



Request for Proposals

for Migration and Maintenance Services for Microsoft Dynamics 365 Finance & Operations Services (Enterprise License)

| Date Issued | Proposals Due | Expected Duration | Budget | DBE/LBE/SBE Goal | Contact |
|------------------|--|--|-----------|------------------|---|
| November 8, 2022 | December 7, 2022 at 2:00 p.m. (electronically) | One year, with an 18-month warranty period | \$350,000 | 10% | Ron Leong Management Analyst 415.522.4817 ronald.leong@sfcta.org |

SECTION I – NOTICE

Notice is hereby given that the San Francisco County Transportation Authority (Transportation Authority) is requesting proposals from qualified respondents (proposers/respondents) to provide migration and maintenance services for Microsoft Dynamics 365 Finance & Operations Services (Enterprise License) (Migration Project). It is anticipated that a contract will be awarded for a one-year term for the Migration Project with an eighteen-month warranty period and a five-year term for maintenance services, which may be exercised at the discretion of the Transportation Authority. The maintenance agreement shall begin once the one-year Migration Project is complete, working smoothly, and functioning to meet the Transportation Authority's business requirements.

Questions. Questions may be submitted in writing by the stated deadline in Section II by e-mail to info@sfcta.org; please include "RFP 22/23-07 - Migration and Maintenance Services for Microsoft Dynamics 365 Finance and Operations Services" in the subject line. The Transportation Authority's responses will be posted to www.sfcta.org/contracting by the date indicated in the schedule, and any addenda to the RFP will also be made available on that webpage prior to the proposal due date. Please see Section II for all important dates and deadlines.

SECTION II – SELECTION PROCESS SCHEDULE

| Date | Phase/Item Due |
|--------------------------|---|
| November 8, 2022 | Release of RFP |
| November 14 5:00 p.m. | Proposers to submit written questions to Transportation Authority |
| November 18* | Transportation Authority issues written responses to questions |



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|------------------------------|--|
| December 7, 2:00 p.m. | Responses to RFP due electronically. Late submissions will not be accepted. |
| December 13* | Invitation(s) to interview issued to short list of proposers* (if necessary) |
| Week of December 19* | Interviews* (scheduled if necessary) |
| January 10* | Recommendation to Transportation Authority Board for award |
| January 24* | Transportation Authority Board awards contract |

* *Subject to change*

SECTION III – PROHIBITING CONTRACTING IN STATES THAT ALLOW DISCRIMINATION AGAINST LGBT INDIVIDUALS AND IN STATES WITH RESTRICTIVE ABORTION LAWS

On September 22, 2020, through Resolution No. 21-13, the Transportation Authority Board approved revisions to the Procurement Policy, which place a ban on Transportation Authority contracts involving states with anti-LGBT laws and/or restrictive abortion laws. Subject to certain exceptions, Proposers are hereby advised that this RFP is subject to the requirements of the Procurement Policy ban, which prohibits the Transportation Authority from entering into a contract with a contractor that has its headquarters in a state that has enacted a law or laws that perpetuate discrimination against LGBT people and/or has enacted a law that prohibits abortion prior to the viability of the fetus, or a contractor that will perform any or all of the work on the contract in such a state.

A list of banned states is known as the Covered State List and is maintained by the City Administrator of the City and County of San Francisco. The Covered State List is posted on the website of the Office of the City Administrator at <https://sfgsa.org/chapter-12x-state-ban-list>. This list is reviewed on at least a semiannual basis. The procurement ban only applies to contracts that were first advertised, solicited, or initiated on or after September 22, 2020. Work performed by a subcontractor or subconsultant are excluded from a procurement ban.

SECTION IV – BACKGROUND

The Transportation Authority was created in 1989 by the voters of the City and County of San Francisco (City) to impose a voter-approved transaction and use tax (i.e., sales tax) of one-half of one percent to fund essential traffic and transportation projects as set forth in the San Francisco County Transportation Expenditure Plan (Prop B Expenditure Plan) for a period not to exceed twenty years. Beginning July 1, 2017, the California Department of Tax and Fee Administration became the successor to the State of California Board of Equalization for administering and collecting sales tax revenues for the Transportation Authority. In November 2003, San Francisco



voters approved a new 30-year Expenditure Plan (Prop K Expenditure Plan) that superseded Prop B, and continued the one-half of one percent sales tax.

The Transportation Authority Board consists of the eleven members of the Board of Supervisors (BOS) of the City, who act as Transportation Authority Commissioners; nonetheless, pursuant to California Public Utilities Code Section 131000 et seq., the Transportation Authority operates as a special purpose governmental entity, independent of the City.

The Transportation Authority is designated under State law as the Congestion Management Agency for San Francisco County. In this capacity, the Transportation Authority has a wide range of responsibilities which include preparing the long-range County-wide Transportation Plan, prioritizing state and federal transportation funds designated for San Francisco, developing and operating a computerized travel demand forecasting model, and implementing the state-mandated Congestion Management Program. The Transportation Authority is also the designated San Francisco Program Manager for the Transportation Fund for Clean Air Program, a state-mandated program that collects an annual vehicle registration surcharge and allocates the funds to transportation projects that improve air quality.

On November 2, 2010, San Francisco voters approved Proposition AA, establishing a new \$10 vehicle registration fee on motor vehicles registered in the City and designated the Transportation Authority as administrator of the fee. Revenues are used for local road repairs, pedestrian safety improvements, and transit reliability improvements throughout the City in accordance with the voter-approved Expenditure Plan.

On April 1, 2014, the BOS adopted a resolution designating the Transportation Authority as the Treasure Island Mobility Management Agency (TIMMA) to implement elements of the Treasure Island Transportation Implementation Plan (TITIP) in support of the Treasure Island/Yerba Buena Island Development Project. The TITIP calls for, and TIMMA will be responsible for implementing, the Treasure Island Mobility Management Program: a comprehensive and integrated program to manage travel demand on Treasure Island as the development project occurs, including an integrated congestion pricing program with vehicle tolling, parking pricing, and transit pass components. Assembly Bill 141 (Ammiano), signed in 2014, established TIMMA as a separate entity, providing a firewall between TIMMA and the Transportation Authority's other functions.

Project Background and Purpose

The Transportation Authority currently uses Microsoft AX 2012 R3 for financial and accounting applications. The accounting and grants staff are the most frequent users followed by time sheet entries by employees for a total of 60 potential users entering their time in AX. The Transportation Authority has seven (7) funds, 498 active projects, and 93 natural accounts (translating to approximately 246 general ledger accounts (GL strings)). The Transportation Authority has approximately 90 active vendors, cuts 60 checks and transfers 2,277 electronic vendor transactions per year. In one fiscal year, the Transportation Authority processes approximately 217 journal entries. The Transportation Authority's fiscal year (FY) ends on June



30th. The FY 2022/23 budget includes \$132.8 million in revenues and \$204 million in expenditures.

Microsoft Dynamics AX 2012 R3 has been in use for the past 8 years but does not meet the Transportation Authority's current needs. In particular, Transportation Authority staff would like to be able to more easily track and report on multiple projects with multiple funding sources. Transportation Authority staff enter timesheets into AX. The Transportation Authority contracts with Automated Data Processing (ADP) to administer its payroll function and uses ADP "PayExpert" on-line service to process the bi-weekly payroll. Employee timesheet data is imported in comma-separated files from the web-based timesheet system into ADP for review and processing by administrative staff. The Transportation Authority has a custom Ruby on rails-based web-based grant management portal for grant recipients, which includes projects funded and purchase agreements by the Transportation Authority through several grant programs (sometimes referred to as the SFCTA Portal). The system allows grantees to submit progress reports, consolidate grant documents, and is a hub for communication between the Transportation Authority and project sponsors, including deliverables, final reports, reminders for important deadlines, close-out requests, and extension requests.

The Transportation Authority will need both Budget and Forecast modules completed for prior year, current year, and at least one future Budget and Forecast including financials, and financial statement comparisons.

The Transportation Authority's standard for general office software programs is the Microsoft Office 365 Apps for Business. The Transportation Authority uses Microsoft Active Directory to manage network users and permissions and remote access to the network by Cisco AnyConnect Mobility Secure Client.

SECTION V – SCOPE OF SERVICES

The Transportation Authority seeks a qualified system integrator to provide migration services, automate business processes, and operation support of the Migration Project. The Transportation Authority has an ideal budget of \$350,000 for the one-year Migration Project, licensing, support and maintenance services including the full 18-month warranty period. Please note this is a ceiling and not a target. It is anticipated that a contract will be awarded for a one-year term for migration with an 18-month warranty period and a five-year term for maintenance services.

The Transportation Authority's primary objectives for this RFP are to:

- Analyze and understand the current Microsoft Dynamics AX 2012 R3 with business intelligence on financial and accounting system, timesheet system, check printing system and Excel-based shadow systems components.
- Design and plan to migrate the current Microsoft Dynamics AX 2012 R3 with business intelligence platform to a cloud-based Microsoft Dynamics 365 Finance and Operations Services (Enterprise License).



- Develop and build a Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) platform that will meet Transportation Authority business requirements.
- Migrate and implement the current Transportation Authority business processes onto the Microsoft Dynamics 365 Finance and Operations Services (Enterprise License).
- Heavily rely on automation and streamline use of Purchase Agreements that may include Purchase Orders, but allow for flexibility so that Purchase Agreement amounts do not commit to project funds. The only commitment occurs during invoice phase.
- Review, recommend, and help migration of a new purchasing software (if needed) that improves work product, reduces differences in actual versus invoice proposals, reduces staff time to input, and improves pull throughs and outputs from current CONCUR Accounts Payable (AP) system used by the Transportation Authority. NOTE: This includes the ability to pay from Purchase Agreements, not just Purchase Orders. The agency desires to set up Contract amounts, and pay invoices against it either in 365 Finance and Operations or a third-party easy to use AP system with the following basic setup:
 - The Transportation Authority envisions security controls to prevent fraudulent activity for all payment types
 - Required setup of all Contractual agreements, including tracking down to subcontractor level
 - Flexibility; due to limited staffing, ease of use, speed of inputs, and fewest changes is a top priority
 - Limit, reduce or eliminate invoice processing/payment hold up while invoices are in various statuses. For example, invoices on hold, or pending receipt, should not hold up future invoices from being processed or paid
- Integrate paperless document management into all business processes
- Report actual project spend versus invoice proposal amounts and report variances
- Upgrade from Microsoft Dynamics 365 Finance and Operations Services should Microsoft roll out a updated version(s)
- Confirm MS Dynamics AX detailed transaction details are available post migration, assist agency with proper hardware/server setup and confirm safe access to AX detailed transaction history
- Work with Transportation Authority's external consultants and Transportation Authority staff to link output of data from Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) to SFCTA Portal and OpenGov budgeting software
- Ensure sandbox or test environment up and running

The Transportation Authority will drive the modification of business processes but will rely on the system integrator's expertise to guide Transportation Authority staff with understanding of Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) functionality and suggestions on customization to fit Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) platform functionality. The system integrator will be responsible for acquiring and setting up the Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) subscription and software for the Transportation Authority. The Transportation Authority requires the budget module to function in April 2023 and a Go-Live date of July 1, 2023, for the general



ledger, purchasing, accounts payable, project and grant accounting, budget, forecast, timesheet, fixed assets, and benefits functionality for migration in order to fully transition by July 1, 2023 for FY 2023/24. Human resources and payroll accounting modules will not be utilized.

The Transportation Authority is seeking a qualified systems integrator to successfully migrate, setup cloud-based Microsoft Dynamics 365 Finance and Operations Services, manage and provide maintenance services for Microsoft Dynamics 365 Finance and Operations Services (Enterprise License). Only RFP responses from proposers meeting all of the following required minimum qualifications will be considered:

- Proposer must be a Microsoft Certified Business Partner
- Proposer organization must have a minimum of five years of experience implementing or enhancing Microsoft Dynamics Enterprise Resource Planning (ERP) solutions, including experience implementing or enhancing via upgrade from Microsoft Dynamics AX to Microsoft Dynamics 365 Finance and Operations Services (Enterprise License)
- Proposer must possess and attach a copy of the Microsoft Gold or Silver Certification in ERP competency
- Proposer must have experience implementing or enhancing Microsoft Dynamics 365 ERP solutions at a client with less than seven (7) accounting staff for a public agency

The functions available in Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) offer organizations the capability to help address regulatory requirements of public sector organizations including adaptability to legislative mandates, support of transparency and open government, and improvement of constituent services and accountability. The Microsoft Dynamics AX 2012 R3 release took into consideration specific needs of the public sector including specific functions such as project management, grant management, tracking of multiple fund sources for projects, contract management, and public sector accounting reporting. The same level of detail will apply with the Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) migration. It's anticipated the Transportation Authority will have eight (8) super-users, some task-based users, and a large number of users with inquiry access for project management and must have the ability to perform time sheet entry to enter their time. The ERP migration will be Cloud Based for specific Subscription (forecast User Counts of 60 users) Basis to determine maintenance amounts. Proposer should allow growth of up to 5 additional Subscription counts at no additional charges to allow for potential increase in worker counts due to workflow processing requirements at no fault of agency alone.

The specific work of the firm will include the tasks described below, each of which includes the firm's internal Quality Assurance/Quality Control (QA/QC) for all deliverables.

Phase 1 - Plan & Design Services

During Phase 1, the Consultant will work with the Transportation Authority's Migration Team (Team) and design the Transportation Authority's future business processes based on Microsoft Dynamics 365 Finance and Operations Services off-the-shelf functionality. The Consultant will work with the



Team to understand existing business processes and shadow systems, design future business processes, and establish detailed design requirements for the Microsoft Dynamics 365 Finance and Operations Services migration. The Team will consider changing business processes if needed to conform to “out-of-the-box” functionality.

The Team’s existing knowledge of Microsoft Dynamics 365 Finance and Operations Services functionality is limited to demonstrations and hands-on lab exercises during a two-day discovery session.

The Consultant will document all design decisions in written form for Team review and approval, including the following:

- The Consultant will describe at a high level how Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) will be used at the Transportation Authority.
- The Consultant will describe the migration process and schedule of Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) and all modules including system administration and setup.
- The Consultant will assist the Team in the design of future workflows which should align with Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) functionality. This may include updates to existing Power Automate, Power BI, and Power App process (if required).
- The Consultant will describe the data migration, business process adoption, and cut-over strategy. At this time, the Transportation Authority anticipates migrating all outstanding balances, and consider migrating data from the prior fiscal years with minimal work (intent: minimal data checking/data validation of prior year data).
- The Consultant should identify any additional networking requirements, software or hardware that may be required to successfully migrate Microsoft Dynamics 365 Finance and Operations Services (Enterprise License).
- The Consultant will work with Transportation Authority’s external consultants and Transportation Authority staff to link output of data from Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) to SFCTA Portal and OpenGov budgeting software.

Phase 1 Deliverables:

1. *Detailed Enhancement Plan, Designation of Responsibilities, and Schedule Including 3 Mock Data Go Lives. Mock Data Go Lives are designed so the agency and Consultant ability can assess readiness to migrate from existing environment to Live Environment within a specific number of days for each Mock Data Go Live to identify critical path issues that could delay or prevent actual Go Live. The intent is to make sure both agency and Consultant have proper staff, technical resources, and understanding for data to be migrated in a timely fashion such that the Go Live deadline will be met on time.*
2. *Detailed Design Documents*
3. *Weekly Meeting Agendas, Attendance and Status Reports (including, but not limited to timeline progress, budget progress, issues, risks, change orders, deliverable quality*



assurance and acceptance, and any project scope creep that may potentially negatively impact deliverables)

4. *Identify either an agency or consultant resource familiar with security and setup changes needed, or provide training throughout project on security/setup features and/or maintenance that require Transportation Authority attention prior to Mock Data Go Live I.*

Phase 2 - Build, Test & Deploy

Phase 2 will involve the Build, Test and Deploy activities of Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) as planned and designed in Phase 1. The Transportation Authority expects the Consultant to lead the following migration activities:

- Enhancement of networking, hardware, and software requirements and configuration of Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) software.
- Modify Transportation Authority business processes to fit Microsoft Dynamics 365 Finance and Operations Services (Enterprise License), based on Transportation Authority direction.
- Migrate financial data from the past nine years from Microsoft Dynamics AX 2012 R3 with business intelligence to Microsoft Dynamics 365 Finance and Operations Services (Enterprise License). The intent requires minimal data checking/data validation from Transportation Authority staff.
- Software Testing and User Acceptance Testing.
- Transportation Authority staff training.
- Quality assurance.
- Transition and final cutover.

Phase 2 Deliverables:

1. *Weekly Team Meeting Agendas, Attendance, and Status Reports (including, but not limited to timeline progress, budget progress, issues, risks, change orders, deliverable quality assurance and acceptance)*
2. *Quality Assurance Report of entire system and processes including cyberattack risks or related suggestions to mitigate hacking or hijacking ransomware that falls under ERP umbrella. Discuss Disaster Recovery Plan, copy of data backup, failover hosting site, etc.*
3. *Recommend if 2-Factor Authentication is required, if so, provide support how to do so for agency use only.*

Phase 3 - Support & Maintenance Services

In Phase 3, the Consultant will provide eighteen (18) months of Post Go-Live Support to fix defects identified by Transportation Authority users.



Level of Transportation Authority Staff Support

The Transportation Authority has limited staff, and as such, will be unable to commit any full-time resources to this ERP migration project. The Transportation Authority has assembled a Migration Team consisting of the organization's three accountants, four analysts, one temporary staff and an IT staff. Together the Team has deep, across the board knowledge of the business processes in these functional areas and will continue their day-to-day tasks during the migration.

SECTION VI – RFP RESPONSE REQUIREMENTS: CONTENT AND FORMAT

All proposals should be clear, concise, and provide sufficient information to minimize questions and assumptions. Proposals should be limited to **20 pages** (no smaller than 12-point font shall be used and all page sizes greater than the letter size of 8.5" x 11" will be counted as two pages), excluding cover letter, table of contents, the cost proposal, and the following items, which should be included as attachments: résumés, Disadvantaged Business Enterprise (DBE), Local Business Enterprise (LBE), and/or Small Business Enterprise (SBE) certifications, and required exhibits. The Transportation Authority accepts no financial responsibility for any costs incurred in the preparation of proposals. Upon receipt by the Transportation Authority, all accepted proposals submitted in response to this RFP will become the property of the Transportation Authority.

Time and Place for Submission of Proposals. By the proposal submission deadline, the following must be transmitted:

- **Proposal** (written proposal, with cost proposal): one (1) electronic copy (PDF) including all information herein requested. The cost proposal must also be included in XLS/XLSX format. Please clearly specify in the subject line of the e-mail transmittal: "Response to RFP 22/23-07 - Migration and Maintenance Services for Microsoft Dynamics 365 Finance and Operations Services".

The proposals must be transmitted electronically to the Transportation Authority at the following address: info@sfcta.org.

All responses must be in writing and identified as to content and be received by the Transportation Authority by the due date. Proposals received later than the above date and time will be rejected.

Cover Letter. Proposers must submit a letter of introduction for the proposal. The letter must be signed by a person authorized by your firm to obligate your firm to perform the commitments contained in the proposal. Submission of the letter will constitute a representation that your firm is willing and able to perform the commitments contained in the proposal. The cover letter must also include the following content in the format as shown:



1. Project Manager (The individual in charge of the scope of services, and who will be the Transportation Authority's contact throughout the contract duration)

Name:

Title:

Address:

City, State, ZIP:

Phone Number:

Email:

2. Selection Process Lead (The individual to whom correspondence and other contacts should be directed during the consultant selection process)

Name:

Title:

Address:

City, State, ZIP:

Phone Number:

Email:

3. Negotiating Officer (The individual who will negotiate with the Transportation Authority and who can contractually bind the proposer's firm)

Name:

Title:

Address:

City, State, ZIP:

Phone Number:

Email:

4. Company Headquarter Office

Address:

City, State, ZIP:

Phone Number:



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|---|
| <p>5. List proposed co-venture arrangements or sub-consultants, if any:</p> <p>1. Company: DBE/LBE/SBE status: Percentage of involvement: Name: Title: Address: City, State, ZIP: Phone Number: Email:</p> <p>2. ...</p> |
| <p>6. <input checked="" type="checkbox"/> This letter is signed by an officer that is authorized to bind the proposer contractually.</p> |
| <p>7. <input checked="" type="checkbox"/> This proposal is firm for a 120-day period from the proposal submission deadline.</p> |

Content. Proposals must contain the following five sections:

1. **Company Overview and Understanding of Project Objectives.** In this section, the proposer must provide the following information:
 - Background and financial information of its organization, including: years of operation, type of organization (corporation, LLP, LLC, etc.), organizational structure, number of employees, summary-level financial information demonstrating financial stability. The proposer shall describe its organizational experience implementing or enhancing Microsoft Dynamics ERP solutions at public sector organizations (preferably AX 2012, and 365 Finance and Operations Enterprise). The proposer shall describe its organizational experience implementing or enhancing Microsoft Dynamics ERP solutions at organizations with less than 7 accounting staff (preferably Microsoft Dynamics AX 2012 with business intelligence, and Microsoft Dynamics 365 Finance and Operations Services (Enterprise License); and
 - A discussion demonstrating the proposer’s understanding of the Transportation Authority’s project objectives. The proposer’s understanding of the services to be provided and their significance to the Transportation Authority’s day-to-day activities.

2. **Project Team Experience and Qualifications.** In this section, the proposer must provide the following information:
 - Project Manager and key personnel experience, including education, management and technical experience, and professional development including specific skills and ability in pertinent disciplines (i.e. project management, financial systems, financial control, and support services).



- Project team proposed to fulfill the requirements of this RFP and describe how the project team members meet the minimum Key Staff requirements as outlined below.
- Organizational chart of the project team that illustrates the roles of the team members and reporting hierarchies.
- Describe how the project team has worked together on similar projects in the past.
- Brief description of similar projects for which the proposer has provided services during the past five (5) years, including the following information:
 - Client, including reference contact information
 - Project description and location
 - Description of services
 - Total value of services provided
 - Actual budget performance vs. projected
 - Actual schedule performance vs. projected
 - Key personnel involved
 - Sub-consultants employed
 - Sample documents of work products (including, but not limited to parts of work plans, project management tools, grant and project accounting reports, and custom reports.) Not included in the 20-page limit.
 - Use of Job Aides, and visual training with detailed instruction manuals to perform tasks that can be modified by the Transportation Authority to suit the Transportation Authority's needs. Not included in the 20-page limit.

The Transportation Authority defined the following positions as Key Staff: Project Manager, Senior Quality Assurance Advisor, and Functional Leads (leading the migration effort of specific modules) and the following minimum requirements for the proposer's Key Staff:

- One or more of proposer's Key Staff must have a minimum of five years of experience implementing or enhancing Microsoft Dynamics ERP solutions, including experience implementing or enhancing Microsoft Dynamics 365 Finance and Operations Services (Enterprise License)
- One or more of proposer's Key Staff must have experience implementing or enhancing Microsoft Dynamics ERP solutions at a client with less than 7 accounting staff
- One of proposer's functional lead staff must have an accounting background or significant accounting experience (CPA preferred)

The proposer will not replace Key Staff without the prior written consent from the Transportation Authority. For each Key Staff team member proposed, the proposer shall identify the team member's time commitment to this project (measured in percentage of workday, not to exceed 100 percent). Additionally, the proposer shall identify the available start date and any other current or future obligations for Key Staff.



3. **Work Plan and Approach.** In this section, proposers must describe their proposed work plan, approach, and methodologies to the delivery of the services included in Section V, above. This section must (1) fully describe its proposed work plan and approach for a 70%/30%, 50%/50% and 40%/60% Consultant/Transportation Authority Staff work effort for: Project Management, Hardware, Networking, and Software Migration, Software Configuration, Performance Testing, Reporting, Data Conversion, Acceptance Testing, Risk Management, Change Management, Quality Assurance, End-User Training, Post Go-Live Support, Transportation Authority Participation, and Maintenance Support and (2) include a discussion on potential impacts to cost, scope, and schedule based on lessons learned, including any recommendations the consultant proposes to lower and/or control costs given the proposed scope of the project. Proposers must provide the names and positions of all staff proposed. An organization chart should be included that clearly establish principal team member firms and sub-consultants. Also identify any specialty sub-consultants that would not necessarily be part of the core team but would be available on an as-needed basis for specialty support. Proposers responding to this RFP are expected to be familiar with all aspects of project management.

The proposal should also designate who will be the principal, who will be the Project Manager in charge of the scope of services, and who will be the Transportation Authority's contact throughout the contract duration. In addition, the proposal should briefly address how the efforts of each of the team members will be coordinated. Proposers should provide a staffing plan with level of effort (e.g., person hours per staff) by task. If the work is to be shared among firms and offices at different locations, indicate where each office is located and what work is to be performed in each office.

Proposals must discuss workloads for all key team members, indicating their expected availability, the percentage of their time that will be devoted to the Transportation Authority's contract and on-site at the Transportation Authority's office and any other assurances as to their ability to provide the requested services in a responsive and timely manner. The description of the management approach should address proposed response time standard and how the management and team structure will help to meet those standards.

4. **Assurances and Miscellaneous Items.** In this section, proposals must provide the following information:
- a. Proposers must complete and include the exhibits listed below within the submittal. These exhibits do not count toward the page limit; please provide as attachments to proposal. Exhibit samples are attached to this RFP.
 - Exhibit A - Terminated Contracts
 - Exhibit B- Workforce Data Spreadsheets



- b. Proposers must provide the names, telephone numbers, and e-mail addresses of at least three references, in addition to staff of the Transportation Authority, if any. The references should cover work performed by the Project Manager and other key project staff members, should be for work recently performed and similar in nature to the services sought in this RFP. The references must include a brief description of the projects involved, and the roles of the respective team members in successfully completing the project.
- c. Proposers must specify any potential or perceived conflicts of interest which would disqualify its firm from doing business with the Transportation Authority. If proposers are unaware of existing or foreseeable conflicts of interest, a simple statement will suffice. However, proposers should provide a brief description of each apparent, existing or foreseeable conflict of interest, if any. In addition, list all relevant assignments completed for the City and County of San Francisco within the last five (5) years, and any involvement with Transportation Authority-funded projects, to enable the Transportation Authority to identify any possible conflicts of interest.
- d. Proposers must list any political contributions of money, in-kind services, or loans made to any current member of the Transportation Authority Board of Commissioners within the last three (3) years by management positions of the proposed consultant or sub-consultant. If proposers are unaware of any political contributions, a simple statement will suffice. However, if proposers are aware of any political contribution, proposals should include details, such as to whom, what type of contribution, the date and the amount.
- e. Proposers must clearly designate financial submittals or other materials in its submittal, if any, which it in good faith believes to be a trade secret or confidential proprietary information protected from disclosure. See Section X below, for further details on public disclosure of responses and other materials.
- f. Proposers shall acknowledge receipt and understanding of the following Transportation Authority contracting requirements and state its ability and willingness to comply with each of them in its proposal. The Transportation Authority does not intend to deviate from its standard contract language.

i. Insurance

Prior to commencement of work, the Transportation Authority will require the successful proposer to provide evidence of appropriate insurance coverage. The Transportation Authority's standard contract requires firms to maintain, during the full term of the contract term, insurance in the following amounts and coverages:

- (a) Workers' Compensation, in statutory amounts, with Employers' Liability Limits not less than \$1,000,000 each accident;
- (b) Commercial General Liability Insurance with limits not less than \$1,000,000 each occurrence Combined Single Limit for Bodily Injury and Property Damage,



including Contractual Liability, Personal Injury, Products and Completed Operations;

- (c) Commercial Automobile Liability Insurance with limits not less than \$1,000,000 each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Owned, Non-Owned and Hired auto coverage, as applicable; and
- (d) Professional Liability Insurance with limits not less than \$2,000,000 per claim. Sub-consultants providing professional services under this Agreement shall be added to Contractor's policy as additional insured, or shall provide evidence of their own professional liability insurance which is acceptable to the Transportation Authority's Executive Director.

Such coverage must be provided by an insurance company authorized to do business in the State of California. Commercial General Liability and Business Automobile Liability insurance policies must name the San Francisco County Transportation Authority as an Additional Insured and that the policies will not be cancelled or materially changed without thirty (30) days prior notice in writing to the Transportation Authority. Describe if your firm's insurance coverage and amounts meet the above-stated contract limitations.

ii. Indemnification

- (a) **Generally.** To the fullest extent permitted by law, Contractor shall assume the defense of (with legal counsel subject to approval of the Transportation Authority), indemnify and save harmless the Transportation Authority, its boards, commissions, officers, and employees (collectively "Indemnitees"), from and against any and all claims, loss, cost, damage, injury (including, without limitation, injury to or death of an employee of the Contractor or its sub-consultants), expense and liability of every kind, nature, and description (including, without limitation, incidental and consequential damages, court costs, attorneys' fees, litigation expenses, fees of expert consultants or witnesses in litigation, and costs of investigation), that arise out of, pertain to, or relate to, directly or indirectly, in whole or in part, the negligence, recklessness, or willful misconduct of the Contractor, any sub-consultant, anyone directly or indirectly employed by them, or anyone that they control (collectively, "Liabilities").
- (b) **Limitations.** No insurance policy covering the Contractor's performance under this Agreement shall operate to limit the Contractor's Liabilities under this provision. Nor shall the amount of insurance coverage operate to limit the extent of such Liabilities.

The Contractor assumes no liability whatsoever for the sole negligence, active negligence, or willful misconduct of any Indemnitee or the contractors of any Indemnitee.



- (c) **Copyright Infringement.** Contractor shall also indemnify, defend and hold harmless all Indemnitees from all suits or claims for infringement of the patent rights, copyright, trade secret, trade name, trademark, service mark, or any other proprietary right of any person or persons in consequence of the use by the Transportation Authority, or any of its boards, commissions, officers, or employees of articles or services to be supplied in the performance of Contractor's services under this Agreement. Infringement of patent rights, copyrights, or other proprietary rights in the performance of this Agreement, if not the basis for indemnification under the law, shall nevertheless be considered a material breach of contract.

iii. Incidental and Consequential Damages

Contractor shall be responsible for incidental and consequential damages resulting in whole or in part from Contractor's acts or omissions. Nothing in this Agreement shall constitute a waiver or limitation of any rights that Transportation Authority may have under applicable law.

5. **Cost.** The cost proposal will not count toward the page limit, and must be submitted as a separate electronic file. This contract will be on a cost-reimbursement basis, which provides for payment of the successful proposer's allowable incurred costs, to the extent prescribed in the contract. The cost proposal should reflect the recommended methodology for the phases of work as described in Section V above, as well as additional tasks and associated budgets resulting from cost savings, if any. This section must include budgets comprised of a matrix with columns for hourly rates, classification (i.e., project manager, supervisor, analyst), and name and positions for all personnel and/or sub-consultants involved. Cost proposals must provide a breakdown of hours and costs for each task listed in the scope of work. The cost proposal must include a method for establishing rates for personnel or classifications not listed. The identified hourly labor rates will be used by the Transportation Authority and proposer to price change orders (if any). The proposer shall provide any underlying assumptions as part of the cost proposals. Expenses for travel and reasonable other expenses will be reimbursed at cost and such costs are not to be included in the all-in overhead rate. Sub-consultant costs will be reimbursed at cost without markup by the prime proposer.

Proposer shall propose "not-to-exceed" amounts for the following cost elements at a minimum:

Phase 1: Plan & Design Services including at least one test or sandbox environment

Phase 2: Build, Test & Deploy Services:

- Hardware, Networking, and Software Installation
- Software Configuration and Testing
- Training (On-Site Days, written visual Job Aides with screenshot examples)
- Conversion and Cutover



- Other (please specify tasks)

Phase 3: Support and Maintenance Services

- Software Licenses
- Post Go-Live Support Definition and Time Frame
- Warranty Period
- Five-year Maintenance Agreement
- Five-year Cloud-based Hosted Solution

Preferred cost proposals should include 70%/30%, 50%/50%, and 40%/60% work effort between the Consultant and Transportation Authority Staff. The cost proposal must be submitted to the Transportation Authority by the above submission deadline, in electronic format (developed in Excel).

6. **Warranty and Maintenance.** The Proposer shall provide a detailed description regarding a warranty period and the five-year maintenance support agreement for the Microsoft Dynamics 365 Finance and Operations Services (Enterprise License) system including costs. The Proposer shall also describe its policy with respect to superseded and discontinued software, error correction, revisions and upgrades. The Proposer shall describe its available telephone support and live support hours range with sensitivity toward availability to Pacific Time zone. The Transportation Authority is interested in the various levels of maintenance support that are available, the direction, financial capability and commitment of the proposer support and migration of the software. The Proposer shall describe its process for escalation of support issues and outline its approach for providing Transportation Authority assurance that important support requests are addressed in a timely manner. As part of this, the Proposer shall provide its support service level agreement for different levels of issue criticality (e.g. system down, key transactions not processing, data not displaying properly, etc.).

SECTION VII – EVALUATION CRITERIA AND METHOD OF AWARD

The proposals will be evaluated by a selection committee appointed by the Executive Director and scored (maximum of 100 points) using the following criteria:

1. Company Overview and Understanding of Project Objectives. (10 points)

- a. Responsiveness to all items requested in the RFP, such as completeness of submission, adherence to required page limits, overall organization and clarity of proposal; and
- b. Understanding of the services to be provided, particularly in relation to the Transportation Authority, and challenges for each task.

2. Project Team Experience and Qualifications. (30 points)



- a. Capability of project team, specific relevant experience, qualifications and expertise of each firm and subconsultant firm, especially the proposed key personnel; and
- b. Client references as to past project performance.

3. Work Plan and Approach. (30 points)

- a. Effectiveness of the proposed work plan, program and method of execution;
- b. Technical solutions to meet the scope of services; insight and understanding of special issues, problems and constraints, approach towards mitigating and resolving them;
- c. Effectiveness of the team's organizational structure in executing and managing the tasks;
- d. Management approach in providing technically sound and cost-effective services; and
- e. Ability to provide timely, qualified and adequate staffing and services to support project demands.

4. Cost (25 points)

- a. Both the lowest overall cost and the average unit price (cost per person hour) may be considered in this category. Proposals in which the cost component does not reflect a reasonable relationship to the scope of services proposed may be rejected as non-responsive to project requirements.

5. DBE/LBE/SBE Goals (5 points)

- a. All points will be awarded for teams meeting the DBE/LBE/SBE goal outlined in Section VIII.

Evaluation Process. The selection committee retains the right to independently verify and evaluate relevant experience and client references, including any sources not mentioned in the proposal.

Submittals receiving an initial score of less than 70 points will not be considered further in the selection process. Proposers that have received a score of 70 points or higher may, at the Transportation Authority's sole discretion, be invited to an interview with the selection committee. The Transportation Authority reserves the right to not conduct oral interviews and determine the winning proposer based solely on the written proposal. If oral interviews are held, individuals who are identified as key personnel in the proposal are required to be in attendance at the interview. Based on the results of the interview, the selection committee may adjust initial scores on the evaluation criteria identified above to arrive at the final evaluation score. The proposer with the highest final evaluation score shall be determined as the top proposer. Proposers who do not arrive for a scheduled interview, if one is held, will no longer be considered further in the selection process.



Once the top proposer has been identified and the proposer's cost and pricing data has been reviewed, Transportation Authority staff will start contract negotiations with that proposer. If contract negotiations are not successful, the second-ranked proposer may be asked to negotiate with the Transportation Authority. The goal of such negotiations will be to agree on a final contract that delivers the services and work described in this RFP at a fair and reasonable cost to the Transportation Authority. The award, if any, will be made to the proposer whose submittal is most responsive to the RFP and deemed most advantageous to the Transportation Authority. The Transportation Authority reserves the right to modify and/or suspend any and all aspects of this procurement, to obtain further information from any firm or person responding to this procurement, to waive any informality or irregularity as to form or content of this procurement or any response thereto, to be the sole judge of the merits of the proposals received, and to reject any or all proposals.

SECTION VIII – DBE, LBE AND SBE REQUIREMENTS

DBE/LBE/SBE Policy. It is the policy of the Transportation Authority to make good faith efforts to solicit and obtain quotes, bids or proposals from DBEs, LBEs and SBEs, and to give small businesses the maximum feasible opportunity to participate in the performance of contracts funded in whole or in part with Transportation Authority resources. The Transportation Authority strongly encourages joint ventures among professional firms as a way to meet the Transportation Authority's DBE/LBE/SBE participation goals. Assistance in the formation of such joint ventures and/or associations may be obtained through the Human Rights Commission.

The Transportation Authority has established a DBE/LBE/SBE goal of **10%** for this contract. Firms are requested to provide all applicable certificates or proof of certification along with their submission, which will not count against the page limit. Firms that propose as 10% DBE certified by the Transportation Authority or the California Unified Certification Program, 10% LBE certified by City, 10% SBE certified by the California Department of General Services, or a combination of DBEs, LBEs, and SBEs totaling 10% will satisfy the DBE/LBE/SBE goal. Disabled Veteran Business Enterprise (DVBE) firms certified by the California Department of General Services will be considered as SBEs and will be counted toward the contract goal. Lesbian, Gay, Bisexual and/or Transgender Business Enterprises (LGBTBE), certified by the California Public Utilities Commission Supplier Clearinghouse, will also be counted toward the goal. Firms do not need to be certified by all agencies to meet the DBE/LBE/SBE requirements. Businesses must be certified by the proposal due date.

Transportation Authority DBE Certification. Under Transportation Authority policy, a business qualifies for DBE certification if its annual gross receipts do not exceed \$2.5 million, when calculated as the average of the three (3) years immediately preceding the certification request. In order to obtain DBE certification, a business must submit a request to the Transportation Authority, including evidence of income for the past three years. Acceptable evidence of business income include: copies of tax returns, independently audited financial statements and, in the case of sole proprietorships, personal income tax returns. The



Transportation Authority and its employees will not discriminate on the basis of race, color, creed, religion, national origin, ancestry, age, height, weight, sex, sexual orientation, gender identity, domestic partner status, marital status, or disability or AIDS/HIV status in the award and performance of Transportation Authority contracts. Applications for Transportation Authority certification may take up to 14 days to be processed.

Certifications. The Transportation Authority accepts certifications issued by the Transportation Authority, the City, the California Unified Certification Program, the California Department of General Services or the California Public Utilities Commission Supplier Clearinghouse. Applications for the Transportation Authority's DBE Program are available on the Transportation Authority's website (www.sfcta.org/dbe).

Good Faith Effort Documentation. If proposers have not met the DBE/SBE/LBE goal, proposers must document adequate good faith efforts to involve DBE/SBE/LBE participation. DBE/LBE/SBE certificates or documentation for the good faith efforts will not count toward the page limitation. Good faith effort documentation must be submitted to the Transportation Authority by the proposal due date.

The Transportation Authority will determine the sufficiency of a proposer's good faith efforts. Proposers must provide evidence of the actions taken to solicit DBEs, LBEs, or SBEs. Examples of good faith efforts include, but are not limited to the following:

- Soliciting the interest of certified firms who have the capacity to perform the work of the contract through all reasonable and available means.
- Where appropriate, breaking out contract work items into economically feasible units to facilitate DBE/LBE/SBE participation.
- Negotiating in good faith with interested firms, including factors such as price and capabilities. Provide evidence as to why agreements could not be reached for DBE/LBE/SBE firms to perform the work.
- Not rejecting DBE/LBE/SBE firms as being unqualified without sound reasons based on a thorough investigation of their capabilities.

The documentation to be submitted to the Transportation Authority should clearly demonstrate all efforts made by the proposer to meet the DBE/LBE/SBE goal. To assist in providing clear documentation, proposers should consider the following:

- Attachments may include copies of advertisements, solicitations and logs of telephone follow-ups, e-mail or fax receipts.
- Identify any contacts with agencies, organizations or groups used or contacted to provide assistance in contacting, recruiting and using DBE/LBE/SBE firms, and any responses or assistance received from them.



- Describe any additional information that would demonstrate that adequate good faith efforts were made to meet the goal.

SECTION IX – PROCUREMENT PROTEST AND APPEAL POLICIES AND PROCEDURES

The Transportation Authority has established protest procedures, which apply to all procurements of supplies, equipment, and services. Proposers must file protests with the Transportation Authority no later than five (5) business days after notice, actual or constructive, by the Transportation Authority's Executive Director or his/her designee, that either their bid (or proposal) is not being considered further, or a recommendation has been made to the Board to award to another bidder. Copies of these policies and procedures are kept at the Transportation Authority's offices and are available upon written request.

SECTION X – NOTE REGARDING PUBLIC DISCLOSURE OF RESPONSES AND OTHER MATERIALS

Under the California Public Records Act (PRA; Government Code sections 6250 *et seq.*), records, information and materials submitted to the Transportation Authority, not otherwise exempt, are subject to public disclosure. Immediately after the contract has been awarded, the materials submitted by all proposers will be open to inspection. Each party submitting a response to the RFP should clearly designate financial submittals or other materials, if any, which it in good faith believes to be corporate proprietary information, including trade secrets, protected from disclosure; if no materials are designated, the submitted proposal in its entirety may be subject to the PRA. To the extent permitted by law, the Transportation Authority will attempt to maintain the confidentiality of such information by providing the proposer with notice that it has received a request. If the proposer desires that such materials not be disclosed, it may, at its own expense, take appropriate legal action to prevent such disclosure. However, such confidentiality cannot be assured, and the Transportation Authority will not be liable for the public disclosure of any material submitted to it.

SECTION XI – EXHIBITS

The following documents are attached:

- Exhibit A - Terminated Contracts
- Exhibit B - Workforce Data Spreadsheets

Exhibit A – Terminated Contracts

Proposers must provide a list of contracts terminated (partially or completely) by clients for convenience or default within the past three (3) years. For each contract, the list must include the following information:

- Contract number;
- Contract value;
- Description of work;
- Sponsoring organization name; and
- Sponsoring organization key contact information, including name, title and current telephone number.

Proposer does not have any terminated contracts by clients for convenience or default within the past three (3) years.

Authorized Signature

Date Signed

Printed Name

Title

Firm Name

**Exhibit B- Workforce Data Spreadsheet #1
Breakdown of existing employees**

Name of firm: _____

Address: _____

| EMPLOYEE * CATEGORIES | TOTAL EMPLOYEE | | AFRICAN AMERICAN | | HISPANIC | | ASIAN/ PAC. ISL. | | AMER. IND./ ALAK. NTV. | | TOTAL MINORITY | | PERCENTAGE WHITE | | PERCENTAGE MINORITY | |
|--------------------------|-------------------|---|---------------------|---|----------|---|---------------------|---|------------------------------|---|-------------------|---|---------------------|---|------------------------|---|
| | M | F | M | F | M | F | M | F | M | F | M | F | M | F | M | F |
| Officials | | | | | | | | | | | | | | | | |
| Managers | | | | | | | | | | | | | | | | |
| Professionals | | | | | | | | | | | | | | | | |
| Technicians | | | | | | | | | | | | | | | | |
| Admin. Support | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| Trainees | | | | | | | | | | | | | | | | |
| Others | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| Full-time | | | | | | | | | | | | | | | | |
| Part-time | | | | | | | | | | | | | | | | |
| TOTAL | | | | | | | | | | | | | | | | |

COMPLETED BY Name: _____ Title: _____ Date: _____

* If the list of occupations on the left side of the workforce data form does not match your occupation titles, please modify the data form to indicate occupations particular to your organization.

Exhibit B – Workforce Data Spreadsheet #2
Breakdown of employees hired in last 12 months

Name of firm: _____

Address: _____

| EMPLOYEE CATEGORIES | TOTAL EMPLOYEE | | AFRICAN AMERICAN | | HISPANIC | | ASIAN/ PAC. ISL. | | AMER. IND./ ALAK. NTV. | | TOTAL MINORITY | | PERCENTAGE WHITE | | PERCENTAGE MINORITY | |
|---------------------|----------------|---|------------------|---|----------|---|------------------|---|------------------------|---|----------------|---|------------------|---|---------------------|---|
| | M | F | M | F | M | F | M | F | M | F | M | F | M | F | M | F |
| Officials | | | | | | | | | | | | | | | | |
| Managers | | | | | | | | | | | | | | | | |
| Professionals | | | | | | | | | | | | | | | | |
| Technicians | | | | | | | | | | | | | | | | |
| Admin. Support | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| Trainees | | | | | | | | | | | | | | | | |
| Others | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| Full-time | | | | | | | | | | | | | | | | |
| Part-time | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| TOTAL | | | | | | | | | | | | | | | | |

COMPLETED BY Name: _____ Title: _____ Date: _____

* If the list of occupations on the left side of the workforce data form does not match your occupation titles, please modify the data form to indicate occupations particular to your organization.