 is installed using a MS/SQL environment.
Is the County using p-cards and personal expense cards, or one of the other? Can you clarify?	The County is using p-cards only.

Providing customer access to account information online will require an external portal. Has the County assessed the hardware and support costs associated with this vs. the benefit, and is this information available?	No
Please describe what MUNIS functionality has been implemented.	Real and Personal Property tax billing.
Please describe what you mean by processing reports through management using workflow for review and approval.	This means to be able to route some reports to management through the system using workflow. If approval is necessary to be able to get approvals.
We assume that ad hoc/customized reporting shall be provided through the SAP solution's standard Business Information Warehouse functionality. Can you confirm this assumption?	Ad hoc/customized reporting should be provided through functionality inherent in whichever ERP solution you are proposing.
Do you perform any Earned Value analysis on your projects?	Not currently.
Fixed asset management capability refers to financial asset management and tracking only. Can we assume that asset maintenance is out of scope?	Assumption is correct.
Does the County currently have a barcode scanning solution? If so, what is it? If not, do you require bids for the associated scanners and software?	The County does not have a barcode scanning solution currently. Yes.
Since there is no interface with WMS, we assume that inventory is maintained in two places (in the new financial environment and in the existing work management environment). Is it the responsibility of the SI to provide replication routines of inventory elements?	No.
ERP systems do not typically provide a parking ticket management capability. Would the County like us to propose a third party solution or build a custom solution using ERP technologies? Third party options include ParkTech2000, Complus, Titan, or TIPS Parking. Do you have any preferences?	The County has no preference.
What is the current business process for parking tickets?	See RFP Section 3.9.
Should we assume that there will need to interface with the Maryland Motor Vehicle Administration?	Yes.
Should we assume that there will need to be an interface with the Autocite handheld units? Is this handled through a docking station? What is the database used on the Autocite handheld units?	Yes. Yes there is a docking station. Database on the handheld is unknown. We believe it returns a flat file for import into the database.
How far has the COGNOS development proceeded?	This is not important to the requirements of the RFP.
How many e-business enabled suppliers does the county have at this time? Is a program in place to encourage future adoption?	Approximately five (5). Yes.
How many invoice formats do you use?	Two formats
Why are rates required at the account level?	Some businesses are billed for additional surcharges.
Can Howard County provide current rates or if stored on line, access to them?	Yes.
Does Howard County do any billing for other entities or municipalities:	No, only the assessment of the Bay Restoration fee which is collected by the County and remitted to the State.
Does Howard County provide consumption data to any other entities or municipalities?	Yes, internally to DPW and Environmental Services.
Do you do any type of special billing (e.g. BOD, Effluent)?	No.
Does Howard County currently have a CTI product in place to provide pop-ups for account information to be presented on the screen before a call is answered?	No.
Is there an IVR in place?	Not currently for Water Sewer
Does Howard County store meter readings or just consumption data?	Howard County does not store meter readings.
How does Howard County handle exceptions in the GIS Interface? Do you store details in the system outside of County's area or do you only populate the billing system with addresses that are billable? Does Howard County bill outside of the GIS area?	There are no exception to the GIS system. All are resolved. We only populate the billable addresses, Howard County only bills inside our GIS area.
Does Howard County accept credit card payments? If yes, do you use a third party such as Link to Gov?	Yes – Currently Official Payments Corp.
How does Howard County handle change sin the data after the monthly ITRON download has occurred? Are you willing to change the process?	Howard County receives an edit list that tracks abnormal usage based on past consumption parameters. Howard County is willing to review this process during the blue printing phase and determine the best business process available.

What package do you currently use for Capital Project Management?	None
Do you want to use the ERP GUI or a portals-based user interface? Has the County analyzed cost implications of one solution vs the other, or a mixture?	The County wants a solution that is portals-based. No.
The County stated they would provide hardware. Would you like a hardware price proposal for comparison purposes?	A hardware price proposal is not required but can be submitted
Would you like us to provide pricing for the ERP software licenses?	Yes
Does the County object to us using a blend of on and off- shore, off-site resources for annual maintenance and support?	It is preferred that primary resources for the ERP be on-shore.
Will the County allow us remote access to their network to perform off-site tasks?	Yes
Please provide an outline of the solicitation activities and planned due dates to include the issuance of the RFP, Vendor Conferences, Question Submittal, Response Submittal Due Date, Announce Contract Award, Expected Project Start.	This will be covered in the final RFP that will be published the week of 9/24.
Please provide clarification on the specific Howard County business drivers to deliver Phase 1 in 7 months, and Phase 2 in the subsequent 7 months.	Howard County has made this choice for internal business reasons.
Is Howard County willing to accept alternate proposals for system implementation? (i.e., core financials be implemented first to establish the backbone for utility billing). Alternate scope, timelines, and phasing may lead to more cost efficient and business process efficiencies for the County. To better enable the vendor to support this type of response, please provide further clarification on the County's priorities with regards to business process improvement, budget and cost impact for the project implementation, scope as outlined in the Statement of Objectives, legacy system retirement, etc... A better understanding the County's priorities will provide a more conclusive response to the proposed implementation plan.	No. The County the County is generally open to business process improvements and will review this during the blueprint phase of the engagement and determine the cost benefit trade off at this time.
Please provide more detail regarding what the Vendor Oral Presentations will include and the proposed evaluation criteria.	Details will be provided in the final RFP that will be issued the week of 9/24.
Please provide more clarification of the number of named users by functional area in Statement of Objectives.	The number of users has been estimated in the RFP and will be further refined during the blueprint phase of the engagement.
Please provide more clarification on the number of Howard County team members will be dedicated to the project. Please provide a brief description of their functional area Assignment (proposed role) and the required skills. Please indicate whether they are full-time or part-time.	Offeror should recommend the number subject matter specialists Required. There will be participation by both full and part time employees and contingents.
There is no mention in the Draft RFP regarding data conversion requirements. Can the County provide any further clarification on assumptions of what will be required for data conversion? Further specifications on data conversion requirements will help us provide a more direct response when estimating hardware, software, and staffing.	This will be covered in the final RFP that will be published the week of 9/24.
Will Howard County provide all the required resources to provide data from legacy systems that will include cleansed data, data mappings to ERP, and legacy system extractions for testing and production?	This will be covered in the final RFP that will be published the week of 9/24.
Can the County provide a topology of the current interface environment?	No.
Does the County have the physical space to support a joint implementation team? Are there	Yes. No. The space will be in a building located in Howard County, MD and will have 24/7 access if required.
Does the County have any training facilities? Does the vendor response need to include any costs to provide facilities and support equipment?	Yes. No. The vendor is responsible for providing desktops for the contracting/vendor staff.
Does the County have any restrictions to provide remote access to County network and systems?	No.
Please provide further clarification regarding the licensing of the COTS ERP Software. Does the County intend to procure licenses through the SI, but license the software directly with the Software vendor? Will there be a separate contract for COTS Software and a separate contract for SI services? (1.3)	Please see prior question and answer above.

<p>If the system is to be phased in over 12 months for initial capabilities, and there will be 2 phases of 7 months each, is the requirement to have both Release 1.0 and Release 2.0 completed in the initial 12-14 month period? (1.3).</p>	<p>This will be covered in the final RFP that will be published the week of 9/24.</p>
<p>Regarding County in-house team support, please provide information around the availability and number of:</p> <p>1) County trainers who could help facilitate end user training delivery, develop training documentation, schedule training/ other logistics, etc.</p> <p>2) Other resources who could assist with Organizational Change Management (for example communication development and dissemination, leadership alignment activities, risk and readiness assessments/ interviews/ survey analysis, interview scheduling/ other logistics, role impact analysis, other deployment cutover tasks). (1.3).</p>	<p>Offeror should propose number of subject matter experts required to facilitate the training and documentation. Organizational Change Management will be handled Outside of this RFP.</p>
<p>Regarding User Training, please provide information around:</p> <p>1) Traditional delivery methods for end users that has been successfully used at the County on past projects</p> <p>2) Preferred end user training delivery modes (e.g., eLearning, simulation based, self-paced, paperless, CBT, etc.)</p> <p>3) Availability of on-line content repository that could be used to house training content being developed</p> <p>4) Other user communities beyond the power users mentioned in the RFP, who will require training for Release 1.0 and Release 2.0 (please break down number of users by function and geography)</p> <p>5) Any objections to the vendor using a train-the-trainer approach</p> <p>6) Availability of a County-owned Learning Management System to utilize for this effort. (1.3)</p>	<p>1 This will be covered in the final RFP that will be published the week of 9/24. 2 This will be covered in the final RFP that will be published the week of 9/24. 3 On line content repository is available 4 Please see prior question and answer above. 5 No objection to this approach 6 None available</p>
<p>To help proactively manage risk, please provide information around any organizational issues that will likely challenge the successful implementation of this initiative (e.g., ongoing concurrent initiatives or business priorities that may compete or resources, time, and budget, anticipated leadership changes, organizational perception of past failed projects, limited resources, etc.) (2.2)</p>	<p>The County plans to have dedicated FTEs to support the implementation. Changes in staff and budget considerations will be addressed as they arise.</p>
<p>Does the County have a list of the planned interfaces for the new system? (2.1)</p>	<p>This will be covered in the final RFP that will be published the week of 9/24.</p>
<p>Should the vendor assume that COGNOS is the only County reporting tool to be used for these analytical reporting capabilities? (2.3)</p>	<p>No.</p>
<p>What types of "units" are managed in this manner? (3.1)</p>	<p>The County would like to maintain records at a more detailed level than at which the budget is prepared without loss of funds management.</p>
<p>Is this only for the input view of a journal entry or is it also required for both the input view and the fund accounting view to be on the same screen? (3.1)</p>	<p>Yes.</p>
<p>Is security based on the accounting objects selected or to the all similar accounting information within a "file"? (3.1)</p>	<p>Please see prior question and answer above.</p>
<p>Does this apply to all reports? How many required financial control and operational reports does the County currently produce? (3.1)</p>	<p>No.</p>
<p>Does this apply to all reports? How many required financial control and operational reports does the County currently produce? (3.1)</p>	<p>No.</p>
<p>To better provide a recommended solution for Budget Management, we request that the County provide more clarification on the specific minimum requirements for budgeting. Also, what functions/capabilities does the County currently have in place with the CGI Advantage Financial BRASS system, that would be required in the new system? (3.1)</p>	<p>Please specify in your response what capabilities are within the system you are recommending and your decision regarding COGNOS.</p>

Is security based on the accounting objects selected or to the all similar accounting information within a "file"? (3.2)	Both depending on information.
Does CAFR report creation only apply to financial statement information or is the entire CAFR, including all footnote disclosures, expected to be generated from the system? (3.1.2)	The County would like to generate as much of the CAFR as possible from the system. Abilities and limitations thereof Should be addressed in your response.
Is this an interface requirement? Or does the County expect on-line integration of the cashiering system? (3.3)	Currently this is an interface requirement, but this should be addressed during the blueprint phase of the engagement.
Is security based on the accounting objects selected or to the all similar accounting information within a "file"? (3.3)	Please see prior question and answer above.
How many third party cashiering systems process payments to the County? Do they provide payments in a standardized file format? (3.3)	One. Yes.
How many different delinquent account notice forms (formats), by receivable type, does the County currently utilize. Has the County standardized the notice formats? (3.3)	One form that morphs into various notices as needed depending on miscellaneous bill type and terms. This can be further determined during the blueprint phase of the engagement.
Please provide further clarification on the types of refunds that are processed and the volume of transactions processed per month/year. (3.2.1)	Refunds are processed from Water & Sewer, Tax Accounting, Tax Sale, Parking Ticket Management, Cashiering. The system should be able to process a file generated from the issuing system and uploaded into accounts payable to eliminate manual input into accounts payable. Volumes vary. From a high per month of 300 tax accounting refunds to a low of 1 to 5. Most refunds are in the lower range.
To what level of detail is cash accounting performed? (3.4)	We do not understand this question.
In the capabilities described in Section 3.3, there is a requirement to post receipts from a 3rd party cashiering system. Would this system require an interface? What is the 3rd party system and what is the volume of transactions for cash receipts?	Yes, most likely, but this needs to be discussed during the blueprint phase of the engagement
Is security based on the accounting objects selected or to the all similar accounting information within a "file"? (3.7)	Please see prior question and answer above.
Is this an interface requirement? Or on-line integration of an existing bar-coding system? Inventory integration with a barcode system is mentioned as a requirement but no interfaces are identified in 3.8.1. (3.7 and 3.8)	Bar coding does not exist currently in the County
Does this apply to all reports? (3.7.2)	Please see prior question and answer above.
Does the County need to track inventory at the row/bin location level? (3.8)	Yes.
Does the County require a single account for a driver (citizen) or vehicle that would contain all parking ticket history? (3.9)	Yes.
Does the County require the account to contain unique identification numbers? What are these numbers? (3.9)	Yes, License Tag information.
Describe the activities that require approvals required for Parking Ticket Management. (3.9)	Office of Law would need to approve write offs of receivables.
Does this apply to all reports? (3.8.2)	Please see prior question and answer above.
How many required inventory reports are currently used by the County? (3.8.2)	Currently we do not have a system that generates reports.
Are the Autocite hand held units currently in use at the County? Does the infrastructure currently exist to transmit and upload the ticket information from the units to a legacy system? (3.0)	Yes. Yes.
The requirements in 3.9 indicate 2 additional interfaces: hand held ticketing upload and the MVA interface. Please provide further clarification on the interface requirements.(3.9.1)	The system that is being recommended may have capabilities to gather this information and load it into your system. If not a vehicle must exist to get this data into the files.
Provide further clarification on this capability. Will the courts be accessing the County's ERP for reporting, or are there requirements to interface to a court system? (3.9.2)	The courts will not be accessing the information in the system. yes there are specific requirements that will need to be met to send information to the Courts.
Does the County have any existing systems, infrastructure, or processes in place for customer service? Please provide more clarification on the desired capabilities in this area. (3.12)	No process is currently in place. This will be a future requirement
Please provide specific examples of where your requirements would differ from a utility company. (3.12)	The County is not regulated utility, so all regulatory reporting requires are not needed. It is really a billing and customer relationship management system.

Which email application does the County use to communicate with its customers? (3.12)	Not currently done by the County.
Does this capability currently exist today and this requirement is to interface the meter reading devices to the ERP system? Please provide more clarification on this requirement. (3.12)	Yes, See final RFP to be published the week of 9/24.
Please confirm that these devices and the corresponding infrastructure is already in place. (3.12)	Yes.
Please provide an estimated number of grants that are managed by the County and the number of billing transactions are generated per month/year. (3.13)	There are approximately 200 grants currently in the County, but we are working to increase this number as quickly as possible. we estimate, because the billing is not centralized at this time that 800 – 850 billing transactions are done per year.
The County has stated that 675 system users will be impacted, with up to 25 power users for Water & Sewer Utility Billing and 650 power users for Financial Management Capability. What number of these system users are virtual users, who reside remotely and/or will require virtual training. (4.1.5.1)	None are currently virtual users.
Will the County buy, configure and deliver to contractor the hardware solution. (4.1.2.5)	Yes, This will be covered in the final RFP that will be published the week of 9/24.
Please provide clarify around any existing County training facilities at each of the major and minor sites, including: 1) Location of each site major and minor site 2) Number of classrooms available at each site 3) Number of seats per classroom at each site 4) Any video- conferencing capabilities, internet connectivity and desktop configurations available for this effort 5) Training accessibility to the various sites for the users who will require training (including the 25 power users for Water & Sewer Utility Billing and 650 power users for Financial Management Capability) (4.2.3)	1 - This will be covered in the final RFP that will be published the week of 9/24. 2 – There is only one class room available in a central Howard County location. 3 – There are approximately 16 seats in the classroom. 4 – There are no video conferencing facilities in the County. 5 – Since the training site is centrally located all County employees have access.
Will the County issue two separate contracts, one for software and one for SI services? If so, the maintenance warranty would be covered under the software vendor's contract and the post implementation support would be covered under the SI's contract. Can you please clarify?(4.3)	Please see prior question and answer above
We anticipate review by our legal counsel and discussion of any specific comments during the contracting process. Can you confirm this as acceptable.	This is acceptable
Is vendor ability to do electronic bidding a requirement?	Yes.
How big is the supplier base for Howard County currently?	12,445.
How many new vendors get added currently per month?	45.
Is there a defined organizational structure from which to base requisition and PO approvals – what is it?	Yes. Will be determined in the blueprinting phase.
Is there a central contractor/vendor management unit – what will be their responsibilities with regards to maintaining vendor information?	No.
What commodity code schema does Howard County use?	NIGP.
What kind of notifications for changes and deletions are required – workflow, e-mail?	E-mail.
Will there be supplier catalogs maintained in house by the County or will all catalogs be external?	Currently external.
Is supplier registration by bidding only – after award do they become full vendors – will Howard County’s central vendor unit manage this process?	Yes.
How many vendors, catalogs, and commodity groups will be implemented?	No specific number is available.
Please explain what is meant by “Master Data Management”?	See previous answer.
Have you completed a current assessment of suppliers as to their ability to technically be compliant with the new requirements and processes?	No.
What is meant by accept credit card payments – how is this currently integrated into the purchasing system?	eCommerce -- Capital construction solicitations and plans should be capable of being purchased online by potential contractors using credit cards. Currently this is a manual process where solicitations and plans must be purchased in person.

What is meant by splitting a single bid over any combination of other bid documents? We understand the purpose of the other documents.	Sometimes multiple awards are made on one solicitation (i.e. janitorial services contracts, temporary personnel services contracts, etc.)
What is the process of dealing with orders for the next fiscal year that is mentioned – is the suspense file so that it can simply be processed later?	There is no process now, we must wait for July 1. We would like the new system to address this, perhaps by way of a suspense file for orders to be entered before July 1 and printed on July 1.
Does the County currently have a process for archiving data?	Yes.
What types of documents would be imaged – bid documents, invoices? Can you provide annual volume counts for each document type? Is there a conversion requirement to image historical paper documents for these types?	Yes. Volume counts will be provided in the final RFP. Yes.
What type of data from external documents would be transferred without manual intervention?	We want to be able to upload documents.
Can you describe the functionality (details) of the County's P-Card system?	We would like the current business practice of the p-card system to be re-engineered.
What is the prime contractor's stated limitation of liability (i.e., 1 times fees paid)?	This will be specified in the final RFP.
Will there be a requirement for a bid bond or performance bond? If so, what will be the required value of the bond, if any?	Yes. The amount will be specified in the final RFP.
Will this be a Time and Materials contract with a Not-to-Exceed cap? Will a retainage or hold-back be required? If so, when will the retainage (hold-back) be paid?	It will be a combination firm fixed price and time and materials. There will be retainage on the fixed price components and it will be explained in the final RFP.
Is it acceptable for the contractor to submit semi-monthly invoices on the 15 th and last day of each month?	No.
As illustrated in Section 18, would the County be willing to remove all subjective criteria from its contract language?	No.
Exhibit II – Agreement – All provisions	This is standard language for County contracts. If there are exceptions, they must be noted in the proposal. Exceptions may be sufficient cause for rejection of proposals.
Are there any EBO specific requirements for this project? Does the County have any specific EBO sub-contracting requirements, e.g. MBE/WBE? If so, who would be the appropriate contact within the County to discuss approved organizations?	There will be EBO requirements for this project. The requirements will be detailed in the final RFP.
Exhibit II – Agreement - We anticipate review by our legal counsel and discussion of any specific comments during the contracting process. Can you confirm this is acceptable?	The sample contract is the standard form used by the County. If there are exceptions, they must be noted in the proposal. Exceptions to the County's contract form may be sufficient cause for rejection of proposals.

PRIORITY DEFINITIONS

Criticality	IEEE Priority	Applies if problem could...
High	1	a. Prevent the accomplishment of an essential capability b. Jeopardize safety, security or other requirement designated "critical"
High	2	a. Adversely affect the accomplishment of an essential capability and no work around solution is known b. Adversely affect technical, cost or schedule risks to the project or the life-cycle support of the system and not work around solution is known
Medium	3	a. Adversely affect the accomplishment capability but a work around solution is known b. Adversely affect technical, cost or schedule risks to the project or to life cycle support of the system, for a work-around solution is known
Low	4	a. Result in user/operator inconvenience or annoyance but does not affect a required operational or mission essential capability. b. Result in inconvenience or annoyance for development or maintenance personnel but does not prevent the accomplishment of the responsibilities of those personnel
Low	5	No other effect