**ATTACHMENT B Management Questions**

Proposers are required to answer all questions listed in this Attachment B to be considered an acceptable submittal.

* Questions are listed in gray fields and answers should be completed in the white space below, which can expand to fit almost any length.
* Questions must be answered in the format that is provided and, in the order, listed.
* Responses shall be specific, detailed, and straightforward using clear, concise, easily understood language.
* If your answer exceeds the maximum cell size, then use a separate page (referencing the question ID) to provide the full answer.
* If an attachment(s) is required to answer a question fully, the proper attachment’s ID shall be referenced within the respective question response field.
* Attachments are acceptable, however simply referencing the attachment within the response space of this document will not suffice for answering any given question.
* All attachments required for this document shall be included in the proposal upon submittal.

In reviewing your responses to the questions below, Proposal Evaluators will focus on the following:

**Proposer Qualifications and Capacity to Perform Work:** Proposer has demonstrated the staff resources, technical skills, and successful project history required to provide the quality goods and services required for this project. This category considers the Proposer’s recent performance on similar projects, as well as company reputation, efficiency, and responsiveness.

**Overview and Project Methodology:** Proposer demonstrates a clear understanding of the project goals. Proposer presents a clear overview of the proposed solution and how it meets the requirements and objectives of the project. Proposer describes a clear project management plan including industry standard and proven project management methodology, schedule and other elements.

**Proposer Stability and Support:** Proposer demonstrates a strong commitment to the market sector and a desire to create long term investments in its product and customers. Responsiveness of the Proposer to the problems identified by the customer. Turn-around time on solutions to problems. Technical expertise of Proposer’s support personnel. Trainer skills, knowledge of training requirements and communication techniques directed toward users and administrators. Adequate training planned for all user groups.

**Customer References:** Evaluation of customer references for performance requirements, technical merit, project documentation, customer support, training and system stability. References shall be provided for both primary and sub-contractors.

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# Part 1: Company Information and Qualifications

**Proposers must provide a brief executive summary that includes an overview of your organization, your qualifications for this project, and any noteworthy information, in addition to the information requested below:**

|  |  |  |
| --- | --- | --- |
| **COMPANY INFORMATION** | | |
| 1. Name of company participating in this proposal.   (*if multiple companies are participating in this proposal, list all, and specify which is the lead company that will be contracting directly with King County[[1]](#footnote-2).)* | | |
|  | | |
| 1. Headquarters’ address for the lead company participating in this proposal. | | |
|  | | |
| 1. Primary Contact (name, title, phone, email) | | |
|  | | |
| 1. Length of time in business for company(s) participating in this proposal. | | |
|  | | |
| 1. Ownership of company(s) participating in this proposal. (e.g., publicly traded, privately held, subsidiary, etc., and owner information). | | |
|  | | |
| 1. Describe any recent (within the last 24 months) or planned changes in your organization such as mergers, stock issues, acquisitions, spin-offs, etc. (add rows to accommodate each company). | | |
|  | | |
| 1. Describe any involvement in a lawsuit within the last 5 years and its disposition. Specifically, any lawsuits that are currently in litigation, and/or any class action lawsuits (add rows to accommodate each company). | | |
|  | | |
| 1. Provide the following financial information for each company participating in the proposal (add rows to accommodate each company). | | |
| **Year** | **Annual Gross Revenue** | **Net Profit (as % of gross)** |
| 2019 |  |  |
| 2018 |  |  |
| 2017 |  |  |
| 1. Attach a copy of each company’s latest audited financial statement.   *(Attach as Attachment B1-4a)* | | |
| 1. Attach a copy of the comprehensive Dun & Bradstreet report.   *(Attach as Attachment B1-4b)* | | |
| The below information (#5-7) will be required for the finalist(s). There is no need to submit this information at this first round of the RFP. The County will notify proposers when this information is required.  *The County reserves the right to audit the Contractor throughout the term of this contract to assure the Contractor’s financial fitness to perform and comply with all terms and conditions contained within this contract. King County will be the sole judge in determining the Contractor’s financial fitness in carrying out the terms of this contract.* | | |
| 1. The company’s latest audited financial statements for *at least* the last 3 fiscal years. This includes statements of income and stockholders’ equity, balance sheets, and statements of cash flow, notes to financial statements, independent auditors’ reports, annual reports to stockholders and SEC Form 10K reports (for publicly held corporations).   *(Attach as Attachment* B1-5) | | |
| 1. Certification by the chief financial officer or the Proposer’s independent auditor stating that the Proposer has **adequate financial resources** for the prosecution and completion of the work called for hereunder.   *(Attach as Attachment* B1-6) | | |
| 1. The names, addresses, e-mail addresses, telephone and fax numbers of at least one contact person from the Proposer’s principal **financial or banking organization** and the Proposer’s independent auditor. The contact persons shall be duly authorized by the Proposer to provide information and discuss the adequacy of the Proposer’s financial resources. Upon the County’s request, the Proposer shall provide written authorization permitting the County or its designee access to information documenting the adequacy of the Proposer’s financial resources.   *(Attach as Attachment* B1-7 | | |

|  |
| --- |
| **QUALIFICATIONS** |
| 1. How many employees, contractors and partner resources worked on the development and/or support of the proposed solution; the preparation of this Proposal; and will work on the implementation of this Project? *Populate the table below with the following information:*  |  | | --- | | Company employee resource base, by role | | Number of resources supporting proposed Solution, by role and org | | Number of resources that worked on preparing the Proposal, by role and org | | Number of resources supporting this Project, by role an org | |
| |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **Role** | **Organization** | **Company Employee Base** | **# of people participated/supporting** | | | | **Proposed Solution** | **Proposal Preparation** | **KC Project Implementation** | | Totals | | | 0 |  | 0 | | **Account Management** | | | 0 | 0 | 0 | |  | Solution Vendor |  |  |  |  | |  | Contractors |  |  |  |  | |  | Partner |  |  |  | | **Project Management** | | | 0 | 0 | 0 | |  | Solution Vendor |  |  |  |  | |  | Contractors |  |  |  |  | |  | Partner |  |  |  | | **Business/Functional Analysis** | | | 0 | 0 | 0 | |  | Solution Vendor |  |  |  |  | |  | Contractors |  |  |  |  | |  | Partner |  |  |  | | **Implementation** | | | 0 | 0 | 0 | |  | Solution Vendor |  |  |  |  | |  | Contractors |  |  |  |  | |  | Partner |  |  |  | | **Software Development** | | | 0 | 0 | 0 | |  | Solution Vendor |  |  |  |  | |  | Contractors |  |  |  |  | |  | Partner |  |  |  | | **Integration** | | | 0 | 0 | 0 | |  | Solution Vendor |  |  |  |  | |  | Contractors |  |  |  |  | |  | Partner |  |  |  |  | | **Data Migration** | | | 0 | 0 | 0 | |  | Solution Vendor |  |  |  |  | |  | Contractors |  |  |  |  | |  | Partner |  |  |  |  | | **Quality Assurance and Testing** | | | 0 | 0 | 0 | |  | Solution Vendor |  |  |  |  | |  | Contractors |  |  |  |  | |  | Partner |  |  |  | | **Training** | | | 0 | 0 | 0 | |  | Solution Vendor |  |  |  |  | |  | Contractors |  |  |  |  | |  | Partner |  |  |  | |
| 1. Who (name and role) participated in the proposal preparation and in the development of the proposed solution? |
|  |
| 1. Who (name and role) from those that participated in the proposal preparation will also be assigned to this project? |
|  |
| 1. Provide name and relevant experience for the Account Manager /Account Executive that is being proposed for the King County account and include current resume.   *(Attach as Attachment B1-11)* |
| Name: Title:  Physical Location:  Number of years and months in current role:  Number of years and months with company:  Primary responsibilities:  Number of other clients/projects for which this team member has responsibilities:  Contact Phone: Contact email: |
| 1. Provide information detailing each **Key staff** person’s (e.g. *Developer, Solution Architect, Project Manager, QA/Test Analyst, Change Manager, Business Analyst, Trainer, Systems Integrator*) experience and qualifications participating on this project and include key staff person’s resumes.   *NOTE: The County reserves the right to interview any project staff member during or after the demonstration phase.* |
| |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Name:** | **Role:** | **Experience:** | **Qualifications:** | Organization: | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  | |
| 1. Provide an organization chart that supports your recommended structure for the project. The structure should include both Proposer and County resources.   *(Attach as Attachment B1-13)* |

# Part 2: Training and Documentation

|  |
| --- |
| **TRAINING:** |
| 1. Describe the standard training methodology that your company utilizes (direct training by company staff, train-the-trainer, computer-based, practicum, etc.). |
|  |
| 1. Describe in detail the types of training you provide, including but not limited to training description, maximum participants, length of training, delivery method and platform, etc.   Examples:   * 1. Technical system administrator – Understanding of the overall system architecture, interface configurations, data import/export capabilities, etc.   2. Business administrator - Workflow configuration options, code table entry, business rule configuration, forms/document/template creation, reports creation, etc. Onsite, direct, delivered by company staff, two eight-hour days, max 10 learners.   3. End-user –Specifically tailored to the various work functions (heavy data entry, role-specific, queries, and reporting). Initial session onsite, followed by remote, Train the trainer, delivered by KC trainers, initial session equal to room size, remote unlimited;   4. Other training |
|  |
|  |
|  |
|  |
| 1. Describe how much hands-on training you recommend and for what roles? |
|  |
| 1. Describe the training materials that you utilize – manuals, on-line help, quick reference guides, etc. Attach example copies where possible.   *(Attach as Attachment B2-4)* |
|  |
| 1. Provide a copy of an actual training plan that you utilized for a project implementation of similar size and complexity to ensure that users are successfully using the new system, including, but not limited to go-live (first week) and post-live (first 90 days).   *(Attach as Attachment B2-5)* |
| 1. Describe your approach for refreshing/updating the content and data in your training environment. |
|  |
| 1. Describe the on-going customer training opportunities your company offers. |
|  |
| **DOCUMENTATION:** |
| 1. Describe and provide examples of the reference material and documentation you deliver, including:  * Interface documentation * Reports creation manuals * Forms/documents/template documentation * Data dictionary * System entity relationship diagrams * Business process documentation * Web portal online help (web pages, context modals, etc.) * Any other documentation provided to the customer   *(Attach as Attachment B2-9)* |
|  |
| 1. Describe the documentation that you deliver with new software releases (e.g. user manuals, “what’s new” guides, etc.) and provide examples.   *(Attach as Attachment B2-10)* |
|  |

# Part 3: User Groups and Conferences

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| --- |
| 1. Does your company sponsor any user groups (national, by region, by state)? Provide details for each company participating in the proposal. |
|  |
| 1. Does your company sponsor user group conferences? Where and how often? Provide details for each company participating in the proposal. |
|  |
| 1. How long are the conferences? What activities are included (e.g., training, roundtables, consulting)? How many customers typically attend? Provide details for each company participating in the proposal. |
|  |
| 1. What ongoing training opportunities does your company provide for system administrators, subject matter experts, document authors, etc.? Provide details for each company participating in the proposal. |
|  |
| 1. How do you ensure that the project remains appropriately staffed during the weeks leading up to and during the week of user group conferences? |
|  |

# Part 4: Reference Information

***NOTE: Proposals that fail to answer these questions fully or list contacts that are not readily accessible may be disqualified from further consideration. “Contact information to be provided upon a future date” will be considered a non-response. The County will notify Proposers in advance to performing any reference checks.***

|  |  |
| --- | --- |
| 1. How many customer sites are actively operating the proposed solution(s) in a production environment? Attach a complete list of all customers.   *(Attach as Attachment B4-1)* | |
|  | |
| 1. How many installations of the proposed software solution(s) have you completed in 2018, 2019 and 2020, if data is available? *List the locations for each year.* | |
|  | |
| 1. What is your 5-year customer retention rate for the proposed solution? *Your response shall include the years you have factored in for your response to Question 2.* | |
|  | |
| 1. How many customers have terminated or opted not to renew an existing contract in the last three years for any reason? List each instance of termination, customer name with contact information, and reason(s) for termination. | |
|  | |
| 1. Have you ever had a customer terminate mid-project due to your company’s non-delivery of work, failure to perform, or failure to comply with the provisions of the contract? List the customer(s) and contact information and explain the circumstances for each termination. | |
|  | |
| 1. What are your 3 largest customers in terms of number of users and complexity of installation? Provide the following information for each site. (**Add rows for each installation site.)** | |
| 1. Agency Name |  |
| Contact Name |  |
| Contact Phone |  |
| Contact Email |  |
| Number of users |  |
| Type of Platform (SaaS or COTS) |  |
| 1. Provide a reference list of at least 3 customers with solutions most comparable in workflow and complexity to the solution proposed to the County. (**Add rows for each reference.)** | |
| 1. Agency Name |  |
| Address |  |
| Contact Name |  |
| Contact Title |  |
| Contact Phone |  |
| Contact Email |  |
| Type of Platform (SaaS or OnPrem) |  |
| Solution Version/Suite (if applicable) |  |
| Project Approach (Waterfall, Agile, etc.) |  |
| Duration of Project |  |
| Date in Production |  |
| Interfaces (APIs) in Place (list all) |  |
| Number of Database Migrations |  |
| Number of Facilities |  |
| Number of Users |  |
| Length of Relationship |  |

# Part 5: Project Approach

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1. Describe your project management methodology.   *NOTE: Responses that are limited to general reference to the Project Management Institute (PMI), PMI principals, or project staff with PMI or other framework certifications will be considered non-responsive answers and will be scored accordingly. The Project Management Institute, Scrum Alliance, and similar organizations offer a framework of best practices; it is not a project methodology. The County seeks specific information on the day-to-day steps you will take during post-contract project discovery; what information you must secure post-contract in order to develop a Contractor Work Plan against which you can be evaluated; how you will monitor and control scope, schedule and budget; and the steps you will take to ensure appropriate staffing levels against the schedule.* | | | | | | | |
|  | | | | | | | |
| 1. Describe what differentiates you from others in terms of your client services and support, implementation strategy, and implementation process. | | | | | | | |
|  | | | | | | | |
| 1. Specify if you utilize an Agile development framework or toolset such as Scrum or other iterative development methods. | | | | | | | |
|  | | | | | | | |
| If your response is “Yes,” provide additional responses to questions a. through c. below. | | | | | | | |
| * 1. Describe your sprint cycles and ceremonies, and how iteration planning and daily standups would occur. | | | | | | | |
|  | | | | | | | |
| * 1. Describe your release cycles and how release planning would occur? | | | | | | | |
|  | | | | | | | |
| * 1. Describe your approach for estimating the amount of effort required to complete configuration, report development, interface development, and data conversion scripting? | | | | | | | |
|  | | | | | | | |
| 1. Identify and describe any potential risk(s) for a project of this size and complexity, and the steps you would take to mitigate such risks. What recommendations do you have for the County to mitigate risks? | | | | | | | |
|  | | | | | | | |
| 1. Describe your recommended approach to collaboration with County staff. How much time do you recommend that Contractor staff spend onsite (assuming this is possible) vs. working remotely? | | | | | | | |
|  | | | | | | | |
| 1. Given the totality of information in this RFP, describe your **discovery process**. The County is particularly interested in how much time you require for discovery; the type of information that you need to verify and/or secure; and the staffing requirements for both your company and the County to facilitate a discovery process that concludes with an updated Project Schedule baseline against which the overall project will be managed, and a Contractor Work Plan against which your company will be evaluated during the course of the project. | | | | | | | |
|  | | | | | | | |
| * 1. How do you gather requirements for creating workflows and business rules to properly configure the Solution to meet the County’s needs? | | | | | | | |
|  | | | | | | | |
| * 1. Typically, how long does it take to gather the requirements? (Describe the number of meetings, the review process, etc.) | | | | | | | |
|  | | | | | | | |
| 1. Provide a sample **implementation plan** from a previous successfully completed implementation of similar size and complexity, ensure it covers the tasks and durations included in #6 and its subsections listed above.   *(Attach as Attachment B5-7)* | | | | | | | |
| 1. Describe the overall sequence of activities against your proposed Contractor Work Plan. Be sure to clearly describe how configuration, data upload and testing will be performed against data migration and systems integration requirements as referenced in the Scope of Work. | | | | | | | |
|  | | | | | | | |
| 1. Describe your company’s ability to add project staff if such a requirement arises subsequent to contract signing. Be specific about your methods for securing additional resources; bringing them up to speed on this project; and how quickly you can get additional resources applied to a critical situation. | | | | | | | |
|  | | | | | | | |
| 1. Describe in detail the project management and other professional services that you will provide during the life of the project; and specify the staff who will provide those services and the tasks each will be responsible (e.g. software installation, system configuration, business process review, quality control, project and system documentation, etc.). Add as many lines as necessary to provide a complete list. | | | | | | | |
|  | | | | | | | |
| Staffing Type | | Qty | | Task/Service | | | |
|  | |  | |  | | | |
|  | |  | |  | | | |
|  | |  | |  | | | |
|  | |  | |  | | | |
|  | |  | |  | | | |
| 1. Note any recurring project tasks, and the staffing required to complete them. Add as many lines as necessary to provide a complete list. | | | | | | | |
| Recurring Task | | | | | | Staffing Type | Qty |
|  | | | | | |  |  |
|  | | | | | |  |  |
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|  | | | | | |  |  |
| 1. Describe the staff resources that the County must provide for each project task, and the required skillsets/capabilities, and time estimate. | | | | | | | |
| Task | Staffing Type | | Qty | | Capabilities, Skills, Knowledge | | Time Est. |
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|  |  | |  | |  | |  |
| 1. The County anticipates contract signing for this project by November or December 2020, with project kick-off by January 2021. The County estimates that this project can be delivered in six to twelve (6-12) months.   Based on the estimates provided above postulate a timeframe for a successful project that fits with their company structure, available resources, project plan, and Solution; and provide a proposed **Contractor Work Plan** that begins with initial contract award, and ends with the proposed Go-Live date (including overall implementation plan and timeline based on their experience with implementations of similar scope and complexity).  *Note: Address whether the project described in this RFP can realistically be performed within the twelve-month implementation period envisioned by the County. Regardless of your answer, clearly indicate your reasoning.*  *(Attach as Attachment B5-13)* | | | | | | | |
|  | | | | | | | |
| 1. Provide examples of your standard project documents utilized to support a project of similar size and complexity, including, but not limited to:   - Project Plan, including schedule, resources, milestones, key dates, and deliverables  - Status Reports  - Project Communication Plan  - Risk, Actions, Issues, and Decisions registers  - Project Change Management procedures and documents  (Attach as Attachment B5-14) | | | | | | | |

1. King County will not serve as general contractor among multiple companies. For proposals featuring partnership between software providers and integrators, one company must be the general contractor and be responsible for all contract conditions with King County, as well as the overall management of any subcontracting firms. [↑](#footnote-ref-2)