



# ***LEADER REPLACEMENT SYSTEM***

***Request for Proposals***

***Addendum Number Nine***

**January 8, 2009**

**Department of Public Social Services  
Los Angeles County  
12860 Crossroads Parkway South  
City of Industry, CA 91746-3411**



**NOTICE TO RFP PROPOSERS**

**THIS DOCUMENT DOES NOT STAND ALONE AND MUST BE READ AND REVIEWED IN CONNECTION WITH ALL OTHER PARTS OF THIS RFP.**



## TABLE OF CONTENTS

1.	INTRODUCTION: .....	8
1.1	CONSTRUCTION OF TERMS:.....	9
1.2	LRS PROCUREMENT PROCESS: .....	10
1.3	SCHEDULE OF EVENTS: .....	11
1.4	ORGANIZATION OF THE RFP: .....	12
2.	BACKGROUND OF THE PROJECT:.....	14
2.1	CALIFORNIA STATEWIDE AUTOMATED WELFARE SYSTEM (SAWS):.....	14
2.2	COUNTY SYSTEMS BACKGROUND: .....	14
2.2.1	Existing LEADER System Background.....	14
2.2.2	GEARS Background. ....	15
2.2.3	GROW System Background. ....	16
2.2.4	DCFS Systems Background. ....	16
2.3	COUNTY SYSTEMS OVERVIEW:.....	17
2.3.1	DPSS Systems.....	17
2.3.1.1	Existing LEADER System.....	17
2.3.1.2	GEARS.....	19
2.3.1.3	GROW System. ....	20
2.3.2	DCFS Systems. ....	21
2.3.2.1	Automated Provider Payment System (APPS).....	22
2.3.2.2	Adoption Assistance Payments System (AAPS). ....	23
2.3.2.3	Integrated Financial System (IFS).....	23
2.3.2.4	Welfare Case Management Information System (WCNIS).....	25
2.3.2.5	EW Works. ....	25
2.3.2.6	Eligibility Determination Manual Process. ....	25
2.4	COUNTY PROGRAMS: .....	26
2.4.1	California Work Opportunities and Responsibility to Kids (CalWORKs). ....	26
2.4.1.1	Greater Avenues for Independence (GAIN). ....	26
2.4.1.2	Cal-Learn.....	26
2.4.1.3	TANF Reauthorization. ....	27
2.4.2	Food Stamp. ....	27
2.4.3	General Relief (GR).....	27
2.4.3.1	General Relief Opportunity for Work (GROW).....	27
2.4.4	Cash Assistance Program for Immigrants (CAPI). ....	27
2.4.5	Medi-Cal.....	28
2.4.6	In-Home Supportive Services (IHSS).....	28
2.4.7	Foster Care Programs. ....	28
2.4.8	Kinship Guardianship Assistance Payment Program (Kin-GAP).....	28
2.4.9	Adoption Assistance Program (AAP).....	29
2.5	DPSS:.....	29
2.6	COUNTY INITIATIVES: .....	29
2.7	INFORMATION TECHNOLOGY (IT) STRATEGIES AND INITIATIVES:.....	29
3.	LEADER REPLACEMENT SYSTEM SCOPE: .....	30
3.1	INNOVATIVE TECHNOLOGICAL SOLUTION: .....	30
3.2	PROJECT PURPOSE:.....	31
3.3	LRS CONCEPT: .....	31
3.4	PROJECT SCOPE OF WORK: .....	32
3.5	PROJECT ORGANIZATION AND GOVERNANCE: .....	35
3.6	EXISTING DOCUMENTATION AND DILIGENCE MATERIALS: .....	36
4.	GENERAL CONDITIONS:.....	37



4.1	FORMAL SOLICITATION:	37
4.2	COUNTY POINT OF CONTACT AND RFP COMMUNICATIONS:	37
4.3	PROPOSAL SUBMISSION DEADLINE:	38
4.4	PROPOSERS' CONFERENCE:	39
4.5	WRITTEN QUESTIONS AND ANSWERS:	40
4.6	WRITTEN QUESTIONS AND ANSWERS REGARDING ADDENDUM NUMBER FIVE:	41
4.7	CERTAIN RIGHTS OF COUNTY:	42
4.8	FORMAL BOARD APPROVAL OF CONTRACT:	43
4.9	REIMBURSEMENT PROVISIONS:	43
4.10	INITIAL TERM AND EXTENDED TERM:	43
4.11	PERFORMANCE SECURITY REQUIREMENTS:	44
4.12	DISCLOSURE OF CONTENTS OF PROPOSALS:	45
4.13	FIRM OFFER:	45
4.14	COUNTY LOBBYIST ORDINANCE:	45
4.15	PROPOSERS' PRECAUTIONS:	46
4.15.1	Acceptance of Terms and Conditions.	46
4.15.2	Sample Agreement.	46
4.15.3	Proposer Changes.	47
4.15.4	Cost of Proposals.	47
4.16	PROHIBITION AGAINST PROPOSING:	47
4.17	CONTACT WITH COUNTY EMPLOYEES:	48
4.18	GRATUITIES:	48
4.19	DETERMINATION OF PROPOSER RESPONSIBILITY:	49
4.20	CHILD SUPPORT COMPLIANCE PROGRAM:	50
4.21	COMPLIANCE WITH APPLICABLE LAW:	50
4.22	CONFIDENTIALITY:	51
4.23	CONFLICT OF INTEREST:	51
4.24	COUNTY POLICY ON DOING BUSINESS WITH SMALL BUSINESS:	52
4.25	MANDATORY REQUIREMENT TO REGISTER ON COUNTY WEBVEN:	52
4.26	JURY SERVICE PROGRAM:	53
4.27	LOCAL SMALL BUSINESS ENTERPRISE PREFERENCE PROGRAM:	55
4.28	CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION — LOWER TIER COVERED TRANSACTIONS (45 C.F.R PART 76):	55
4.29	INJURY AND ILLNESS PREVENTION PROGRAM:	56
4.30	RECYCLED BOND PAPER:	57
4.31	SAFELY SURRENDERED BABY LAW:	57
4.32	PROPOSER'S CHARITABLE CONTRIBUTION COMPLIANCE:	57
4.33	CONTRACTOR'S WILLINGNESS TO CONSIDER COUNTY'S EMPLOYEES FOR EMPLOYMENT:	58
4.34	CONSIDERATION OF GAIN/GROW PROGRAM PARTICIPANTS FOR EMPLOYMENT:	59
4.35	COUNTY'S QUALITY ASSURANCE PLAN:	59
4.36	NOTICE TO EMPLOYEES REGARDING THE FEDERAL EARNED INCOME CREDIT:	59
4.37	PROPOSER DEBARMENT:	60
4.38	PROTEST PROCESS:	61
4.38.1	Grounds for Review.	61
4.38.2	Review of Solicitation Requirements.	62
4.38.3	Review of a Disqualified Proposal.	63
4.38.4	Review of COUNTY's Proposed Contractor Selection.	64
4.38.4.1	COUNTY Debriefing Process.	64



4.38.4.2	Proposed Contractor Selection Review.....	64
4.38.4.3	COUNTY Review Panel Process.....	66
4.38.5	Contact/Address for Protest Requests.....	66
4.39	INSURANCE AND PERFORMANCE SECURITY AND SPARTA: .....	66
4.40	NOTIFICATION TO COUNTY OF PENDING ACQUISITIONS/MERGERS BY PROPOSING COMPANY:.....	67
5.	MINIMUM CONTRACTOR QUALIFICATIONS: .....	68
5.1	REQUISITE EXPERIENCE: .....	68
5.2	PROPOSER QUALIFICATIONS: .....	68
5.3	CONTRACTOR KEY STAFF QUALIFICATIONS:.....	69
5.3.1	Contractor Project Executive.....	69
5.3.2	Contractor Project Director.....	69
5.3.3	System Architect.....	70
5.3.4	Technical Manager.....	70
5.3.5	Functional Manager.....	71
5.3.6	Implementation Manager.....	72
5.3.7	Conversion and Archive Manager.....	72
5.3.8	Project Controller.....	73
6.	PROPOSAL REQUIREMENTS:.....	75
6.1	TRUTH AND ACCURACY OF REPRESENTATIONS:.....	75
6.2	PROPOSAL PREPARATION INSTRUCTIONS:.....	75
6.2.1	Preparing to Respond.....	75
6.2.2	Realistic Proposals.....	76
6.3	PRIME CONTRACTOR:.....	76
6.4	PROPOSAL SUBMISSION: .....	76
6.5	ERROR CORRECTIONS REQUIREMENT: .....	81
6.6	CONTRACTOR EMPLOYEE ACKNOWLEDGEMENT, CONFIDENTIALITY, AND COPYRIGHT ASSIGNMENT AGREEMENTS:.....	82
6.7	BUSINESS PROPOSAL:.....	83
6.7.1	Table of Contents (Proposal Section 1).....	83
6.7.2	Letter of Transmittal (Proposal Section 2).....	84
6.7.3	Minimum Qualifications (Proposal Section 3).....	85
6.7.4	Proposer Background, Financial Stability, and Performance History (Proposal Section 4).....	85
6.7.4.1	Proposer Background.....	85
6.7.4.2	Proposer Financial Stability.....	86
6.7.4.3	Proposer Performance History.....	87
6.7.5	Insurance Requirements (Proposal Section 5).....	90
6.7.6	Willingness to Provide Other Information (Proposal Section 6).....	90
6.7.7	Acceptance of Terms and Conditions (Proposal Section 7).....	90
6.7.8	Price Guarantee (Proposal Section 8).....	90
6.7.9	Compliance with Applicable Law (Proposal Section 9).....	91
6.7.10	COUNTY Required Forms (Proposal Section 10).....	91
6.7.11	Exceptions to Attachment C (Sample Agreement) (Proposal Section 11).....	92
6.7.12	Certification of Compliance (Proposal Section 12).....	93
6.7.13	Subcontractors (Proposal Section 13).....	94
6.8	MANAGEMENT/TECHNICAL PROPOSAL: .....	95
6.8.1	Table of Contents (Proposal Section 14).....	95
6.8.2	Executive Summary (Proposal Section 15).....	96
6.8.3	Management Response (Proposal Section 16).....	96
6.8.3.1	Proposer Background, Capabilities, and Experience.....	96
6.8.3.2	Proposed Contractor Key Staff.....	99



6.8.4	Technical Response (Proposal Section 17).....	100
6.8.4.1	Technical Solution (Proposal Section 17A) .....	100
6.8.4.2	Technical Approach (Proposal Section 17B) .....	102
6.8.5	Appendices (Proposal Section 18).....	107
6.9	PRICE PROPOSAL:.....	108
6.9.1	Table of Contents (Proposal Section 19).....	108
6.9.2	Pricing Schedule Forms (Proposal Section 20).....	108
6.9.2.1	Schedule A (LRS Agreement Price Summary).....	115
6.9.2.2	Schedule B (Phase 1 (Design/Development/ Implementation Phase) Price Summary)....	116
6.9.2.3	Schedule B-1 (Phase 1 (Design/Development/ Implementation Phase) Price Summary – Termination Under Paragraph 75 (Termination Related to DCFS Systems and DCFS Programs)).....	117
6.9.2.4	Schedule C (Phase 1 (Design/Development/ Implementation Phase) Price by Deliverable).....	118
6.9.2.5	Schedule C-1 (Phase 1 (Design/Development/ Implementation Phase) Price by Deliverable – Termination Under Paragraph 75 (Termination Related to DCFS Systems and DCFS Programs)).....	118
6.9.2.6	Schedule D (Phase 2 (Performance Verification Phase) Price Summary).....	119
6.9.2.7	Schedule D-1 (Phase 2 (Performance Verification Phase) Price Summary – Termination Under Paragraph 75 (Termination Related to DCFS Systems and DCFS Programs))...	120
6.9.2.8	Schedule E (Phase 3 (Operational Phase) Price Summary).....	122
6.9.2.9	Schedule E-1 (Phase 3 (Operational Phase) Price Summary – Termination Under Paragraph 75 (Termination Related to DCFS Systems and DCFS Programs)).....	123
6.9.2.10	Schedule F (Extended Term Price Summary).....	124
6.9.2.11	Schedule F-1 (Extended Term Price Summary – Termination Under Paragraph 75 (Termination Related to DCFS Systems and DCFS Programs)).....	126
6.9.2.12	Schedule G (Exceptions to Attachment C (Sample Agreement)).....	127
7.	PROPOSAL EVALUATION AND CONTRACTOR SELECTION: .....	128
7.1	EVALUATION OVERVIEW: .....	128
7.2	EVALUATION COMMITTEE: .....	129
7.3	EVALUATION CRITERIA AND WEIGHTING FACTORS: .....	130
7.4	EVALUATION PHASES: .....	130
7.4.1	Evaluation Phase 1 – Proposal Screening (Pass/Fail).....	130
7.4.2	Evaluation Phase 2 – Evaluation of Management/Technical Proposals.....	131
7.4.2.1	Management Response (1,500 Points or 15%).....	133
7.4.2.2	Technical Solution (3,500 Points or 35%).....	133
7.4.2.3	Technical Approach (2,000 Points or 20%).....	134
7.4.3	Evaluation Phase 3 – Evaluation of Price Proposals (3,000 Points or 30%).....	135
7.5	CONTRACTOR SELECTION:.....	137
7.6	CONTRACT NEGOTIATIONS:.....	138
7.7	FINAL CONTRACT AWARD BY BOARD OF SUPERVISORS: .....	139



## LIST OF ATTACHMENTS

<b>ATTACHMENT A – STATEMENT OF WORK</b>	
STATEMENT OF WORK .....	1
EXHIBIT A (DELIVERABLE EXPECTATION DOCUMENT (DED)) .....	153
<b>ATTACHMENT B – STATEMENT OF REQUIREMENTS</b>	
STATEMENT OF REQUIREMENT .....	1
<b>ATTACHMENT C – SAMPLE AGREEMENT</b>	
BASE AGREEMENT .....	1
EXHIBIT A - STATEMENT OF WORK .....	148
EXHIBIT B - STATEMENT OF REQUIREMENTS .....	149
EXHIBIT C - SCHEDULE OF PAYMENTS .....	150
EXHIBIT D -CONTRACTOR EMPLOYEE ACKNOWLEDGEMENT, CONFIDENTIALITY, AND COPYRIGHT ASSIGNMENT AGREEMENT .....	165
EXHIBIT D-1 - ASSIGNMENT AND TRANSFER OF COPYRIGHT.....	170
EXHIBIT E - WORK ACCEPTANCE CERTIFICATE.....	173
EXHIBIT F - CERTAIN LRS COMPONENTS AS OF THE EFFECTIVE DATE .....	174
EXHIBIT G - REQUIRED SUBCONTRACT PROVISIONS .....	175
EXHIBIT G-1 - SUBCONTRACT BETWEEN CONTRACTOR AND .....	210
EXHIBIT H - CONTRACTOR’S EEO CERTIFICATION.....	211
EXHIBIT I -CONTRACTOR EMPLOYEE JURY SERVICE.....	212
EXHIBIT J - DETERMINATIONS OF CONTRACTOR NON-RESPONSIBILITY AND CONTRACTOR DEBARMENT ORDINANCE.....	216
EXHIBIT K - LISTING OF CONTRACTORS DEBARRED IN LOS ANGELES COUNTY .....	222
EXHIBIT L – IRS NOTICE 1015.....	223
EXHIBIT M - SAFELY SURRENDERED BABY LAW .....	224
EXHIBIT N – CHARITABLE CONTRIBUTIONS CERTIFICATION .....	228
EXHIBIT O - COUNTY’S REQUEST FOR PROPOSALS FOR A LEADER REPLACEMENT SYSTEM.....	229
EXHIBIT P - CONTRACTOR’S PROPOSAL FOR A LEADER REPLACEMENT SYSTEM .....	230
<b>ATTACHMENT D – COUNTY REQUIRED FORMS</b>	
EXHIBIT D-1 — PROPOSER’S ORGANIZATION QUESTIONNAIRE/AFFIDAVIT .....	1
EXHIBIT D-2 — PROSPECTIVE CONTRACTOR REFERENCES .....	3
EXHIBIT D-3 — PROSPECTIVE CONTRACTOR LIST OF CONTRACTS .....	4
EXHIBIT D- 4 — PROSPECTIVE CONTRACTOR LIST OF TERMINATED CONTRACTS .....	5
EXHIBIT D- 5 — CERTIFICATION OF NO CONFLICT OF INTEREST .....	6
EXHIBIT D- 6 — FAMILIARITY WITH THE COUNTY LOBBYIST ORDINANCE CERTIFICATION.....	7
EXHIBIT D- 7 — PROPOSER’S EQUAL EMPLOYMENT OPPORTUNITY (EEO) CERTIFICATION.....	8
EXHIBIT D-8 — ATTESTATION OF WILLINGNESS TO CONSIDER GAIN/GROW PARTICIPANTS.....	9
EXHIBIT D-9 — COUNTY OF LOS ANGELES CONTRACTOR EMPLOYEE JURY SERVICE PROGRAM CERTIFICATION FORM AND APPLICATION FOR EXCEPTION.....	10
EXHIBIT D 10 — PROPOSER RELEASE FORM.....	11
EXHIBIT D 11 — CLIENT LIST AND RELEASE FORM.....	12
EXHIBIT D-12 — CERTIFICATION OF INDEPENDENT PRICE DETERMINATION & ACKNOWLEDGMENT OF RFP RESTRICTIONS .....	14
EXHIBIT D-13 — CHARITABLE CONTRIBUTIONS CERTIFICATION .....	15
EXHIBIT D 14 — CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION LOWER TIERED COVERED TRANSACTIONS (45 C.F.R. PART 76) .....	16



EXHIBIT D 15 —REQUEST FOR PROPOSALS/GROUNDS FOR REJECTION .....	18
EXHIBIT D 16 — BIDDER'S/OFFEROR'S NONDISCRIMINATION IN SERVICES CERTIFICATION.....	19
EXHIBIT D-17 - ASSURANCE OF COMPLIANCE OF CIVIL RIGHTS RESOLUTION AGREEMENT WITH LOS ANGELES COUNTY DEPARTMENT OF PUBLIC SOCIAL SERVICES.....	20
EXHIBIT D-18 – LA COUNTY COMMUNITY BUSINESS ENTERPRISE PROGRAM – REQUEST FOR LOCAL SBE PREFERENCE PROGRAM CONSIDERATION .....	21
<b>ATTACHMENT E – COUNTY ORDINANCES AND POLICIES</b>	
EXHIBIT E-1 —TRANSMITTAL FORM TO REQUEST A RFP SOLICITATION REQUIREMENTS REVIEW .....	1
EXHIBIT E-2 — TRANSMITTAL FORM TO REQUEST A DISQUALIFICATION REVIEW .....	2
EXHIBIT E-3 — TRANSMITTAL FORM TO REQUEST A PROPOSED CONTRACTOR SELECTION REVIEW .....	3
EXHIBIT E-4 — TRANSMITTAL FORM TO REQUEST A COUNTY REVIEW PANE .....	4
EXHIBIT E-5 — COUNTY OF LOS ANGELES POLICY ON DOING BUSINESS WITH SMALL BUSINESS .....	5
EXHIBIT E-6 - TITLE 2 ADMINISTRATION CHAPTER 2.203.010 THROUGH 2.203.090 CONTRACTOR EMPLOYEE JURY SERVICE .....	6
EXHIBIT E-7 — LISTING OF CONTRACTORS DEBARRED IN LOS ANGELES COUNTY ....	9
EXHIBIT E-8 — IRS NOTICE 1015.....	10
EXHIBIT E-9 — SAFELY SURRENDER BABY LAW .....	11
EXHIBIT E-10 — TITLE 2 ADMINISTRATION DETERMINATIONS OF CONTRACTOR NON- RESPONSIBILITY AND CONTRACTOR DEBARMENT ORDINANCE.....	16
EXHIBIT E-11 — BACKGROUND AND RESOURCES: CALIFORNIA CHARITIES REGULATION .....	21
<b>ATTACHMENT F – PROPOSER RESPONSE FORMS</b>	
MINIMUM QUALIFICATIONS MATRIX FORM .....	1
EXPERIENCE SUMMARY MATRIX FORM .....	19
FUNCTIONAL/TECHNICAL REQUIREMENTS PROPOSAL RESPONSE FORMS .....	22
<b>ATTACHMENT G – PRICING SCHEDULE FORMS</b>	
PRICING SCHEDULE INSTRUCTIONS.....	1
PROPOSER INFORMATION .....	11
SCHEDULE A: LRS AGREEMENT PRICE SUMMARY .....	12
SCHEDULE B: PHASE1 (DESIGN/DEVELOPMENT/IMPLEMENTATION PHASE) PRICE SUMMARY .....	13
SCHEDULE B-1: PHASE1 (DESIGN/DEVELOPMENT/IMPLEMENTATION PHASE) PRICE SUMMARY – TERMINATION UNDER PARAGRAPH 75 (TERMINATION RELATED TO DCFS SYSTEMS AND DCFS PROGRAMS) .....	14
SCHEDULE C: PHASE 1 (DESIGN/DEVELOPMENT/IMPLEMENTATION PHASE) PRICE BY DELIVERABLE .....	15
SCHEDULE C-1: PHASE 1 (DESIGN/DEVELOPMENT/IMPLEMENTATION PHASE) PRICE BY DELIVERABLE - TERMINATION UNDER PARAGRAPH 75 (TERMINATION RELATED TO DCFS SYSTEMS AND DCFS PROGRAMS) .....	19
SCHEDULE D: PHASE 2 (PERFORMANCE VERIFICATION PHASE) PRICE SUMMARY .....	23
SCHEDULE D-1: PHASE 2 (PERFORMANCE VERIFICATION PHASE) PRICE SUMMARY - TERMINATION UNDER PARAGRAPH 75 (TERMINATION RELATED TO DCFS SYSTEMS AND DCFS PROGRAMS) .....	24
SCHEDULE E: PHASE 3 (OPERATIONAL PHASE) PRICE SUMMARY .....	25
SCHEDULE E-1: PHASE 3 (OPERATIONAL PHASE) PRICE SUMMARY - TERMINATION UNDER PARAGRAPH 75 (TERMINATION RELATED TO DCFS SYSTEMS AND DCFS PROGRAMS).....	26
SCHEDULE F: EXCEPTIONS TO ATTACHMENT C (SAMPLE AGREEMENT).....	27



**Los Angeles COUNTY**  
**Department of Public Social Services**  
**LEADER Replacement System (LRS)**

---

SCHEDULE F-1: EXCEPTIONS TO ATTACHMENT C (SAMPLE AGREEMENT) -  
TERMINATION UNDER PARAGRAPH 75 (TERMINATION RELATED TO DCFS SYSTEMS  
AND DCFS PROGRAMS) .....28  
SCHEDULE G: (EXCEPTIONS TO ATTACHMENT C (SAMPLE AGREEMENT)).....29  
**ATTACHMENT H – TECHNICAL EXHIBITS**  
EXHIBIT 1 - LRS NETWORK..... 1  
EXHIBIT 2 - COUNTY INFORMATION TECHNOLOGY (IT) STRATEGIES AND INITIATIVES ...3  
EXHIBIT 3 - COUNTY’S CHIEF INFORMATION OFFICE (CIO) GUIDING PRINCIPLES .....9  
EXHIBIT 4 – CALIFORNIA SERVICE-ORIENTED ARCHITECTURE (SOA) MASTER GUIDE  
..... 16  
**ATTACHMENT I – GLOSSARY**  
GLOSSARY ..... 1



## PREAMBLE

For over a decade, the County has collaborated with its community partners to enhance the capacity of the health and human services system to improve the lives of children and families. These efforts require, as a fundamental expectation, that the County's contracting partners share the County and community's commitment to provide health and human services that support achievement of the County's vision, goals, values, and adopted outcomes. Key to these efforts is the integration of service delivery systems and the adoption of the Customer Service and Satisfaction Standards.

The County of Los Angeles Vision is to improve the quality of life in the County by providing responsive, efficient, and high quality public services that promote the self-sufficiency, well-being and prosperity of individuals, families, business and communities. This philosophy of teamwork and collaboration is anchored in the shared values of:

- |   |                 |   |                       |
|---|-----------------|---|-----------------------|
| ➤ | Responsiveness  | ➤ | Integrity             |
| ➤ | Professionalism | ➤ | Commitment            |
| ➤ | Accountability  | ➤ | A Can-Do Attitude     |
| ➤ | Compassion      | ➤ | Respect for Diversity |

These shared values are encompassed in the County Mission to enrich lives through effective and caring service and the County Strategic Plan's eight goals: 1) Service Excellence; 2) Workforce Excellence; 3) Organizational Effectiveness; 4) Fiscal Responsibility; 5) Children and Families' Well-Being; 6) Community Services; 7) Health and Mental Health; and 8) Public Safety. Improving the well-being of children and families requires coordination, collaboration, and integration of services across functional and jurisdictional boundaries, by and between County departments/agencies, and community and contracting partners.

The basic conditions that represent the well-being we seek for all children and families in Los Angeles County are delineated in the following five outcomes, adopted by the Board of Supervisors in January 1993.

- Good Health;
- Economic Well-Being;
- Safety and Survival;
- Emotional and Social Well-Being; and
- Education and Workforce Readiness.

Recognizing no single strategy - in isolation - can achieve the County's outcomes of well-being for children and families, consensus has emerged among County and community leaders that making substantial improvements in integrating the County's health and human services system is necessary to significantly move toward achieving these outcomes. The



County has also established the following values and goals for guiding this effort to integrate the health and human services delivery system:

- ✓ Families are treated with respect in every encounter they have with the health, educational, and social services systems.
- ✓ Families can easily access a broad range of services to address their needs, build on their strengths, and achieve their goals.
- ✓ There is no "wrong door": wherever a family enters the system is the right place.
- ✓ Families receive services tailored to their unique situations and needs.
- ✓ Service providers and advocates involve families in the process of determining service plans, and proactively provide families with coordinated and comprehensive information, services, and resources.
- ✓ The County service system is flexible, able to respond to service demands for both the Countywide population and specific population groups.
- ✓ The County service system acts to strengthen communities, recognizing that just as individuals live in families, families live in communities.
- ✓ In supporting families and communities, County agencies work seamlessly with public and private service providers, community-based organizations, and other community partners.
- ✓ County agencies and their partners work together seamlessly to demonstrate substantial progress towards making the system more strength-based, family focused, culturally-competent, accessible, user-friendly, responsive, cohesive, efficient, professional, and accountable.
- ✓ County agencies and their partners focus on administrative and operational enhancements to optimize the sharing of information, resources, and best practices while also protecting the privacy rights of families.
- ✓ County agencies and their partners pursue multi-disciplinary service delivery, a single service plan, staff development opportunities, infrastructure enhancements, customer service and satisfaction evaluation, and revenue maximization.
- ✓ County agencies and their partners create incentives to reinforce the direction toward service integration and a seamless service delivery system.



- ✓ The County human service system embraces a commitment to the disciplined pursuit of results accountability across systems. Specifically, any strategy designed to improve the County human services system for children and families should ultimately be judged by whether it helps achieve the County's five outcomes for children and families: good health, economic well-being, safety and survival, emotional and social well-being, and education and workforce readiness.

The County, its clients, contracting partners, and the community will continue to work together to develop ways to make County services more accessible, customer friendly, better integrated, and outcome-focused. Several departments have identified shared themes in their strategic plans for achieving these goals including: making an effort to become more consumer/client-focused; valuing community partnerships and collaborations; emphasizing values and integrity; and using a strength-based and multi-disciplinary team approach. County departments are also working to provide the Board of Supervisors and the community with a better understanding of how resources are being utilized, how well services are being provided, and what are the results of the services: is anyone better off?

The County of Los Angeles health and human service departments and their partners are working together to achieve the following *Customer Service And Satisfaction Standards* in support of improving outcomes for children and families.

#### Personal Service Delivery

The service delivery team - staff and volunteers - will treat customers and each other with courtesy, dignity, and respect.

- Introduce themselves by name;
- Listen carefully and patiently to customers;
- Be responsive to cultural and linguistic needs;
- Explain procedures clearly; and
- Build on the strengths of families and communities.

#### Service Access

Service providers will work proactively to facilitate customer access to services.

- Provide services as promptly as possible;
- Provide clear directions and service information;
- Outreach to the community and promote available services;
- Involve families in service plan development; and
- Follow-up to ensure appropriate delivery of services.



*Service Environment*

Service providers will deliver services in a clean, safe, and welcoming environment, which supports the effective delivery of services.

- Ensure a safe environment;
- Ensure a professional atmosphere;
- Display vision, mission, and value statements;
- Provide a clean and comfortable waiting area;
- Ensure privacy; and
- Post complaint and appeals procedures.

The basis for all County health and human services contracts is the provision of the highest level of quality services that support improved outcomes for children and families. The County and its contracting partners must work together and share a commitment to achieve a common vision, goals, outcomes, and standards for providing services.



## 1. INTRODUCTION:

1 The Los Angeles County (COUNTY) Department of Public Social Services (DPSS)  
2 is seeking proposals from qualified vendors to:

- 3 • Replace the existing Los Angeles Eligibility Automated Determination,  
4 Evaluation and Reporting (LEADER) System, the GAIN (Greater Avenues  
5 for Independence) Employment Activity and Reporting System (GEARS),  
6 the General Relief Opportunity for Work (GROW) System, and the  
7 Department of Children and Family Services Systems (DCFS Systems), with  
8 a LEADER Replacement System (LRS) that utilizes a Web services,  
9 standards-based, service-oriented architecture (SOA);
- 10 • Automate GROW manual processes, which manual processes are part of the  
11 GROW System;
- 12 • Automate DCFS manual processes, which manual processes are part of the  
13 DCFS Systems;
- 14 • Provide a cost-effective solution for design, development, and  
15 implementation, including hardware, software, hosting services, and project  
16 management;
- 17 • Provide all functionality and satisfy all technical performance and other  
18 requirements, as described in the body of this Request for Proposals and all  
19 Attachments and Exhibits (collectively, the RFP);
- 20 • Utilize the COUNTY Enterprise Network (LAnet/EN) and the COUNTY's  
21 local network resources for the transmission of data and information to the  
22 Local Office Sites and other interfaces;
- 23 • Provide access to the LRS via a secure Internet connection and via the  
24 LAnet/EN;



- 25           •       Provide ongoing support, which includes Management and Operations  
26                    Services (M&O Services) and Application Software Modifications and/or  
27                    Enhancements Services (M&E Services); and
- 28           •       Provide a Project Office, which will house COUNTY staff and Contractor  
29                    staff and Project Office Hardware and software, used to support all Project  
30                    Office Services for the term of any resultant Agreement.

31           The Initial Term of any resultant Agreement shall be for a period of one hundred  
32                    thirty-two (132) months starting with a forty-eight (48) month period for the design,  
33                    development, and implementation of the LRS, followed by a performance  
34                    verification period of six (6) months, and then continued ongoing management,  
35                    operations, support, modifications, and enhancements for the remaining period of  
36                    seventy-eight (78) months. The DPSS Director, in his sole discretion, may extend the  
37                    Agreement for an Extended Term not to exceed three (3) years, as described in  
38                    Attachment C (Sample Agreement).

39   **1.1   CONSTRUCTION OF TERMS:**

40           In construing the terms of this RFP, the following rules shall apply:

- 41           (A)   Singular nouns, and phrases incorporating them (e.g., referring to objects,  
42                    persons, events, or otherwise), shall be construed to also include the plural  
43                    except where reference to a single item is implied or necessary pursuant to  
44                    the context of the word or phrase in question and except as otherwise  
45                    expressly stated for particular defined terms set forth in Subparagraph 1.4  
46                    (Definitions) of the Base Agreement of Attachment C (Sample Agreement).  
47                    Plural nouns, and phrases incorporating them, shall be construed to also  
48                    include the singular except where reference to multiple items is implied or  
49                    necessary pursuant to the context of the word or phrase in question and  
50                    except as otherwise expressly stated for particular defined terms set forth in  
51                    Subparagraph 1.4 (Definitions) of the Base Agreement of Attachment C  
52                    (Sample Agreement).



- 53 (B) Any use of the masculine gender shall be construed to include the feminine,  
54 and vice versa.
- 55 (C) Examples provided by using words and phrases, such as “including”,  
56 “include”, “includes”, or “e.g.”, shall not be construed as limiting the term  
57 clarified thereby. For example, “including” shall be construed as “including,  
58 but not limited to.”
- 59 (D) References in this RFP to federal, State, COUNTY and/or other  
60 governmental laws, rules, regulations, ordinances, guidelines, directives,  
61 policies, and/or procedures shall mean such laws, rules, regulations,  
62 ordinances, guidelines, directives, policies, and/or procedures as amended  
63 from time-to-time.
- 64 (E) Unless expressly stated otherwise, all approvals, consents, or determinations  
65 by or on behalf of COUNTY under this RFP may be given or withheld in the  
66 sole discretion or judgment of the person or entity authorized to provide or  
67 make such approval, consent, or determination.
- 68 (F) For convenience, the definitions of certain terms used in this RFP, and not  
69 defined in Subparagraph 1.4 (Definitions) of the Base Agreement of  
70 Attachment C (Sample Agreement), can be found in Attachment I (Glossary).

71 **1.2 LRS PROCUREMENT PROCESS:**

72 This RFP establishes guidelines, criteria, and procedures for submitting proposals. It  
73 is the duty of each Proposer to thoroughly review the entire RFP, including all  
74 Attachments and Exhibits, for terms, conditions and requirements that are included  
75 throughout this RFP. Proposers experienced in the design, development,  
76 implementation, management, and operations of systems and services described in  
77 Section 1 (Introduction) are invited to respond to this RFP. Proposals are due to the



78 COUNTY by 2:00 p.m., Pacific Time, on May 15, 2008, after which a Contractor  
79 may be selected. Late proposals will not be accepted.

80 The evaluation of proposals is a multi-phased process as described in Section 7  
81 (Proposal Evaluation and Contractor Selection). COUNTY may, at its sole  
82 discretion, reject any or all responses submitted in response to this RFP at any time.  
83 COUNTY shall not be liable for any costs incurred by any Proposer in connection  
84 with the preparation, submission, or presentation of any proposal.

85 DPSS' recommendation for Contractor selection is subject to approval at the federal  
86 and State level with final approval by the COUNTY's Board of Supervisors (the  
87 Board), which may enter into an Agreement with one (1) prime Contractor for the  
88 LRS, including all work described in this RFP.

89 The selected Contractor shall provide the LRS designed, developed, and  
90 implemented according to COUNTY requirements, shall benchmark and verify LRS  
91 performance, and shall perform continued ongoing management, operations, support,  
92 modifications, and enhancements, including M&O Services and M&E Services.  
93 COUNTY shall own, without limitation, the LRS Application Software, LRS Data,  
94 and the design and configuration of the LRS technical infrastructure. Contractor shall  
95 provide all software and hardware necessary to develop, test, host, manage, and  
96 operate the LRS Application Software.

97 Any resultant Agreement will be a deliverables-based contract with a Total  
98 Maximum Contract Sum for all work under any resultant Agreement.

99 **1.3 SCHEDULE OF EVENTS:**

100 The following schedule sets forth key events and dates in the procurement and  
101 contracting process:



102

**Table 1 — Schedule of Events**

<b>Event</b>	<b>Date</b>
Release of RFP	November 30, 2007
Deadline for Request for Solicitation Requirements Review	December 14, 2007
Proposers' Conference	December 17, 2007
Deadline for Written Questions Submission	January 7, 2008
Responses to Written Questions Completed	February 25, 2008
Release of Addendum Number Five	April 8, 2008
Deadline for Written Questions Submission Regarding Addendum Number Five	April 14, 2008
Release of Addendum Number Six, including Responses to Written Questions Regarding Addendum Number Five	May 1, 2008
Proposal Due Date	May 15, 2008

103

These dates may be changed at any time as determined by COUNTY.

104

**1.4 ORGANIZATION OF THE RFP:**

105

The RFP, including all Attachments and Exhibits, sets forth COUNTY requirements for the LRS. Should this RFP require any significant changes, as determined by COUNTY, an Addendum to the RFP will be released. Clarifications or explanations of requirements may be provided in the form of written responses to written questions submitted by Proposers when responses to written questions are scheduled to be completed (see Subsection 1.3 (Schedule of Events)). It is the Proposer's responsibility to identify any perceived points of conflict or ambiguity and to request interpretations or clarifications about any language in the RFP.

106

107

108

109

110

111

112

113

114

The RFP is organized into seven (7) sections and includes Attachments. The RFP Sections and a list of RFP Attachments are shown below:

115

116

- Section 1 Introduction
- Section 2 Background of the Project
- Section 3 LEADER Replacement System Scope
- Section 4 General Conditions

117

118

119



120	Section 5	Minimum Contractor Qualifications
121	Section 6	Proposal Requirements
122	Section 7	Proposal Evaluation and Contractor Selection
123	Attachment A	Statement of Work
124	Attachment B	Statement of Requirements
125	Attachment C	Sample Agreement
126	Attachment D	COUNTY Required Forms
127	Attachment E	COUNTY Ordinances and Policies
128	Attachment F	Proposer Response Forms
129	Attachment G	Pricing Schedule Forms
130	Attachment H	Technical Exhibits
131	Attachment I	Glossary



132           **2.     BACKGROUND OF THE PROJECT:**

133           **2.1    CALIFORNIA STATEWIDE AUTOMATED WELFARE SYSTEM**  
134           **(SAWS):**

135           Chapter 303 of the California Budget Act of 1995 enabled the development  
136           of a multiple county consortium strategy as the foundation of the SAWS  
137           effort. The purpose of the consortium concept is to facilitate and encourage  
138           the collaboration of counties in meeting their business needs in the area of  
139           system planning, development, implementation, and maintenance. The four  
140           consortia provide flexibility to local county welfare departments, yet balance  
141           system capabilities with the reality that funding is limited.

142           Counties in the SAWS strategy, through a consortium, have significant  
143           autonomy to develop and maintain their system. Although in a lead position  
144           regarding systems development and implementation, counties recognize that  
145           autonomy in administering welfare is guided by federal and State laws,  
146           regulations, rules, and policies.

147           The County of Los Angeles constitutes the LEADER Consortium.

148           **2.2    COUNTY SYSTEMS BACKGROUND:**

149           **2.2.1   Existing LEADER System Background.**

150           In May 1994, DPSS released an RFP to solicit proposals from  
151           qualified vendors to design, develop, pilot, implement, operate, and  
152           maintain the LEADER System as specified in the original RFP.  
153           Unisys Corporation (Unisys) was selected as the primary contractor  
154           to develop, implement, and provide ongoing management,  
155           operations, and support, and telecommunications services for, the  
156           LEADER System.



157 The LEADER System Agreement with Unisys began in November  
158 1995 and had an original termination date of April 30, 2007. The  
159 existing LEADER System Agreement has been extended beyond April  
160 30, 2007 for a maximum of eight (8) years. In January 1996, Unisys  
161 entered into a subcontract with Deloitte Consulting (DC) to provide  
162 the existing LEADER System application software design,  
163 development, training, and data conversion resources, and ongoing  
164 application software modifications and enhancements. In September  
165 1998, Unisys entered into a subcontract with Xerox to provide  
166 document production and distribution services for the ongoing  
167 printing, mailing, and distribution of documents generated by the  
168 existing LEADER System. In November 2003, Unisys ended its  
169 subcontract with DC and assumed responsibility for the ongoing  
170 LEADER System application software modifications and/or  
171 enhancements.

### 172 **2.2.2 GEARS Background.**

173 In 1988, COUNTY contracted with Systemhouse for a five (5) year  
174 agreement to develop and maintain GEARS. Since the development of  
175 GEARS, the GAIN program has been redefined to meet federal and  
176 State reporting requirements specified in recent welfare reform  
177 legislation and under the new CalWORKs' Welfare-to-Work (WtW)  
178 program.

179 In 1993, COUNTY competitively re bid the GEARS contract which  
180 resulted in a five (5) year agreement with Electronic Data Systems  
181 Corporation (EDS) to transition GEARS from Systemhouse, the  
182 previous contractor. EDS provided ongoing operations, provided the  
183 central processing site(s), and supplied the connectivity  
184 communications network, which includes access to the network via the



185 LANet/EN. In December 1998, a three (3) year extension to the EDS  
186 GEARS agreement was granted, primarily to ensure smooth integration  
187 and interface with the existing LEADER System. COUNTY has  
188 extended the agreement for five (5) years through November 30, 2007  
189 and has two (2) optional six (6) month extensions through November  
190 30, 2008.

191 **2.2.3 GROW System Background.**

192 GROW System is a mainframe application. The mainframe is located  
193 at Internal Services Department (ISD) and is maintained by ISD staff.  
194 The application was developed using Business Information Server  
195 (BIS) graphical interface software, and the programming language is  
196 Maintaining, Preparing and Processing Executive Reports (MAPPER).  
197 The GROW System is a COUNTY developed and owned application  
198 and it is maintained and supported by Eligibility Systems Division  
199 (ESD) staff.

200 **2.2.4 DCFS Systems Background.**

201 In 1997, DCFS completed conversion of the Automated Provider  
202 Payment System (APPS) from the 1988 Tandem standalone mini-  
203 computer system to the current client server Unisys mainframe  
204 platform. The Kinship Guardianship Assistance Program (Kin-GAP)  
205 was initiated in 2000, requiring major modification to this previously  
206 retrospective-only payment processing system. After completing the  
207 Kin-GAP modifications, APPS was also able to handle the processing  
208 of the prospective Adoptions Assistance Program (AAP) payments by  
209 an interface file from the Adoption Assistance Payments System  
210 (AAPS) created in 2001.

211 DCFS developed and implemented the browser-based Integrated  
212 Financial System (IFS) in 2003 and maintains this system in-house.



213 IFS contains three (3) modules: Overpayments, Child Welfare Trust  
214 and Child Support.

215 The Welfare Case Management Information System (WCMIS), a  
216 Unisys mainframe system, was created in 1977 and is targeted to be  
217 redeveloped during 2007-08 into a browser-based application.  
218 WCMIS was previously the Countywide case number and client  
219 tracking system, prior to the implementation of the existing LEADER  
220 System. DCFS currently uses WCMIS.

221 The work order tracking system, referred to as EW Works, was  
222 redeveloped in 2004 as a .NET application to track the DCFS call  
223 center inquires regarding Foster Care Programs, AAP, Kin-GAP, and  
224 eligibility from request to resolution.

225 DCFS' determination of eligibility for any of the Foster Care  
226 Programs, AAP, or Kin-GAP is not automated. These processes are  
227 manual systems.

## 228 **2.3 COUNTY SYSTEMS OVERVIEW:**

### 229 **2.3.1 DPSS Systems.**

230 The DPSS Systems consist of three (3) major systems: existing  
231 LEADER System, GEARS, and GROW System. The DPSS  
232 Systems also include manual processes.

#### 233 **2.3.1.1 Existing LEADER System.**

234 The existing LEADER System automates administration of  
235 benefit programs in Los Angeles County, including  
236 eligibility determination, benefit calculation and issuance,  
237 case maintenance, and management/fiscal reports and  
238 controls.



239 DPSS serves as the host for the existing LEADER System  
240 for the following COUNTY departments: Auditor-  
241 Controller, Child Support Services, Children and Family  
242 Services, Community and Senior Services, District Attorney,  
243 Health Services' medical and health center sites, Mental  
244 Health, Probation, and the Treasurer-Tax Collector.  
245 Selected non-COUNTY agencies and users (e.g., City of Los  
246 Angeles Housing Authority, Pomona Valley Hospital) also  
247 utilize the existing LEADER System.

248 The existing LEADER System, one of the largest multi-host,  
249 multi-tiered client server systems in the world, includes:

- 250 • Over 16,000 users accessing the existing LEADER  
251 System via a private-line telephone network in more  
252 than 134 local sites representing ten (10) COUNTY  
253 departments, plus an additional 200 outreach Medi-  
254 Cal sites served by 400 mobile staff using laptops  
255 which access the existing LEADER System via dial-  
256 up modem.
- 257 • Approximately 850 screens developed in  
258 PowerBuilder using Remote Procedure Calls (RPC) to  
259 communicate with the host.
- 260 • Over 13,000 programs and over 9 million lines of  
261 code with a 5.8-terabyte database (estimated to grow  
262 10 gigabytes per week).
- 263 • Windows NT – Microsoft SQL Server, ODBC,  
264 UniAccess.



- 265 • Host programs developed and programmed in  
266 COBOL.
- 267 • An RDMS 2200 database that runs on Unisys  
268 Enterprise servers.
- 269 • One (1) Dorado 180 and two (2) Unisys Clearpath  
270 IX6820 Hosts with multiple databases averaging 5  
271 million transactions per day.
- 272 • Over 1,150 reference tables.
- 273 • Approximately 8,000 application software  
274 modifications and/or enhancements hours per month.
- 275 • Records for approximately 4.9 million active and 3.7  
276 million archived individuals.

277 The existing LEADER System enterprise server  
278 environment consists of multiple mainframes operating at  
279 two geographically separated locations. The production  
280 system is located at the Unisys Operations Center in Eagan,  
281 Minnesota. A backup system is located at the Unisys Center  
282 in Roseville, Minnesota, and is used for disaster recovery,  
283 development, training, and ad hoc reporting. The Eagan and  
284 Roseville Centers are connected via a private high-speed  
285 fiber-optic network link.

#### 286 2.3.1.2 GEARS.

287 GEARS is designed to track employment, education,  
288 vocational and training activities of GAIN participants.  
289 GEARS also issues supportive services, including childcare,  
290 transportation, and ancillary payments to GAIN participants.



291 GEARs supports the State's mandate to provide a GAIN  
292 WtW program to GAIN participants.

293 GEARs utilizes a 1980s IBM mainframe processing  
294 architecture with an ADABAS database management system  
295 and a CICS user interface. GEARs stores approximately  
296 fifty-five thousand (55,000) active cases, which are accessed  
297 by approximately thirty-five hundred (3,500) users  
298 distributed over approximately one hundred twenty (120)  
299 locations. The mainframe environment and the GEARs  
300 architecture limit COUNTY's ability to quickly implement  
301 programmatic changes that will facilitate more effective  
302 service delivery and assist COUNTY in achieving its  
303 mission.

304 GEARs underwent a major redesign in 2002. The redesign  
305 involved the transformation of the 3270 Terminal Emulation  
306 screens into a browser-based format using screen-scraping  
307 technology. The one-to-one screen to page transformation  
308 did not change the underlying architecture or security of  
309 GEARs.

310 **2.3.1.3 GROW System.**

311 General Relief (GR) is a COUNTY-funded program that  
312 provides financial assistance to indigent adults who are  
313 ineligible for financial assistance under federal or State  
314 programs. Currently, the GROW System processes  
315 approximately thirty thousand (30,000) active GR  
316 employable cases monthly for the GROW program.  
317 Approximately seven hundred (700) users process these



318 cases and reside at approximately sixty-one (61) different  
319 locations.

320 GROW System Web inquiry is a Web-based system which  
321 was developed using Internet Commerce Enabler (ICE).  
322 GROW System Web inquiry is accessed by both the GROW  
323 System Web server, which is located in the Information  
324 Technology Division (ITD) server room, and the  
325 COUNTY's data center in Downey.

326 GROW forms are uploaded and accessed through GROW  
327 System servers which are located at ISD and ITD and are  
328 maintained by ISD and ITD staff. GROW forms are printed  
329 in-house at ESD and at local work stations.

330 The GROW System software application contains  
331 approximately two hundred (200) online programs, one  
332 hundred fifty (150) batch programs, and one hundred forty-  
333 five thousand (145,000) lines of code. The GROW System  
334 has an approximate 3.4 gigabytes database. It contains  
335 approximately one hundred twenty (120) screens and  
336 processes an average of one hundred thousand (100,000)  
337 transactions per day.

338 **2.3.2 DCFS Systems.**

339 The DCFS Systems consist of five (5) major systems: APPS, AAPS, IFS,  
340 WCMIS, and EW Works. The DCFS Systems also include manual  
341 processes.

342 **The LRS shall not duplicate nor replicate, or otherwise incorporate,**  
343 **any functionality of the Child Welfare Services/Case Management**  
344 **System (CWS/CMS), the State's Statewide Automated Child Welfare**



345 **Information System (SACWIS), nor in any way impair the State's**  
346 **compliance with SACWIS requirements.**

347 **2.3.2.1 Automated Provider Payment System (APPS).**

348 APPS is a paid out-of-home placement tracking, foster care vendor  
349 maintenance, budget computation, and payment history system that  
350 receives payment authorizations through an interface from the State's  
351 Child Welfare Services/Case Management System (CWS/CMS).

352 APPS includes:

- 353 • Approximately 600 users consisting mostly of Revenue  
354 Enhancement eligibility staff.
- 355 • Approximately 17 read only screens and 4 limited data entry  
356 screens developed in Visual Basic 6.0 (VB) using RPC to  
357 communicate with the host.
- 358 • Over 615,000 lines of code within 687 programs.
- 359 • Windows NT – Microsoft SQL Server, ODBC, UniAccess.
- 360 • Host programs developed and programmed in COBOL.
- 361 • RDMS 2200 database that runs on Unisys Enterprise servers.
- 362 • Over 180 reference tables.
- 363 • Receipt of between 3,000 and 10,000 records daily from  
364 CWS/CMS.
- 365 • Submission of between 500 and 1,000 payment authorizations  
366 daily to COUNTY's Electronic Countywide Accounting and  
367 Purchasing System (eCAPS).
- 368 • Approximately 4,025 application software modifications  
369 and/or enhancements hours per year.
- 370 • Records for approximately 37,900 active children and  
371 226,000 inactive children. No records have been archived.



372 The existing APPS enterprise server environment consists of multiple  
373 mainframes operating at two geographically separate locations. The  
374 production system is located in Downey, CA. A backup system is  
375 located in Orange County, CA. These centers are connected by a  
376 fiber-optic link.

377 **2.3.2.2 Adoption Assistance Payments System (AAPS).**

378 AAPS is the system used for the Adoption Assistance Program (APP)  
379 to authorize and generate adoption assistance payment transactions  
380 for payments to adoptive parents and prospective adoptive parents.

381 AAPS includes:

- 382 • Developed in Clipper 5.
- 383 • Approximately thirty-one (31) screens including reports.
- 384 • Approximately fifty-nine (59) program files.
- 385 • Approximately thirty-two (32) tables used with eleven (11)  
386 reference tables.
- 387 • Resides on a HP ML570 server with a Netware 6.5 operating  
388 system.
- 389 • Records for approximately 24,000 active and 1 million  
390 archived records.
- 391 • Approximately ninety (90) users.

392 **2.3.2.3 Integrated Financial System (IFS).**

393 IFS is browser-based and consists of three (3) modules:



- 394  
395  
396
1. The Overpayment module obtains foster care overpayments detected by APPS in a daily interface, and generates invoices and tracks repayments received from foster care providers.
- 397  
398  
399  
400  
401  
402
2. The Child Welfare Trust module requests, tracks and maintains financial benefits available to children in placement from sources, including SSI, SSA, and inheritance. These financial benefits may be used to offset income against foster care placement costs, and money in excess of the foster care placement cost is held in trust for the child.
- 403  
404  
405  
406
3. The Child Support module requests, tracks and maintains child support collected on behalf of children in placement. The child support may be used to offset income against foster care placement costs.
- 407
- IFS includes:
- 408  
409  
410
- Fifty-seven (57) screens developed in Active Server Pages (ASP) and thirty (30) reports generated using Crystal Reports.
- 411  
412  
413
- The application resides on an IBM Blade server using an Oracle database. The server operating system is Windows 2003 Server.
- 414  
415  
416
- The DCFS Revenue Enhancement Eligibility staff are the primary users of this system. Approximately 500 staff log into this system.
- 417  
418  
419
- Currently the Overpayment module has nearly 264,000 records. The Child Support module has generated over 38,000 referrals and has generated nearly \$10 million in child



420 support recoupment. The Child Welfare Trust module has  
421 over 103,000 records.

422 **2.3.2.4 Welfare Case Management Information System**  
423 **(WCMIS).**

424 WCMIS is a COUNTY system that serves as a client record index of  
425 all families and persons known to receive services from DCFS.  
426 WCMIS assigns a unique case number/person ID used as the primary  
427 identifier of families and individuals for all DCFS Systems and  
428 interfaces.

429 WCMIS includes:

- 430 • Programs developed in COBOL.
- 431 • Approximately eight (8) screens.
- 432 • Approximately thirty (30) tables.
- 433 • Resides on an RDMS 2200 database that runs on Unisys  
434 enterprise servers.
- 435 • Transactions are received through TCP-IP.
- 436 • Over 500,000 current records.

437 **2.3.2.5 EW Works.**

438 The EW Works system is used to track and control the resolution of  
439 eligibility and benefit issuance related calls received by the DCFS  
440 call center. In 2004, EW Works was redesigned as a .NET  
441 application.

442 **2.3.2.6 Eligibility Determination Manual Process.**

443 Since the establishment of DCFS in 1984, eligibility workers have  
444 been manually determining eligibility, determining financial  
445 assistance funding sources, issuing client correspondence, calculating



446 special payments, and producing reports for Foster Care Programs,  
447 Kin-GAP, and AAP.

448 **2.4 COUNTY PROGRAMS:**

449 The following major programs and any subprograms and related programs to these  
450 major programs, except Foster Care Programs, AAP, and Kin-GAP, are supported by  
451 the existing LEADER System and shall continue to be supported by the LRS. In  
452 addition, Foster Care Programs, AAP, and Kin-GAP shall be supported by the LRS.

453 **2.4.1 California Work Opportunities and Responsibility to Kids**  
454 **(CalWORKs).**

455 CalWORKs is the State's version of the federal Temporary Aid for Needy  
456 Families (TANF) program that provides temporary financial assistance and  
457 employment-focused services to families with minor children who have  
458 income and property below State maximum limits for their family size. Most  
459 able-bodied parents are also required to participate in the CalWORKs Greater  
460 Avenues for Independence (GAIN) employment services program as a  
461 condition of eligibility.

462 **2.4.1.1 Greater Avenues for Independence (GAIN).**

463 The GAIN program is the State's version of the federal WtW  
464 program that provides effective training, employment services,  
465 and supportive services to help individuals transition from  
466 dependency on public assistance programs to economic self-  
467 sufficiency.

468 **2.4.1.2 Cal-Learn.**

469 Cal-Learn is a mandatory program for CalWORKs participants  
470 who receive cash assistance and are under nineteen (19) years of  
471 age, are pregnant or parenting, and have not yet completed their  
472 high school education. The focus of Cal-Learn is to provide teens



473 with the support they need to complete their high school  
474 education.

475 **2.4.1.3 TANF Reauthorization.**

476 Effective October 1, 2006, TANF Reauthorization requires  
477 states and counties to meet the work participation rate of fifty  
478 percent (50%) for one (1) parent families and ninety percent  
479 (90%) for two (2) parent families, which percentages may  
480 increase as required by federal mandates, through changes in  
481 work requirements and supportive services.

482 **2.4.2 Food Stamp.**

483 The Food Stamp program was established to improve the nutrition of people  
484 in low-income households. Food Stamp benefits are issued by Electronic  
485 Benefit Transfer (EBT) onto a plastic swipe card that can be used at Point of  
486 Sale (POS) machines.

487 **2.4.3 General Relief (GR).**

488 The GR program is a COUNTY-funded program that provides cash aid to  
489 indigent adults and certain sponsored legal immigrant families who are  
490 ineligible for federal or State programs.

491 **2.4.3.1 General Relief Opportunity for Work (GROW).**

492 The GROW program is a COUNTY-funded program that offers  
493 employment and training services to employables and is designed  
494 to help GR participants obtain jobs and achieve self-sufficiency.

495 **2.4.4 Cash Assistance Program for Immigrants (CAPI).**

496 The CAPI program provides cash to certain aged, blind, and disabled legal  
497 non-citizens ineligible to Supplemental Security Income/State Supplemental  
498 Payment (SSI/SSP) due to their immigration status. CAPI participants may



499 be eligible for Medi-Cal, In-Home Supportive Services (IHSS), and/or Food  
500 Stamp benefits.

501 **2.4.5 Medi-Cal.**

502 The Medi-Cal program provides free and low-cost health care and services to  
503 qualifying low-income residents of Los Angeles County. There are health  
504 care services to cover the needs of everyone regardless of age, race, or  
505 immigration status. Programs are available for children and youth, pregnant  
506 women, and families and persons who are aged, blind, or disabled.

507 **2.4.6 In-Home Supportive Services (IHSS).**

508 The IHSS program provides financial assistance for in-home services to the  
509 elderly, disabled, or blind. IHSS provides an alternative to out-of-home care,  
510 such as nursing homes or board and care facilities.

511 **2.4.7 Foster Care Programs.**

512 The Foster Care Programs provide financial assistance for the care of  
513 children placed in foster care eligible facilities. The five Foster Care  
514 Programs are: (1) out-of-home placement for children under DCFS' foster  
515 care jurisdiction, (2) probate non-related legal guardianship children, (3)  
516 foster care for children under the jurisdiction of the Los Angeles County  
517 Probation Department, (4) foster care for the Los Angeles County  
518 Department of Mental Health's Severely Emotionally Disturbed (SED)  
519 children, and (5) Emergency Assistance Program (EA), which is the  
520 Statewide financial assistance available to non-federally eligible foster care  
521 children for a maximum of twelve (12) months.

522 **2.4.8 Kinship Guardianship Assistance Payment Program (Kin-GAP).**

523 The Kin-GAP program provides financial assistance to relative caregivers  
524 who become legal guardians of foster care children.



525           **2.4.9 Adoption Assistance Program (AAP).**

526           The AAP program provides financial assistance to families in order to  
527           facilitate the adoption of children.

528   **2.5 DPSS:**

529           DPSS is comprised of the following five (5) Bureaus: Bureau of Administrative  
530           Services (BAS); Bureau of Contract and Technical Services (BCTS); Bureau of  
531           Program and Policy (BPP); Bureau of Special Operations (BSO); and Bureau of  
532           Workforce Services (BWS).

533   **2.6 COUNTY INITIATIVES:**

534           It is the Proposer's responsibility to perform due diligence and fully understand  
535           COUNTY's regulatory environment, programs, and program requirements prior to  
536           submission of its proposal. As COUNTY responds to federal, State, and local  
537           mandates, new initiatives are designed, developed, and implemented. When  
538           preparing a proposal in response to this RFP, it is important for the Proposer to  
539           understand current COUNTY initiatives that may impact LRS functionality.

540   **2.7 INFORMATION TECHNOLOGY (IT) STRATEGIES AND INITIATIVES:**

541           COUNTY departments work closely with COUNTY's Chief Information Office  
542           (CIO) to identify technical solutions that will meet COUNTY's functional needs  
543           while adhering to COUNTY's IT strategic direction. The strategies and initiatives  
544           that have emerged as a result of COUNTY's strategic planning activities are  
545           provided in Attachment H (Technical Exhibits), including a brief description and  
546           targeted completion date.



547 **3. LEADER REPLACEMENT SYSTEM SCOPE:**

548 This section of the RFP provides an overview of the scope of the LRS and the work  
549 to be provided by Contractor.

550 **3.1 INNOVATIVE TECHNOLOGICAL SOLUTION:**

551 COUNTY is committed to promoting technologies that improve and/or expand  
552 services, improve communications, and improve interdepartmental collaboration and  
553 data sharing. This can be accomplished through several different means, including  
554 Web-based information systems, enhanced User interface functionality, better  
555 collaboration and messaging tools, and improved data management exchange and  
556 reporting capabilities.

557 Consistent with COUNTY's vision for IT, COUNTY seeks to improve service  
558 delivery through an innovative technological solution that emphasizes the following  
559 technologies:

- 560 • **Open and Scalable Technical Architecture** – to increase LRS flexibility,  
561 enabling the development and integration of future LRS features and  
562 functionality with existing capabilities.
- 563 • **Enhanced Workflow** -- to improve communication and efficiency through  
564 automatic scheduling of appointments, initiation of subsequent activities, and the  
565 creation and maintenance of alerts for case management activities.
- 566 • **Systems Integration and Data Sharing** – to increase communication with  
567 relevant and related systems (e.g., data warehouses, public and private agencies,  
568 etc.).
- 569 • **Common Relational Database Platform** – to increase LRS flexibility and the  
570 ability for COUNTY to respond readily to federal, State, and local mandates.



571 • **Business Intelligence and Ad Hoc Reporting** – to develop a business  
572 intelligence and ad hoc reporting system that improves and maintains the data  
573 and information flow to COUNTY data warehouses and increases COUNTY’s  
574 business intelligence and reporting capabilities.

575 • **e-Government Support** – to improve self-service delivery by providing LRS  
576 access to the growing User population (e.g., COUNTY citizens, service  
577 providers, external agencies, remote locations, etc.) through Web technologies.

578 As a result of implementing the LRS that meets the aforementioned characteristics,  
579 as well as the functional and other requirements described in this RFP, COUNTY  
580 will meet its business objectives and adhere to all public assistance programs, and  
581 departmental mission and philosophy.

### 582 3.2 PROJECT PURPOSE:

583 The purpose of this project is twofold. The first purpose is to replace the existing  
584 LEADER System with an LRS that utilizes a Web services, SOA design, using the  
585 COUNTY-specified standards in this RFP, and meets all functional and other  
586 requirements identified in Attachment A (Statement of Work), Attachment B  
587 (Statement of Requirements), and as otherwise described in this RFP. The second  
588 purpose is to manage, operate, support, modify, and enhance the LRS for a period of  
589 seventy-eight (78) months after the successful completion of Phase 2 (Performance  
590 Verification Phase) under any resultant Agreement, ensuring that LRS functionality  
591 continues to meet all the requirements of COUNTY and that LRS performance  
592 continues to meet all the performance requirements established by COUNTY.

### 593 3.3 LRS CONCEPT:

594 COUNTY intends to acquire a fully integrated LRS for the online administration and  
595 management of welfare programs in Los Angeles County. One of COUNTY’s goals  
596 for the LRS is to centralize database functions while distributing accessibility to the  
597 various types of Users for inputting data and accessing case file information via a



598 Web services environment using the COUNTY-specified standards in this RFP. The  
599 LRS technology will be based on SOA principles, utilizing Web services. As such,  
600 no LRS Application Software code will reside at the Local Office Sites (i.e., “thin  
601 client”). Users must be able to connect to the LRS via a Web browser, such as  
602 Microsoft’s Internet Explorer, while interfacing with COUNTY desktop and office  
603 environments and other systems. The LRS will be hosted at non-COUNTY facilities  
604 and access to the LRS will be provided via a secure Internet connection and via the  
605 LANet/EN. COUNTY anticipates a services-based relationship between COUNTY  
606 and Contractor, including for the establishment, management, operation, and support  
607 of the Central Sites, the Print Facility Sites, and the Project Office. Wherever  
608 possible, the LRS will utilize commercially available and stable products.

609 The LRS shall support the current public assistance population and any increase  
610 thereof during the term of any resultant Agreement. The LRS shall serve Users, both  
611 fixed and mobile, who will gain access to the LRS via LANet/EN. The LRS shall  
612 also serve Users who will gain access to the LRS via the Internet. The LRS shall  
613 support all COUNTY-administered public assistance programs. The LRS shall also  
614 support any enhancements proposed for inclusion in the LRS, such as document  
615 imaging and enhanced reporting and interface functionality.

616 **3.4 PROJECT SCOPE OF WORK:**

617 The LRS Project’s scope of work includes the following:

- 618 • **Project Administration** that includes the establishment, management, and  
619 operation of the Project Office for the term of any resultant Agreement, day-  
620 to-day project management and status reporting, risk management,  
621 development, and maintenance of the LRS physical site plans, and transition  
622 planning for project initiation and project completion.



- 623 • **Development Methodology and Technical Practices** that encompass the  
624 methodologies, the tools, and all technical management, administrative, and  
625 engineering aspects of the LRS project.
  
- 626 • **Requirements Verification and Analysis** that ensures all LRS functional,  
627 technical, and training requirements are accounted for throughout the design,  
628 development, and implementation of the LRS.
  
- 629 • **General Design** that describes the features and functions of the LRS in terms  
630 of the following LRS architectures: hardware and network, software,  
631 functional, application, and data.
  
- 632 • **Technical Infrastructure Design Planning and Design** that provides the  
633 overall design for the LRS technical infrastructure and supporting plans to  
634 include facility management, information security, network, and business  
635 continuity/disaster recovery.
  
- 636 • **Functional Design** that incorporates the LRS requirements into a blueprint  
637 for the development of the LRS Application Software.
  
- 638 • **Technical Infrastructure Deployment** that implements the Central Sites,  
639 the Print Facility Sites, and the Project Office, establishes connectivity  
640 between each site, and demonstrates that the LRS technical infrastructure is  
641 ready to support the LRS Application Software.
  
- 642 • **Baseline Application Software and Conversion and Archiving Tools** that  
643 includes the construction, unit test, and validation of all LRS Application  
644 Software components/modules, and development of testing and validation of  
645 conversion and archiving software programs/tools.
  
- 646 • **Integration and Test** that includes incremental testing of the integrated  
647 system, automated regression testing, and User Acceptance Test.



- 648           •     **Implementation Planning** that initiates the planning, scheduling, and  
649                     acquisition of resources required for Countywide implementation of the LRS,  
650                     addressing User training, data conversion, ongoing support, and performance  
651                     management.
- 652           •     **Implementation Preparation** that includes all preparation for Countywide  
653                     implementation of the LRS, including the development of training materials,  
654                     the implementation of a database to track COUNTY-specified User training,  
655                     establishment of the LRS operational support structure, and LRS  
656                     documentation.
- 657           •     **Pilot** that provides an initial implementation and test of the LRS, evaluation  
658                     of all outcomes, all corrective actions for Deficiencies identified during Pilot,  
659                     and a COUNTY determination to proceed to Countywide implementation.
- 660           •     **Countywide Implementation** for LRS deployment to all Local Office Sites  
661                     and Users, completion of converting and loading legacy data into the LRS,  
662                     and providing training to Users.
- 663           •     **Phase 2 (Performance Verification)** that includes verifying the performance  
664                     of the fully implemented LRS, monitoring performance against the  
665                     Specifications, including the performance requirements, for six (6) months  
666                     during Phase 2 (Performance Verification Phase), and identifying all  
667                     Deficiencies.
- 668           •     **Phase 3 (Operational Phase)**, including the following work:
- 669                     –     **M&O Services**
- 670                     –     **M&E Services**
- 671           •     **Any Extended Term**, including the following work:
- 672                     –     **M&O Services**



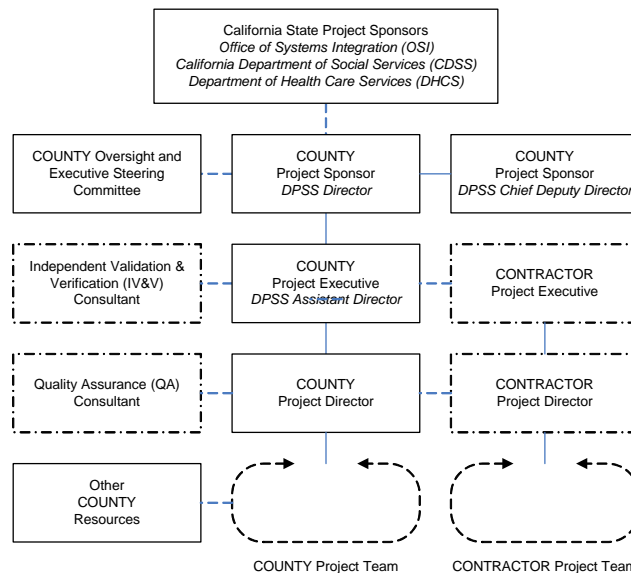
673 – M&E Services

674 A Proposer shall address all Work, including the above work, in its response to this  
 675 RFP. Refer to Attachment A (Statement of Work) for the detailed description of the  
 676 above work, including associated tasks and deliverables.

677 COUNTY, in its sole discretion, may terminate the Work related to DCFS Systems  
 678 and DCFS Programs, at any time, pursuant to Paragraph 75 (Termination Related to  
 679 DCFS Systems and DCFS Programs) of Attachment C (Sample Agreement).  
 680 Termination of such Work shall be at no additional cost to COUNTY. The  
 681 Contractor shall ensure that any such termination shall not adversely impact the  
 682 project schedule, as determined by COUNTY.

683 **3.5 PROJECT ORGANIZATION AND GOVERNANCE:**

684 The COUNTY proposed LRS Project organization and governance structure is  
 685 depicted in Figure 1 below. The LRS Project will be under the executive oversight  
 686 of the DPSS Director.



687

688 **Figure 1: LRS Project Organization and Governance Structure**



689 The LRS Project is subject to oversight by federal and State agencies and the  
690 California Legislature. As part of their oversight responsibilities, these entities, or  
691 their designees, may undertake various activities during the course of the project.  
692 These activities may include risk assessment, independent testing, and review of  
693 interim products and deliverables. The Contractor will be required to cooperate fully  
694 with all authorized oversight entities in their performance of these and similar  
695 activities throughout the term of any resultant Agreement.

696 **3.6 EXISTING DOCUMENTATION AND DILIGENCE MATERIALS:**

697 It is the Proposer's responsibility to perform the necessary diligence to fully  
698 understand COUNTY's requirements when responding to this RFP. Proposer shall  
699 request access to the Diligence Library that houses the diligence materials, in  
700 addition to those attached to this RFP, to further Proposer's knowledge of the DPSS  
701 Systems and DCFS Systems.

702 Registration for access to the Diligence Library is located in the DPSS Portal at the  
703 link provided below.

704 [http://dpss.lacounty.gov/dpss/LRS\\_RFP/default.cfm](http://dpss.lacounty.gov/dpss/LRS_RFP/default.cfm)

705 The diligence materials provided in the Diligence Library may change from time to  
706 time, as determined by COUNTY, without notice.

707 Although COUNTY has endeavored to include or reference in this RFP information  
708 known to COUNTY that it believes to be relevant to this procurement, by submitting  
709 a proposal, the Proposer understands and agrees that neither COUNTY nor any of its  
710 employees, agents, advisors, or representatives: (i) has made or makes any  
711 representation or warranty, express or implied, as to the accuracy or completeness of  
712 the diligence materials provided; or (ii) shall have any liability or responsibility  
713 whatsoever to Proposer or Proposer's representatives relating to or resulting from the  
714 use of any diligence materials, or any errors therein or omissions therefrom. Without  
715 limiting the generality of the foregoing, the diligence materials may include certain



716 assumptions, statements, estimates, and projections provided by, or with respect to,  
717 COUNTY. Such assumptions, statements, estimates, and projections reflect various  
718 assumptions made by COUNTY, which assumptions may or may not prove to be  
719 correct. No representations are made by COUNTY as to the accuracy of such  
720 assumptions, statements, estimates, or projections.

721 **4. GENERAL CONDITIONS:**

722 The following are the general terms and conditions applicable to this procurement.

723 **4.1 FORMAL SOLICITATION:**

724 Notwithstanding any other provision of this RFP, this RFP is a solicitation for  
725 proposals only, and is not an offer to enter into a contract.

726 **4.2 COUNTY POINT OF CONTACT AND RFP COMMUNICATIONS:**

727 All contacts regarding this RFP or any matter relating thereto must be in writing and  
728 emailed, to COUNTY's point of contact. COUNTY's point of contact information is  
729 as follows:

730 Gail Araujo, Administrative Services Manager I  
731 Los Angeles County Department of Public Social Services  
732 LEADER Replacement System Project  
733 14714 Carmenita Road  
734 Norwalk, California 90650  
735 Telephone: (562) 623-2295  
736 Email address: LRSRFP@dps.lacounty.gov

737 Proposers are specifically directed not to contact any other COUNTY person or  
738 agent, the State or federal governments, or LRS procurement team members for any  
739 matters related to this RFP. **Failure to adhere to this policy shall result in**  
740 **elimination of the Proposer from further consideration, as determined by**  
741 **COUNTY.**



742 All written communications with COUNTY regarding this RFP, including its  
743 Attachments and Exhibits, must reference the RFP, Proposer's name, Proposer's  
744 address, contact person, contact's telephone number, contact's email address, and the  
745 reason for communication (e.g., questions, request for Diligence Library access) as  
746 follows:

747 *"[Reason for Communication]: Request for Proposals for the LEADER*  
748 *Replacement System (LRS) RFP #ESD 07-02."*

749 Any material received that does not explicitly indicate its RFP related contents will  
750 be handled as general mail or communications, which may result in a delay or non-  
751 response to the Proposer.

752 COUNTY is responsible only for that which is expressly stated in this RFP and any  
753 authorized written Addenda thereto. COUNTY is not responsible for and shall not  
754 be bound by any representations otherwise made by any individual acting or  
755 purporting to act on COUNTY's behalf.

756 **4.3 PROPOSAL SUBMISSION DEADLINE:**

757 Each Proposer is solely responsible to ensure that its proposal is received by  
758 COUNTY before the submission deadline of **2:00 p.m., Pacific Time, May 15,**  
759 **2008.** Each Proposer shall bear all risks associated with delays in the United States  
760 Postal Service or other delivery services. Proposals submitted by facsimile or e-mail  
761 shall not be accepted.

762 Proposals received after the scheduled closing time for receipt of proposals shall be  
763 returned, unopened to the sender and shall not be considered. Refer to Section 6  
764 (Proposal Requirements) of this RFP for complete instructions on the content,  
765 format, sequence, and submission of proposals.



766 **4.4 PROPOSERS' CONFERENCE:**

767 A mandatory Proposers' Conference will be conducted for prospective Proposers.  
768 The purpose of the Proposers' Conference is to provide clarification regarding the  
769 RFP process, the project scope of work, and required Proposer responses. The  
770 Proposers' Conference is scheduled as follows:

771 **Date: December 17, 2007**

772 **Time: 10:00 a.m., Pacific Time**

773 **Location: Los Angeles County Department of Public Social Services**  
774 **9320 Telstar Ave.**

775 **El Monte, California 91731**

776 Proposers that do not attend the Proposers' Conference and complete the official  
777 sign-in sheet will have their proposals returned unopened and shall not be  
778 considered. To register for the Proposers' Conference, a Proposer must notify in  
779 writing COUNTY's point of contact at least one (1) day prior to the date of the  
780 Proposers' Conference, as specified in Subsection 4.2 (COUNTY Point of Contact  
781 and RFP Communications).

782 COUNTY reserves the right to reschedule the Proposers' Conference to a different  
783 day and/or continue the Proposers' Conference beyond December 17, 2007.

784 COUNTY will accept only written questions referencing the RFP during the  
785 Proposers' Conference and will make a reasonable attempt to orally answer such  
786 written questions during the Proposers' Conference; however, COUNTY reserves the  
787 right not to orally answer questions. Any oral answers provided at the Proposer's  
788 Conference shall not be binding. Written responses to all Proposers' Conference  
789 written questions will be provided to all Proposers that COUNTY records indicate  
790 received the RFP, without identifying the originator of questions, and will be made  
791 available in the DPSS Portal when responses to written questions are scheduled to be  
792 completed (see Subsection 1.3 (Schedule of Events)), and may also, as determined by



793 COUNTY, be included in an Addendum to this RFP as described in Subsection 4.5  
794 (Written Questions and Answers).

795 **4.5 WRITTEN QUESTIONS AND ANSWERS:**

796 COUNTY will accept written questions from Proposers effective with the release of  
797 this RFP until the deadline for questions submission as specified in Subsection 1.3  
798 (Schedule of Events). All questions shall be submitted by e-mail to COUNTY's point  
799 of contact at the address shown in Subsection 4.2 (COUNTY Point of Contact and  
800 RFP Communications).

801 Proposer shall include Proposer's name, Proposer's address, contact person,  
802 contact's telephone number, and contact's email address when submitting questions.

803 Include with your question, the following statement:

804 *"Questions: Request for Proposals for the LEADER Replacement System (LRS) RFP*  
805 *# ESD 07-02."*

806 Proposers may submit questions requesting clarification of specific information  
807 contained in the RFP. Questions referencing the RFP must include paragraph(s),  
808 page number(s), and line number(s), if applicable. Proposers may also submit  
809 questions requesting additional information not addressed in the RFP, which will be  
810 responded to at the sole discretion of COUNTY. COUNTY reserves the right to  
811 group similar questions when providing answers.

812 All questions, without identifying the submitting Proposer, will be compiled with the  
813 appropriate answers and made available in the DPSS Portal when responses to  
814 written questions are scheduled to be completed (see Subsection 1.3 (Schedule of  
815 Events)), and may also, as determined by COUNTY, be included in an Addendum to  
816 this RFP.



817 **4.6 WRITTEN QUESTIONS AND ANSWERS REGARDING ADDENDUM**  
818 **NUMBER FIVE:**

819 COUNTY will accept written questions only regarding changes to this RFP made in  
820 Addendum Number Five from Proposers effective with the release of Addendum  
821 Number Five until the deadline for questions submission as specified in Subsection  
822 1.3 (Schedule of Events). All questions shall be submitted by e-mail to COUNTY's  
823 point of contact at the address shown in Subsection 4.2 (COUNTY Point of Contact  
824 and RFP Communications).

825 Proposer shall include Proposer's name, Proposer's address, contact person,  
826 contact's telephone number, and contact's email address when submitting questions.

827 Include with your question, the following statement:

828 *"Questions Regarding Addendum Number Five: Request for Proposals for the*  
829 *LEADER Replacement System (LRS) RFP # ESD 07-02."*

830 Proposers may submit questions requesting clarification of specific information  
831 changed in Addendum Number Five, which will be responded to at the sole  
832 discretion of COUNTY. Questions referencing the RFP must include paragraph(s),  
833 page number(s), and line number(s), if applicable. COUNTY reserves the right to  
834 group similar questions when providing answers. COUNTY reserves the right to  
835 refuse to answer questions not pertaining to changes made in Addendum Number  
836 Five.

837 All questions, without identifying the submitting Proposer, will be compiled with the  
838 appropriate answers and made available in the DPSS Portal when responses to  
839 written questions are scheduled to be completed (see Subsection 1.3 (Schedule of  
840 Events)), and may also, as determined by COUNTY, be included in an Addendum to  
841 this RFP.



842 **4.7 CERTAIN RIGHTS OF COUNTY:**

843 COUNTY, in its sole discretion, may reject at any time any or all proposals  
844 submitted in response to this RFP.

845 COUNTY, in its sole discretion, may cancel this RFP at any time.

846 COUNTY shall not be liable or responsible for any costs incurred in connection with  
847 the preparation, submittal, or presentation of any proposal.

848 Proposals signed by other than the owner of a sole proprietorship, an authorized  
849 officer of a corporation, an authorized general partner of a general or limited  
850 partnership, or a manager or managing member of a limited liability company, must  
851 include a power of attorney authorizing the signature. In addition, all persons  
852 signing on behalf of the Proposer are required to warrant that they are authorized to  
853 sign for and on behalf of the Proposer. Otherwise, the proposal shall be rejected.

854 Only one proposal per individual, partnership, corporation, limited liability company,  
855 or association under the same or different names shall be considered. If there is  
856 reason to believe that collusion exists among Proposers, none of the participants in  
857 such collusion shall be considered in this or any future RFP, as determined by  
858 COUNTY.

859 COUNTY, in its sole discretion, may interpret or change any provision of this RFP at  
860 any time. Any such interpretation or change shall be in the form of a written  
861 Addendum to this RFP. Each Addendum shall become part of this RFP and may  
862 become part of any resultant Agreement. Each Addendum shall be made available to  
863 each person or organization that COUNTY records indicate has received this RFP.  
864 Should any Addendum require additional information not previously requested, a  
865 proposal's failure to address the requirements of such Addendum shall result in the  
866 elimination of the proposal for consideration, as determined by COUNTY.



867 COUNTY may determine that a time extension is required for submission of  
868 proposals, in which case an Addendum to this RFP shall indicate the new proposal  
869 submission deadline.

870 COUNTY reserves the right to waive any minor irregularities or immaterial defects  
871 in any submitted proposal, as determined by COUNTY.

872 COUNTY reserves the right to enter into simultaneous negotiations with more than  
873 one Proposer, as determined by COUNTY. COUNTY also reserves the right to  
874 terminate simultaneous negotiations with any Proposer with which it is negotiating,  
875 at any time, as determined by COUNTY.

876 **4.8 FORMAL BOARD APPROVAL OF CONTRACT:**

877 Notwithstanding a recommendation of a department, agency, individual, or other, the  
878 Board retains the right to exercise its judgment concerning the selection of a proposal  
879 and the terms of any resultant Agreement, and to determine which proposal best  
880 serves the interests of COUNTY. The Board is the ultimate decision-making body  
881 and makes the final determinations necessary to arrive at a decision to award, or not  
882 to award, a contract.

883 **4.9 REIMBURSEMENT PROVISIONS:**

884 Proposer shall state all prices to COUNTY associated with its proposed provision of  
885 work described in this RFP and in any Addenda to this RFP. All proposals shall be  
886 evaluated, in part, on a lowest overall total price basis and compared against other  
887 Proposers' prices. Prices for all work, including all applicable taxes, must be stated.

888 **4.10 INITIAL TERM AND EXTENDED TERM:**

889 The Initial Term of any resultant Agreement shall become effective upon execution  
890 by the Board, shall consist of three (3) phases, and shall remain in effect for eleven  
891 (11) years unless automatically extended as set forth below. The Agreement shall be



892 monitored by COUNTY on an ongoing basis, and may be terminated for any of the  
893 reasons set forth in Attachment C (Sample Agreement) or any additional provisions  
894 added to the final Agreement. The Initial Term shall include a forty-eight (48)  
895 month period for the design, development, and Countywide implementation of the  
896 LRS (Phase 1 (Design/Development/Implementation Phase)), and Phase 1 shall  
897 automatically be extended at no additional cost to COUNTY until its completion.  
898 Phase 2 (Performance Verification Phase) shall be a period of six (6) months  
899 following the successful completion of Phase  
900 1(Design/Development/Implementation Phase). The final phase of the Agreement  
901 shall be Phase 3 (Operational Phase), which shall consist of a seventy-eight (78)  
902 month period, immediately following the completion of Phase 2 (Performance  
903 Verification Phase). In no event shall Phase 3 (Operational Phase) be less than  
904 seventy-eight (78) months, and the Initial Term of the Agreement shall automatically  
905 be extended at no additional cost to COUNTY in order for CONTRACTOR to  
906 provide such seventy-eight (78) month Phase 3 (Operational Phase). The DPSS  
907 Director, in his sole discretion, may extend the Agreement for an Extended Term not  
908 to exceed three (3) years, as described in Attachment C (Sample Agreement).

909 **4.11 PERFORMANCE SECURITY REQUIREMENTS:**

910 The Proposer that is selected as Contractor must provide COUNTY with  
911 performance security in the form of a Certificate of Deposit (CD), an irrevocable  
912 Letter of Credit (LOC), or a performance bond, in any case, in a form and from a  
913 financial institution acceptable to COUNTY, payable to COUNTY in an amount not  
914 less than the amount specified in Subparagraph 17.3 (Performance Security  
915 Requirements) of the Base Agreement of Attachment C (Sample Agreement). Such  
916 CD or LOC shall be payable to COUNTY upon demand. Any performance security  
917 required under any resultant Agreement must be maintained in full force and effect  
918 until one hundred and eighty (180) days after the expiration or termination of the  
919 Agreement, and must include any Agreement renewal terms.



920 **4.12 DISCLOSURE OF CONTENTS OF PROPOSALS:**

921 All proposals in response to this RFP shall become the exclusive property of  
922 COUNTY. On recommendation of award of a contract, if any, to the Board, and if  
923 such recommendation appears on the Board Agenda, all proposals shall become a  
924 matter of public record and shall be regarded as public records, with the exception of  
925 those parts of each proposal which are defined by the Proposer as business or trade  
926 secrets and each page must be plainly marked as "TRADE SECRET,"  
927 "CONFIDENTIAL," or "PROPRIETARY." COUNTY shall not, in any way, be  
928 liable or responsible for the disclosure of any such records or any parts thereof, if  
929 disclosure is required or permitted under the California Public Records Act or  
930 otherwise by law. A blanket statement of confidentiality or the marking of each page  
931 of the proposal as confidential shall not be deemed sufficient notice of exception.  
932 The Proposer must specifically label only those provisions of the proposal which are  
933 "TRADE SECRET," "CONFIDENTIAL," or "PROPRIETARY."

934 **4.13 FIRM OFFER:**

935 All proposals shall be firm offers and shall not be withdrawn until and including  
936 February 28, 2011.

937 **4.14 COUNTY LOBBYIST ORDINANCE:**

938 COUNTY has enacted an ordinance regulating the activities of persons who lobby  
939 COUNTY officials. This ordinance defines a COUNTY lobbyist and imposes  
940 certain registration requirements on individuals meeting the definition. The complete  
941 text of the ordinance can be found in COUNTY Code Chapter 2.160.

942 In effect, each person, corporation, or other entity who seeks a COUNTY permit,  
943 license, franchise, or contract shall certify compliance with the ordinance.

944 As part of this solicitation process, it is the responsibility of each Proposer to review  
945 the ordinance independently as the text of said ordinance is not contained within this



946 RFP. Thereafter, each person, corporation, or other entity submitting a response to  
947 this proposal must certify that each COUNTY lobbyist, as defined by COUNTY  
948 Code Section 2.160.010, that is retained by the Proposer is in compliance with  
949 Chapter 2.160 of COUNTY Code. The Proposer shall sign the form entitled,  
950 “Familiarity with the COUNTY Lobbyist Ordinance Certification,” provided in  
951 Exhibit D-6 (Familiarity with the COUNTY Lobbyist Ordinance Certification) in  
952 Attachment D (COUNTY Required Forms).

953 **4.15 PROPOSERS’ PRECAUTIONS:**

954 To be evaluated, proposals submitted in response to this RFP must comply with  
955 content, sequence, and format for proposals as outlined in Section 6 (Proposal  
956 Requirements) of this RFP.

957 The failure of a Proposer to comply fully with the content, sequence, and format  
958 requirements, as described in Section 6 (Proposal Requirements) of this RFP may  
959 eliminate the proposal from further consideration as determined by COUNTY.

960 **4.15.1 Acceptance of Terms and Conditions.**

961 Proposer understands and agrees that submission of a proposal constitutes  
962 acknowledgment and acceptance of, and a willingness to comply with, all the  
963 terms and conditions of this RFP and any RFP Addenda.

964 **4.15.2 Sample Agreement.**

965 Proposers should review carefully Attachment C (Sample Agreement). It is  
966 anticipated that all of its provisions will be included in any resultant  
967 Agreement.

968 However, the Sample Agreement language specified in Attachment C  
969 (Sample Agreement) is subject to change, not all provisions shown may be  
970 included in any resultant Agreement at COUNTY’s sole discretion, and other



971 Agreement provisions which do not currently appear may be included in any  
972 resultant Agreement at COUNTY's sole discretion.

973 Proposers may take exception to any Sample Agreement provision, not  
974 including the provisions of Subparagraph 1.4 (Definitions) of the Base  
975 Agreement of Attachment C (Sample Agreement) and any Exhibit of  
976 Attachment C, and must submit each such exception to COUNTY as stated in  
977 Subsection 6.7.11 (Exceptions to Attachment C (Sample Agreement)  
978 (Proposal Section 11)). Proposers shall not sign the Sample Agreement at  
979 this time. The Proposer selected to provide work as a result of this RFP  
980 process shall be required to sign the final version of the Agreement upon  
981 completion of the contract negotiation process.

982 **4.15.3 Proposer Changes.**

983 A proposal containing conditions or limitations established by the Proposer  
984 may be deemed irregular and be rejected by COUNTY, in its sole discretion.

985 **4.15.4 Cost of Proposals.**

986 COUNTY shall not be liable in any way or have any responsibility for any  
987 costs incurred in connection with the preparation, submittal, or presentation  
988 of any proposal submitted in response to this RFP.

989 **4.16 PROHIBITION AGAINST PROPOSING:**

990 Any individual, firm, or subsidiary thereof, which, under agreement, assists a  
991 COUNTY department in developing or preparing an RFP, is prohibited from  
992 submitting a proposal on that RFP. Any other potential conflicts of interest that are  
993 known to the Proposer must be disclosed for consideration and determination of any  
994 significant conflict by COUNTY. Failure to disclose may be grounds for  
995 disqualification during procurement or for termination of contract under any resultant  
996 Agreement, in COUNTY's sole discretion.



997 **4.17 CONTACT WITH COUNTY EMPLOYEES:**

998 As of the issue date of this RFP and continuing until the final date for submission of  
999 proposals, all COUNTY personnel or COUNTY agents, except designated COUNTY  
1000 personnel, are specifically directed not to hold meetings, conferences, or technical  
1001 discussions with prospective Proposers pertaining to this RFP. Any Proposer found  
1002 to be acting in any way contrary to this directive shall be disqualified from entering  
1003 into any Agreement that may result from this RFP, in COUNTY's sole discretion.

1004 **4.18 GRATUITIES:**

1005 It is improper for any COUNTY officer, employee, or agent to solicit consideration,  
1006 in any form, from a Proposer with the implication, suggestion, or statement that the  
1007 Proposer's provision of the consideration may secure more favorable treatment for  
1008 the Proposer in the award of any resultant Agreement or that the Proposer's failure to  
1009 provide such consideration may negatively affect COUNTY's consideration of the  
1010 Proposer's submission. A Proposer shall not offer or give, either, directly or through  
1011 an intermediary, consideration in any form to a COUNTY officer, employee, or  
1012 agent for the purpose of securing favorable treatment with respect to the award of  
1013 any resultant Agreement.

1014 A Proposer shall immediately report any attempt by a COUNTY officer, employee or  
1015 agent to solicit such improper consideration. The report shall be made either to  
1016 COUNTY manager charged with the supervision of the employee or to COUNTY  
1017 Auditor-Controller's Employee Fraud Hotline at (213) 974-0914 or (800) 544-6861.  
1018 Failure to report such a solicitation may result in the Proposer's submission being  
1019 eliminated from consideration.

1020 Among other items, such improper consideration may take the form of cash,  
1021 discounts, services, the provision of travel or entertainment, or tangible gifts.



1022 **4.19 DETERMINATION OF PROPOSER RESPONSIBILITY:**

1023 A responsible Proposer is a Proposer who has demonstrated the attribute of  
1024 trustworthiness, as well as quality, fitness, capacity, and experience to satisfactorily  
1025 perform any resultant Agreement. It is COUNTY's policy to conduct business only  
1026 with responsible Proposers.

1027 Proposers are hereby notified that, in accordance with Chapter 2.202 of the  
1028 COUNTY Code, COUNTY may determine whether the Proposer is responsible  
1029 based on a review of the Proposer's performance on any contracts, including  
1030 COUNTY contracts. Particular attention will be given to violations of labor laws  
1031 related to employee compensation and benefits, and evidence of false claims made  
1032 by the Proposer against public entities. Labor law violations which are the fault of  
1033 the subcontractors and of which the Proposer had no knowledge shall not be the basis  
1034 of a determination that the Proposer is not responsible.

1035 COUNTY may declare a Proposer to be non-responsible for purposes of any  
1036 resultant Agreement if the Board, in its sole discretion, finds that the Proposer has  
1037 done any of the following: (i) violated a term of a contract with COUNTY or a  
1038 nonprofit corporation created by COUNTY; (ii) committed an act or omission which  
1039 negatively reflects on the Proposer's quality, fitness or capacity to perform a contract  
1040 with COUNTY, any other public entity, or a nonprofit corporation created by  
1041 COUNTY, or engaged in a pattern or practice which negatively reflects on same;  
1042 (iii) committed an act or omission which indicates a lack of business integrity or  
1043 business honesty; or (iv) made or submitted a false claim against COUNTY or any  
1044 other public entity.

1045 If there is evidence that the apparent highest ranked Proposer may not be responsible,  
1046 COUNTY shall notify the Proposer in writing of the evidence relating to the  
1047 Proposer's responsibility, and its intention to recommend to the Board that the  
1048 Proposer be found not responsible. COUNTY shall provide the Proposer and/or the  
1049 Proposer's representative with an opportunity to present evidence as to why the



1050 Proposer should be found to be responsible and to rebut evidence which is the basis  
1051 for COUNTY's recommendation.

1052 If the Proposer presents evidence in rebuttal to COUNTY, COUNTY shall evaluate  
1053 the merits of such evidence, and based on that evaluation, make a recommendation to  
1054 the Board. The final decision concerning the responsibility of the Proposer shall  
1055 reside with the Board.

1056 These terms shall also apply to proposed subcontractors of Proposers on COUNTY  
1057 contracts.

1058 **4.20 CHILD SUPPORT COMPLIANCE PROGRAM:**

1059 Proposer shall:

- 1060 1. Comply with all applicable federal and State reporting requirements relating  
1061 to employment reporting for its employees.
- 1062 2. Comply with all lawfully served wage and earnings assignment orders and  
1063 notice of assignment and continue to maintain compliance during the term of  
1064 any resultant Agreement.

1065 Failure to comply may be cause for termination of any resultant Agreement or  
1066 initiation of debarment proceedings against the non-compliant Contractor (COUNTY  
1067 Code Chapter 2.202).

1068 **4.21 COMPLIANCE WITH APPLICABLE LAW:**

1069 Any Agreement that may be entered into by COUNTY as a result of this RFP shall  
1070 be performed by Contractor in compliance with all applicable federal, State, and  
1071 local laws, ordinances, regulations, rules, guidelines, directives, policies, and  
1072 procedures.



1073 **4.22 CONFIDENTIALITY:**

1074 Proposer shall maintain the confidentiality of all records obtained from COUNTY  
1075 under this RFP in accordance with all applicable federal, State, and local laws,  
1076 regulations, ordinances, rules, guidelines, directives, policies, and procedures relating  
1077 to confidentiality.

1078 Under any resultant Agreement, Contractor shall inform all of its officers,  
1079 employees, agents, and Subcontractors providing services under the Agreement of  
1080 the confidentiality provisions of the Agreement. Contractor shall cause each person  
1081 performing services covered by the Agreement to sign and adhere to the applicable  
1082 acknowledgment, confidentiality, and copyright assignment agreement, found in  
1083 Exhibit D (Contractor Employee Acknowledgment, Confidentiality, and Copyright  
1084 Assignment Agreement) and in Exhibit 3 (Subcontractor Employee  
1085 Acknowledgment, Confidentiality, and Copyright Assignment Agreement) to Exhibit  
1086 G (Required Subcontract Provisions), of Attachment C (Sample Agreement).

1087 Under State law (including California Welfare and Institutions Code, Section 10850  
1088 et seq. and 17006), all of the case records and information pertaining to individuals  
1089 receiving assistance are confidential and no information related to any individual  
1090 case or cases shall be in any way relayed to anyone except those employees of  
1091 COUNTY so designated, without written authorization from COUNTY.

1092 **4.23 CONFLICT OF INTEREST:**

1093 Any contractor and its subcontractors and/or affiliates associated with this RFP are  
1094 precluded from submitting a proposal for this RFP.

1095 No COUNTY employee whose position in COUNTY enables him to influence the  
1096 selection of a Contractor for this RFP, or any competing RFP, nor any spouse or  
1097 economic dependent of such employees, shall be employed in any capacity by a  
1098 Proposer or have any other direct or indirect financial interest in the selection of a  
1099 Contractor.



1100 Proposer shall certify that it is aware of and has read Section 2.180.010 of COUNTY  
1101 Code, as set forth in Exhibit D-5 (Certification of No Conflict of Interest) of  
1102 Attachment D (COUNTY Required Forms).

1103 **4.24 COUNTY POLICY ON DOING BUSINESS WITH SMALL BUSINESS:**

1104 COUNTY has multiple programs that address small businesses. The Board  
1105 encourages small business participation in COUNTY's contracting process by  
1106 constantly streamlining and simplifying our selection process and expanding  
1107 opportunities for small businesses to compete for our business.

1108 One program, the local small business enterprise preference program, requires the  
1109 company to complete a certification process. This program and how to obtain  
1110 certification are further explained in Subsection 4.27 (Local Small Business  
1111 Enterprise Preference Program) of this RFP. COUNTY also has a policy on Doing  
1112 Business with Small Business that is stated in Paragraph 71 (Local Small Business  
1113 Enterprise Preference Program) of the Base Agreement of Attachment C (Sample  
1114 Agreement).

1115 The Jury Service Program provides exceptions to the programs if a company  
1116 qualifies as a small business. It is important to note that each program has a different  
1117 definition for small business. Proposer may qualify as a small business in one  
1118 program but not the other. Further explanation is provided in Subsection 4.26 (Jury  
1119 Service Program) of this RFP.

1120 **4.25 MANDATORY REQUIREMENT TO REGISTER ON COUNTY**  
1121 **WEBVEN:**

1122 Prior to the Agreement award, all potential Contractors shall register on COUNTY's  
1123 WebVen. The WebVen contains the vendor's business profile and identifies the  
1124 goods/services the business provides. Registration can be accomplished online via  
1125 the Internet by accessing COUNTY's home page at:



1126 [http://lacounty.info/doing\\_business/main\\_db.htm](http://lacounty.info/doing_business/main_db.htm)

1127 There are underscores in the address between the words 'doing\_business' and  
1128 'main\_db'.

1129 **4.26 JURY SERVICE PROGRAM:**

1130 Prospective Contractor is subject to the requirements of COUNTY's Contractor  
1131 Employee Jury Service Ordinance ("Jury Service Program") (COUNTY Code,  
1132 Chapter 2.203). Prospective Contractors should carefully read the Jury Service  
1133 Program, and the pertinent jury service provisions outlined below, both of which are  
1134 incorporated by reference into and made a part of this RFP. The Jury Service  
1135 Program applies to both Contractors and their Subcontractors. Proposals that fail to  
1136 comply with the requirements of the Jury Service Program will be considered non  
1137 responsive and excluded from further consideration.

- 1138 1. The Jury Service Program requires Contractors and their Subcontractors to  
1139 have and adhere to a written policy that provides that its employees shall  
1140 receive from Contractor, on an annual basis, no less than five (5) days of  
1141 regular pay for actual jury service. The policy may provide that employees  
1142 deposit any fees received for such jury service with Contractor or that  
1143 Contractor deduct from the employee's regular pay the fees received for jury  
1144 service. For purposes of the Jury Service Program, "employee" means any  
1145 California resident who is a full time employee of a Contractor and "full  
1146 time" means forty (40) hours or more worked per week, or a lesser number of  
1147 hours if: (i) The lesser number is a recognized industry standard as  
1148 determined by COUNTY, or (ii) Contractor has a long standing practice that  
1149 defines the lesser number of hours as full time. Therefore, the Jury Service  
1150 Program applies to all of a Contractor's full time California employees, even  
1151 those not working specifically on COUNTY's project. Full time employees  
1152 providing short term, temporary services of ninety (90) days or less within a



1153 twelve (12) month period are not considered full time for purposes of the  
1154 Jury Service Program.

1155 2. There are two (2) ways in which a Contractor might not be subject to the Jury  
1156 Service Program:

1157 A. The first is if the Contractor does not fall within the Jury Service  
1158 Program's definition of "Contractor." The Program defines  
1159 "Contractor" to mean a person, partnership, corporation or other  
1160 entity which has a contract with COUNTY or a Subcontract with a  
1161 COUNTY contractor, and has received or will receive an aggregate  
1162 sum of \$50,000 or more in any twelve (12) month period under one  
1163 or more COUNTY contracts or subcontracts.

1164 B. The second is if the Contractor meets one (1) of the two (2)  
1165 exceptions to the Jury Service Program. The first exception concerns  
1166 small businesses and applies to Contractors that have: (i) ten (10) or  
1167 fewer employees; (ii) annual gross revenue in the preceding twelve  
1168 (12) months which, if added to the annual amount of the Agreement  
1169 is less than \$500,000; and (iii) is not an "Affiliate or subsidiary of a  
1170 business dominant in its field of operation." The second exception  
1171 applies to Contractors that possess a collective bargaining agreement  
1172 that expressly supersedes the provisions of the Jury Service Program.  
1173 Contractor is subject to any provision of the Jury Service Program  
1174 not expressly superseded by the collective bargaining agreement.

1175 If a Contractor does not fall within the Jury Service Program's definition of  
1176 "Contractor" or if it meets any of the exceptions to the Jury Service Program, then  
1177 Contractor shall so indicate in the "County of Los Angeles Contractor Employee  
1178 Jury Service Program Certification Form and Application for Exception" form  
1179 provided in Exhibit D-9 (County of Los Angeles Contractor Employee Jury Service  
1180 Program Certification Form and Application for Exception) of Attachment D



1181 (COUNTY Required Forms), and include with its submission all necessary  
1182 documentation to support the claim such as tax returns or a collective bargaining  
1183 agreement, if applicable. On reviewing the Contractor's application, COUNTY will  
1184 determine, in its sole discretion, whether Contractor falls within the definition of  
1185 Contractor or meets any of the exceptions to the Jury Service Program. COUNTY's  
1186 decision will be final.

1187 **4.27 LOCAL SMALL BUSINESS ENTERPRISE PREFERENCE PROGRAM:**

1188 COUNTY will give Local Small Business Enterprise (Local SBE) preference during  
1189 the solicitation process to Proposers that meet the definition of a Local SBE,  
1190 consistent with Chapter 2.204.030C.2 of the Los Angeles County Code.

1191 A Proposer which is certified as small by the Small Business Administration (SBA)  
1192 or which is registered as small on the federal Central Contractor Registration data  
1193 base may qualify to request the Local SBE Preference in a solicitation.

1194 Proposers must complete Exhibit D-18 (Los Angeles County Community Business  
1195 Enterprise (CBE) Program - Request for Local SBE Preference Program  
1196 Consideration and CBE Firm/Organization Information Form) of Attachment D  
1197 (COUNTY Required Forms) with their solicitation response. Sanctions and financial  
1198 penalties may apply to a business that knowingly, and with intent to defraud, seeks to  
1199 obtain or maintain the Local SBE Preference.

1200 **4.28 CERTIFICATION REGARDING DEBARMENT, SUSPENSION,**  
1201 **INELIGIBILITY AND VOLUNTARY EXCLUSION — LOWER TIER**  
1202 **COVERED TRANSACTIONS (45 C.F.R PART 76):**

1203 Pursuant to federal law, COUNTY is prohibited from contracting with parties that  
1204 are suspended, debarred, ineligible, or excluded or whose principals are suspended,  
1205 debarred or excluded from securing federally funded contracts. At the time of its  
1206 proposal submission, Proposer shall submit a certification, as set forth in Exhibit D-  
1207 14 (Certification Regarding Debarment, Suspension, Ineligibility and Voluntary



1208 Exclusion - Lower Tier Covered Transactions (45 C.F.R Part 76)) of Attachment D  
1209 (COUNTY Required Forms), attesting that neither it, as an organization, nor any of  
1210 its owners, officers, partners, directors, or other principals is currently suspended,  
1211 debarred, ineligible, or excluded from securing federally funded contracts. Should  
1212 the proposal identify prospective Subcontractors, or should Proposer intend to use  
1213 Subcontractors in the provision of services under any resultant Agreement, Proposer  
1214 shall submit a certification, completed by each Subcontractor, attesting that neither  
1215 Subcontractor, as an organization, nor any of its owners, officers, partners, directors,  
1216 or other principals is currently suspended, debarred, ineligible, or excluded from  
1217 securing federally funded contracts. Failure to provide the required certification may  
1218 eliminate the proposal from consideration.

1219 In the event that Proposer and/or its Subcontractor(s) is, or are, unable to provide the  
1220 required certification, Proposer instead shall provide a written explanation  
1221 concerning it and/or its Subcontractor's inability to provide the certification.  
1222 Proposer's written explanation shall describe the specific circumstances concerning  
1223 the inability to certify.

1224 It further shall identify any owner, officer, partner, director, or other principal of  
1225 Proposer and/or Subcontractor who is currently suspended, debarred, ineligible, or  
1226 excluded from securing federally funded contracts. Finally, the written explanation  
1227 shall provide that person's or those persons' job description(s) and function(s) as  
1228 they relate to the Agreement which is being solicited by this RFP.

1229 The written explanation shall be examined by COUNTY to determine, in its sole  
1230 discretion, whether further consideration of the proposal is appropriate under the  
1231 federal law.

1232 **4.29 INJURY AND ILLNESS PREVENTION PROGRAM:**

1233 Contractor shall be required to comply with the State of California's Cal OSHA  
1234 regulations. Section 3203 of Title 8 in the California Code requires all California



1235 employers to have a written, effective Injury and Illness Prevention Program (IIPP)  
1236 that addresses the hazards pertaining to the particular workplace covered by the  
1237 program.

1238 **4.30 RECYCLED BOND PAPER:**

1239 Proposer shall be required to comply with County's policy on recycled paper as  
1240 specified in Paragraph 65 (Recycled Bond Paper) of the Base Agreement of  
1241 Attachment C (Sample Agreement).

1242 **4.31 SAFELY SURRENDERED BABY LAW:**

1243 Contractor shall notify and provide to its employees, and shall require each  
1244 Subcontractor to notify and provide to its employees, a fact sheet regarding the  
1245 Safely Surrendered Baby Law, its implementation in COUNTY, and where and how  
1246 to safely surrender a baby. The fact sheet is set forth in Exhibit E-9 (Safely  
1247 Surrendered Baby Law) of Attachment E (COUNTY Ordinances and Policies), and  
1248 is also available on the Internet at [www.babysafela.org](http://www.babysafela.org) for printing.

1249 **4.32 PROPOSER'S CHARITABLE CONTRIBUTION COMPLIANCE:**

1250 California's "Supervision of Trustees and Fundraisers for Charitable Purposes Act"  
1251 regulates receiving and raising charitable contributions. Among other requirements,  
1252 those subject to the Charitable Purposes Act shall register. The 2004 Nonprofit  
1253 Integrity Act (SB 1262, Chapter 919) increased Charitable Purposes Act  
1254 requirements. New rules cover California public benefit corporations,  
1255 unincorporated associations, and trustee entities and may include similar foreign  
1256 corporations doing business or holding property in California. Key Nonprofit  
1257 Integrity Act requirements affect executive compensation, fund-raising practices and  
1258 documentation. Charities with over \$2 million of revenue (excluding funds that shall  
1259 be accounted for to a governmental entity) have new audit requirements.



1260 All Proposers shall determine if they receive or raise charitable contributions which  
1261 subject them to the Charitable Purposes Act and complete the certification form  
1262 attached as Exhibit D-13 (Charitable Contributions Certification) of Attachment D  
1263 (COUNTY Required Forms).

1264 In Exhibit D-13 (Charitable Contributions Certification) of Attachment D (COUNTY  
1265 Required Forms), Proposers certify either that:

- 1266 1. They have determined that they do not now receive or raise charitable  
1267 contributions regulated under the California Charitable Purposes Act  
1268 (including the Nonprofit Integrity Act), but will comply if they become  
1269 subject to coverage of those laws during the term of a COUNTY agreement,  
1270 or
- 1271 2. They are currently complying with their obligations under the Charitable  
1272 Purposes Act, attaching a copy of their most recent filing with the Registry of  
1273 Charitable Trusts.

1274 Proposers that do not complete Exhibit D-13 (Charitable Contributions Certification)  
1275 of Attachment D (COUNTY Required Forms) as part of the solicitation process may,  
1276 at COUNTY's sole discretion, be disqualified from contract award. A COUNTY  
1277 contractor that fails to comply with its obligations under the Charitable Purposes Act  
1278 is subject to either contract termination or debarment proceedings or both (COUNTY  
1279 Code Chapter 2.202).

1280 **4.33 CONTRACTOR'S WILLINGNESS TO CONSIDER COUNTY'S**  
1281 **EMPLOYEES FOR EMPLOYMENT:**

1282 Proposers shall agree to receive referrals of permanent or temporary employees from  
1283 COUNTY Human Resources staff for consideration of employment as  
1284 CONTRACTOR vacancies occur after contract implementation and throughout the  
1285 term of any resultant Agreement.



1286 **4.34 CONSIDERATION OF GAIN/GROW PROGRAM PARTICIPANTS FOR**  
1287 **EMPLOYMENT:**

1288 As a threshold requirement for consideration for contract award, Proposers shall  
1289 demonstrate a proven record of hiring participants from the DPSS GAIN/GROW  
1290 Program or shall attest to a willingness to consider GAIN/GROW participants for  
1291 any future employment opening if they meet the minimum qualifications for that  
1292 opening. Additionally, Proposers shall attest to a willingness to provide employed  
1293 GAIN/GROW participants access to the Proposers' employee mentoring program, if  
1294 available, to assist these individuals in obtaining permanent employment and/or  
1295 promotional opportunities. Proposers who are unable to meet this requirement shall  
1296 not be considered for contract award.

1297 **4.35 COUNTY'S QUALITY ASSURANCE PLAN:**

1298 After the Agreement award, COUNTY or its agent will evaluate the Contractor's  
1299 performance under the Agreement on a periodic basis. Such evaluation will include  
1300 assessing the Contractor's compliance with all Agreement terms and conditions and  
1301 performance standards. Contractor deficiencies which COUNTY determines are  
1302 severe or continuing and that may jeopardize performance of the Agreement will be  
1303 reported to the Board. The report will include a description of the  
1304 improvement/corrective action measures taken by COUNTY and Contractor. If  
1305 improvement does not occur consistent with the corrective action measures,  
1306 COUNTY may terminate the Agreement in whole or in part, or impose other  
1307 penalties as specified in the Agreement.

1308 **4.36 NOTICE TO EMPLOYEES REGARDING THE FEDERAL EARNED**  
1309 **INCOME CREDIT:**

1310 Contractor shall notify its employees, and shall require each Subcontractor to notify  
1311 its employees, that they may be eligible for the Federal Earned Income Credit under  
1312 the federal income tax laws. Such notice shall be provided in accordance with the  
1313 requirements set forth in Internal Revenue Service Notice 1015.



1314 **4.37 PROPOSER DEBARMENT:**

1315 Proposer is hereby notified that, in accordance with Chapter 2.202 of COUNTY  
1316 Code, COUNTY may debar Proposer from bidding or proposing on, or being  
1317 awarded, and/or performing work on other COUNTY contracts for a specified period  
1318 of time, not to exceed five (5) years, but may exceed five (5) years or be permanent if  
1319 warranted by the circumstances. COUNTY may terminate any or all of the  
1320 Proposer's existing agreements with COUNTY, if the Board finds, in its discretion,  
1321 that Proposer has done any of the following: (i) violated the term of an agreement  
1322 with COUNTY or a nonprofit corporation created by COUNTY; (ii) committed an  
1323 act or omission which negatively reflects on the Proposer's quality, fitness or  
1324 capacity to perform a contract with COUNTY, any other public entity, or a nonprofit  
1325 corporation created by COUNTY, or engaged in a pattern or practice which  
1326 negatively reflects on same; (iii) committed an act or offense which indicates a lack  
1327 of business integrity or business honesty; or (iv) made or submitted a false claim  
1328 against COUNTY or any other public entity.

1329 If there is evidence that the apparent highest ranked Proposer may be subject to  
1330 debarment, COUNTY will notify Proposer of the evidence that is the basis for the  
1331 proposed debarment, and shall advise Proposer of the scheduled date for a debarment  
1332 hearing before the Contractor Hearing Board.

1333 The Contractor Hearing Board will conduct a hearing where evidence on the  
1334 proposed debarment is presented. Proposer and/or its representative shall be given  
1335 an opportunity to submit evidence at that hearing. After the hearing, the Contractor  
1336 Hearing Board shall prepare a tentative proposed decision, which shall contain a  
1337 recommendation regarding whether Proposer should be debarred, and, if so, the  
1338 appropriate length of time of the debarment. Proposer and COUNTY will be  
1339 provided an opportunity to object to the tentative proposed decision prior to its  
1340 presentation to the Board.



1341 After consideration of any objections, or if no objections are received, a record of the  
1342 hearing, the proposed decision and any other recommendation of the Contractor  
1343 Hearing Board shall be presented to the Board. The Board shall have the right to  
1344 modify, deny, or adopt the proposed decision and the recommendation of the  
1345 Contractor Hearing Board.

1346 These terms shall also apply to proposed subcontractors of Proposers on COUNTY  
1347 contracts.

1348 A current listing of COUNTY's debarred contractors can be found at:

1349 [http://lacounty.info/doing\\_business/DebarmentList.htm](http://lacounty.info/doing_business/DebarmentList.htm)

1350 **4.38 PROTEST PROCESS:**

1351 Any actual or prospective Proposer may file a protest in connection with the  
1352 solicitation or award of a Board-approved service contract. It is generally accepted  
1353 that the Proposer challenging the decision of COUNTY bears the burden of proof in  
1354 its claim that the COUNTY department committed a sufficiently material error in the  
1355 solicitation process to justify invalidation of a proposed award.

1356 Throughout the review process, COUNTY has no obligation to delay or otherwise  
1357 postpone an award of contract based on a Proposer protest. In all cases, COUNTY  
1358 reserves the right to make an award when it is determined to be in the best interest of  
1359 COUNTY to do so.

1360 **4.38.1 Grounds for Review.**

1361 Unless federal or State statutes or regulations otherwise provide, the grounds  
1362 for review of any departmental determination or action should be limited to  
1363 the following:

- 1364 • Review of Solicitation Requirements (see Subsection 4.38.2)
- 1365 • Review of a Disqualified Proposal (see Subsection 4.38.3)



- 1366                   • Review of COUNTY's Proposed Contractor Selection (see  
1367                   Subsection 4.38.4)

1368                   **4.38.2 Review of Solicitation Requirements.**

1369                   A person or entity may seek a solicitation requirements review by submitting  
1370                   Exhibit E-1 (Transmittal Form to Request a RFP Solicitation Requirements  
1371                   Review) of Attachment E (COUNTY Ordinances and Policies) along with  
1372                   supporting documentation. A solicitation requirements review shall only be  
1373                   granted under the following circumstances:

- 1374                   • The request for a solicitation requirements review is received by  
1375                   DPSS by December 14, 2007;
- 1376                   • The request for a solicitation requirements review includes  
1377                   documentation, which demonstrates the underlying ability of the  
1378                   person or entity to submit a proposal;
- 1379                   • The request for a solicitation requirements review itemizes in  
1380                   appropriate detail, each matter contested, and factual reasons for the  
1381                   requested review; and
- 1382                   • The request for a solicitation requirements review asserts either that:
- 1383                   - Application of the minimum requirements, evaluation criteria  
1384                   and/or business requirements unfairly disadvantage the  
1385                   Proposer; or
- 1386                   - Due to unclear instructions, the process may result in  
1387                   COUNTY not receiving the best possible responses from the  
1388                   Proposers.

1389                   Whenever possible, the solicitation requirements review will be performed  
1390                   by one or more departmental representatives with services contracting  
1391                   knowledge or experience, which were not associated with the solicitation.



1392 The solicitation requirements review shall be completed and COUNTY's  
1393 determination shall be provided to the Proposer, in writing, within a  
1394 reasonable time prior to the proposal due date.

1395 **4.38.3 Review of a Disqualified Proposal.**

1396 A proposal may be disqualified from consideration because COUNTY  
1397 determined it was a non-responsive proposal at any time during the  
1398 evaluation process. If COUNTY determines that a proposal is disqualified  
1399 due to non-responsiveness, COUNTY shall notify the Proposer in writing.

1400 Upon receipt of the written determination of non-responsiveness, the  
1401 Proposer may submit a written request for a disqualification review by the  
1402 date specified (see Exhibit E-2 (Transmittal Form to Request a  
1403 Disqualification Review) of Attachment E (COUNTY Ordinances and  
1404 Policies)). Requests for a disqualification review not timely submitted will  
1405 be denied.

1406 A disqualification review shall only be granted under the following  
1407 circumstances:

- 1408 • The firm/person requesting a disqualification review is a Proposer;
- 1409 • The request for a disqualification review is submitted timely; and
- 1410 • The request for a disqualification review asserts that COUNTY's  
1411 determination of disqualification due to proposal non-responsiveness  
1412 was erroneous (e.g., factual errors, etc.) and provides factual support  
1413 on each ground asserted as well as copies of all documents and other  
1414 material that support the assertions.



1415 The disqualification review shall be completed and COUNTY's  
1416 determination shall be provided to the Proposer, in writing, prior to the  
1417 conclusion of the evaluation process.

1418 **4.38.4 Review of COUNTY's Proposed Contractor Selection.**

1419 **4.38.4.1 COUNTY Debriefing Process.**

1420 Upon completion of the evaluation, and prior to entering  
1421 negotiations with the selected Proposer, COUNTY will notify the  
1422 remaining Proposers that COUNTY is entering into negotiations  
1423 with another Proposer. COUNTY reserves the right to enter into  
1424 simultaneous negotiations with more than one Proposer. Upon  
1425 receipt of the notice, Proposer may submit a written request for a  
1426 debriefing within the time specified in the notice. The debriefing  
1427 will not be conducted unless the request is submitted within the  
1428 timeframe specified.

1429 The purpose of the debriefing is to compare the Proposer's  
1430 response to the solicitation document with the evaluation  
1431 document. Proposer shall be debriefed only on its response.  
1432 Because the Agreement process has not been completed, responses  
1433 from other Proposers shall not be discussed.

1434 If Proposer is not satisfied with the results of the debriefing, it may,  
1435 within five (5) working days of the debriefing, request a review on  
1436 the grounds and in the manner set forth below for review of  
1437 COUNTY's recommendation for the Agreement award.

1438 **4.38.4.2 Proposed Contractor Selection Review.**

1439 Proposer may submit a written request for a proposed contractor  
1440 selection review if Proposer asserts that its proposal should have



1441 been determined to be the lowest price, responsive and responsible  
1442 bid, or the highest scored proposal due to the following reasons:

- 1443 • COUNTY materially failed to follow procedures specified in  
1444 the RFP. This includes only the following:
  - 1445 – Failure to correctly apply the standards for reviewing  
1446 the proposal format requirements.
  - 1447 – Failure to correctly apply the standards, and/or follow  
1448 the prescribed methods, for evaluating the proposals  
1449 as specified in the solicitation document.
  - 1450 – Use of evaluation criteria that were different from the  
1451 evaluation criteria disclosed in the solicitation  
1452 document.
- 1453 • COUNTY made identifiable mathematical or other errors in  
1454 evaluating proposals, resulting in Proposer receiving an  
1455 incorrect score and not being selected as the recommended  
1456 Contractor.
- 1457 • A member of the Evaluation Committee demonstrated bias in  
1458 the conduct of the evaluation.
- 1459 • Another basis for review as provided by federal or State law.

1460 Upon completing the proposed contractor selection review,  
1461 COUNTY will issue a written decision to Proposer within a  
1462 reasonable time following receipt of the request for a proposed  
1463 contractor selection review, and always before the date the  
1464 Agreement award recommendation is to be heard by the Board. If  
1465 Proposer is not satisfied with the results of the proposed contractor  
1466 selection review, it may request a review on the grounds and in the  
1467 manner set forth below for a COUNTY review panel, see Exhibit



1468 E-3 (Transmittal Form to Request a Proposed Contractor Selection  
1469 Review) of Attachment E (COUNTY Ordinances and Policies).

1470 **4.38.4.3 COUNTY Review Panel Process.**

1471 If Proposer is not in agreement with the results of COUNTY's  
1472 proposed contractor selection review, Proposer may submit a  
1473 written request for a review by a COUNTY review panel, see  
1474 Exhibit E-4 (Transmittal Form to Request a County Review Panel)  
1475 of Attachment E (COUNTY Ordinances and Policies).

1476 Upon completion of the panel's review, the panel will forward its  
1477 report to DPSS, which will provide a copy to Proposer.

1478 **4.38.5 Contact/Address for Protest Requests.**

1479 All requests for review shall be submitted to the contact listed below. Note  
1480 on the envelope "Solicitation Requirements Review Request". Protests shall  
1481 be submitted in writing to:

1482 Vat Om, Contract Manager  
1483 Los Angeles County Department of Public Social Services  
1484 LEADER Replacement System Project  
1485 14714 Carmenita Road  
1486 Norwalk, California 90650

1487 **4.39 INSURANCE AND PERFORMANCE SECURITY AND SPARTA:**

1488 No contract will be submitted to the Board for execution and no work may be  
1489 performed by the selected Contractor on a contract unless and until Contractor has  
1490 submitted evidence of insurance as required by the terms of Subparagraph 17.2  
1491 (Insurance) of the Base Agreement of Attachment C (Sample Agreement) and  
1492 performance security as required by the terms of Subparagraph 17.3 (Performance  
1493 Security Requirements) of the Base Agreement of Attachment C (Sample  
1494 Agreement).



1495 A COUNTY program, known as “SPARTA” (Service Providers, Artisan and  
1496 Tradesman Activities) may be able to assist potential Contractors in obtaining  
1497 affordable liability insurance. The SPARTA program is administered by  
1498 COUNTY’s insurance broker, Municipality Insurance Services, Inc. For additional  
1499 information, Proposers may call (800) 420-0555 or access their website at:

1500 [www.2sparta.com](http://www.2sparta.com)

1501 **4.40 NOTIFICATION TO COUNTY OF PENDING**  
1502 **ACQUISITIONS/MERGERS BY PROPOSING COMPANY:**

1503 Proposer shall notify COUNTY of any pending acquisitions/mergers of its company.  
1504 This information shall be provided by Proposer on Exhibit D-1 (Proposer’s  
1505 Organization Questionnaire/Affidavit) of Attachment D (COUNTY Required  
1506 Forms). Failure of Proposer to provide this information may eliminate its  
1507 proposal/bid from any further consideration.



1508 **5. MINIMUM CONTRACTOR QUALIFICATIONS:**

1509 **5.1 REQUISITE EXPERIENCE:**

1510 This RFP requires that the Proposer have experience in the design, development,  
1511 implementation, management, operation, and support of eligibility and benefit  
1512 payment programs and direct, significant, and successful experience in designing,  
1513 developing, implementing, managing, operating, and supporting systems similar in  
1514 scope and complexity to the LRS.

1515 **5.2 PROPOSER QUALIFICATIONS:**

1516 Proposer shall meet the following minimum qualifications:

- 1517 1. Have had a minimum of five (5) years experience in enterprise browser-  
1518 based applications for information systems similar in scope and complexity  
1519 to the LRS, in each of the following categories:
  - 1520 a) Design, development, and implementation;
  - 1521 b) Management, operations, and support; and
  - 1522 c) Software modifications and/or enhancements.
- 1523 2. Of the above five (5) years experience in each such category, three (3) years  
1524 shall include operating public sector applications for enterprise projects  
1525 similar in scope and complexity to the LRS.
- 1526 3. Have had a minimum of five (5) years experience, within the last seven (7)  
1527 years, providing ongoing management, operations, and support for a data  
1528 facility similar in scope and complexity to the LRS.



1529 **5.3 CONTRACTOR KEY STAFF QUALIFICATIONS:**

1530 **5.3.1 Contractor Project Executive.**

1531 Proposer shall propose a Contractor Project Executive who shall be  
1532 responsible for Contractor's overall performance of any resultant Agreement  
1533 and has the authority to commit resources of Contractor to address LRS  
1534 project needs and requirements. The Contractor Project Executive must be a  
1535 full-time employee of Contractor.

1536 **5.3.2 Contractor Project Director.**

1537 Proposer shall propose a Contractor Project Director who shall be the  
1538 primary liaison between COUNTY and the Contractor, responsible for  
1539 managing all work by providing daily direction to the project management  
1540 team. The Contractor Project Director shall report to the Contractor Project  
1541 Executive.

1542 Contractor Project Director shall have the following minimum qualifications:

- 1543 1. Be a full-time employee of the Contractor and be assigned full-time  
1544 to the project management team on-site at the Project Office or other  
1545 location(s) approved by COUNTY Project Director.
- 1546 2. Have had at least seven (7) years total experience, within the last ten  
1547 (10) years, in the design, development, implementation, management,  
1548 operations, support, and software modifications and/or enhancements  
1549 of complex information systems.
- 1550 3. Have had at least three (3) years of project management  
1551 responsibility, within the last five (5) years, for enterprise projects  
1552 similar in scope and complexity to the LRS.
- 1553 4. Have current Project Management Professional (PMP) Certification  
1554 from Project Management Institute, or equivalent.



1555 **5.3.3 System Architect.**

1556 Proposer shall propose a System Architect who shall have primary  
1557 responsibility for optimizing the design of the LRS, proactively addressing  
1558 potential design challenges, and utilizing proven application development  
1559 tools.

1560 System Architect shall have the following minimum qualifications:

- 1561 1. Be a full-time employee of the Contractor and be available at any time,  
1562 including on-site at the Project Office or other location(s) approved by  
1563 COUNTY Project Director.
- 1564 2. Have had at least five (5) years of experience, within the last seven (7)  
1565 years, in technical architecture design for complex browser-based  
1566 information systems.
- 1567 3. Have had at least two (2) years of experience, within the last five (5)  
1568 years, as a system architect for enterprise systems similar in scope and  
1569 complexity to the LRS utilizing Web services frameworks and/or SOA  
1570 frameworks.

1571 **5.3.4 Technical Manager.**

1572 Proposer shall propose a Technical Manager as part of its project  
1573 management team, who shall serve as the technical liaison to COUNTY,  
1574 collaborating on and managing all technical concerns related to the LRS  
1575 (e.g., system performance).

1576 Technical Manager shall have the following minimum qualifications:

- 1577 1. Be a full-time employee of the Contractor and be assigned full-time to  
1578 the project management team on-site at the Project Office or other  
1579 location(s) approved by COUNTY Project Director.
- 1580 2. Have had at least five (5) years of experience, within the last seven (7)



1581 years, in the design, development, implementation, management,  
1582 operations, support, and software modifications and/or enhancements of  
1583 complex browser-based information systems.

1584 3. Have had at least three (3) years of experience, within the last five (5)  
1585 years, as a technical manager for enterprise systems similar in scope and  
1586 complexity to the LRS.

1587 **5.3.5 Functional Manager.**

1588 Proposer shall propose a Functional Manager as part of its project  
1589 management team who shall be responsible for overseeing the process of  
1590 LRS functional requirements analysis, verification, and validation as it  
1591 relates to LRS business rules and workflows. The Functional Manager shall  
1592 work with the Technical Manager to ensure that the technical design and  
1593 implementation of the LRS meets all functional requirements.

1594 Functional Manager shall have the following minimum qualifications:

1595 1. Be a full-time employee of the Contractor and be assigned full-time to  
1596 the project management team on-site at the Project Office or other  
1597 location(s) approved by COUNTY Project Director.

1598 2. Have had at least five (5) years of experience, within the last seven (7)  
1599 years, in the requirements validation and analysis, design, development,  
1600 testing, implementation, management, operations, support, and software  
1601 modifications and/or enhancements of complex information systems.

1602 3. Have had at least three (3) years of experience, within the last five (5)  
1603 years, in analysis and design of automated systems for human services  
1604 similar in functionality to the LRS, and managing teams of business  
1605 analysts.



1606 **5.3.6 Implementation Manager.**

1607 Proposer shall propose an Implementation Manager as part of its project  
1608 management team who plans and coordinates implementation tasks,  
1609 including training.

1610 Implementation Manager shall have the following minimum qualifications:

- 1611 1. Be a full-time employee of the Contractor and be assigned full-time to  
1612 the project management team on-site at the Project Office or other  
1613 location(s) approved by COUNTY Project Director, during Phase 1  
1614 (Design/Development/Implementation Phase).
- 1615 2. Have had at least five (5) years of experience, within the last seven (7)  
1616 years, in the design, development, implementation, management,  
1617 operations, support, and software modifications and/or enhancements of  
1618 complex information systems.
- 1619 3. Have had at least two (2) years of experience, within the last five (5)  
1620 years, in managing implementation activities, including management of  
1621 training, for enterprise projects similar in scope and complexity to the  
1622 LRS.

1623 **5.3.7 Conversion and Archive Manager.**

1624 Proposer shall propose a Conversion and Archive Manager as part of its  
1625 project management team who plans and coordinates all conversion tasks.

1626 Conversion and Archive Manager shall have the following minimum  
1627 requirements:

- 1628 1. Be a full-time employee of the Contractor and be assigned full-time to  
1629 the project management team on-site at the Project Office or other  
1630 location(s) approved by COUNTY Project Director, during Phase 1  
1631 (Design/Development/Implementation Phase).



- 1632 2. Have had at least five (5) years of experience, within the last seven (7)  
1633 years, in conversion and archival processes in the design, development,  
1634 implementation, management, operations, support, and software  
1635 modifications and/or enhancements of complex information systems.
- 1636 3. Have had at least two (2) years experience, within the last five (5) years,  
1637 in managing conversion activities for enterprise projects similar in scope  
1638 and complexity to the LRS.

1639 **5.3.8 Project Controller**

1640 Proposer shall propose a Project Controller as part of its project management  
1641 team who provides fiscal management and contract administration for any  
1642 resultant Agreement, supervises, controls, and coordinates the contractual  
1643 obligations of the Contractor, plans the project schedule, performs project  
1644 planning, and tracks task progress, resource assignments, and actual work  
1645 (hours and cost) performed by individual resources.

1646 Project Controller shall have the following minimum requirements:

- 1647 1. Be a full-time employee of the Contractor and be assigned full-time to  
1648 the project management team on-site at the Project Office or other  
1649 location(s) approved by COUNTY Project Director.
- 1650 2. Have had at least five (5) years of experience, within the last seven (7)  
1651 years, in developing and administering government contracts and  
1652 coordinating contractual requirements, preparing and executing contract  
1653 changes and amendments, and providing fiscal management, including  
1654 budgeting and accounting, of complex information systems.
- 1655 3. Have had at least two (2) years of experience, within the last five (5)  
1656 years, in planning project schedules utilizing Microsoft Project for  
1657 enterprise projects similar in scope and complexity to the LRS.
- 1658 4. Have had at least two (2) years of experience, within the last five (5)



**Los Angeles COUNTY**  
**Department of Public Social Services**  
**LEADER Replacement System (LRS)**

---

1659 years, as a project controller or equivalent for enterprise projects similar  
1660 in scope and complexity to the LRS.

1661

1662

1663



1664 **6. PROPOSAL REQUIREMENTS:**

1665 Preparing responses to solicitations for performing work for COUNTY requires  
1666 thoroughness, an ability to perceive all the details necessary to perform the required  
1667 work, and an evaluation of the personnel requirements and overhead costs for  
1668 performing any resultant Agreement. When responding, Proposers should make sure  
1669 that they have responded to all elements of the RFP as specified in this Section 6.  
1670 Inadequate, incomplete, or otherwise non-responsive proposals may result in  
1671 disqualification or elimination as determined by COUNTY. All proposals and  
1672 documents submitted therewith shall be written in the English language. Where  
1673 appropriate, graphics and diagrams should be presented to demonstrate complex  
1674 concepts or otherwise improve the comprehension of reviewers.

1675 **6.1 TRUTH AND ACCURACY OF REPRESENTATIONS:**

1676 False, misleading, incomplete, or deceptively unresponsive statements in connection  
1677 with a proposal shall be sufficient cause for rejection of the proposal at any time.  
1678 The evaluation and determination in this area shall be in COUNTY's sole judgment.

1679 **6.2 PROPOSAL PREPARATION INSTRUCTIONS:**

1680 Each proposal must respond clearly and comprehensively to all requirements of the  
1681 RFP. COUNTY reserves the sole right to judge the content and presentation of the  
1682 proposals. Failure to meet the proposal requirements specified in this Section 6  
1683 shall disqualify a proposal and eliminate it from further evaluation, as determined by  
1684 COUNTY.

1685 **6.2.1 Preparing to Respond.**

1686 The RFP should be read carefully, giving consideration to all of the work  
1687 requirements, including all equipment and supplies. All required documents,  
1688 such as references, information on specified forms, and resumes, must be  
1689 provided. Responses to this RFP must be made according to the instructions



1690 contained in this Section 6, both for content and sequence. Failure to adhere  
1691 to these instructions may be cause for rejection of the proposal, as determined  
1692 by COUNTY. No correction or resubmission shall be accepted after the  
1693 proposal submission deadline.

1694 **6.2.2 Realistic Proposals.**

1695 While past experience makes it appear that some Proposers deliberately “bid  
1696 low to get the COUNTY’s business”, COUNTY advises against such a  
1697 practice. Every proposal amount must be sufficient to assure that the  
1698 Proposer is able to perform its contractual obligations within the standards  
1699 specified and to maintain financial stability.

1700 **6.3 PRIME CONTRACTOR:**

1701 COUNTY’s interest is in acquiring the most appropriate and cost-effective system,  
1702 which best meets its needs, whether by a single vendor or a multi-vendor solution.  
1703 COUNTY will only accept multi-vendor solutions with the strict understanding that a  
1704 prime contractor is identified, and will act as the sole party legally, financially, and  
1705 operationally responsible for all vendor-provided hardware, software, services, and  
1706 other work. One consolidated response with all price items included in the Price  
1707 Proposal must be submitted.

1708 **6.4 PROPOSAL SUBMISSION:**

1709 Proposer shall submit one (1) designated original hardcopy and thirty (30)  
1710 hardcopies of its proposal and fifteen (15) softcopies of its proposal on CD media in  
1711 Microsoft (MS) Office 2003 format to COUNTY’s point of contact at the address set  
1712 forth in Subsection 4.2 (COUNTY Point of Contact and RFP Communications).

1713 **[NOTICE TO RFP PROPOSERS: The financial statements and documents**  
1714 **specified in subpart 1 of Subsection 6.7.4.2 (Proposer Financial Stability) shall**  
1715 **be required only in the original hardcopy, the first two (2) copies of the thirty**  
1716 **(30) hardcopies, and the fifteen (15) softcopies of the proposal.]**



1717 The proposal marked “original” shall contain all documents requiring original  
1718 signatures.

1719 The proposals must be printed (including computer/word processor generated  
1720 documents), on 8 ½ X 11 inch paper. The designated original must be single sided  
1721 and copies must be double sided. The text font must be Arial, the text font size must  
1722 be twelve (12) point, and line spacing must be set at one and one half (1 ½). The  
1723 proposal must be organized using a decimal numbering system. Section tabs are not  
1724 required but may be included to improve readability. No facsimile (fax) copies or  
1725 electronic mail (email) copies shall be accepted.

1726 The original proposal shall be submitted in three (3) unbound volumes, each of  
1727 which volumes shall be contained in one (1) of three (3) clearly labeled and sealed  
1728 packages according to the following three (3) categories:

- 1729 1. Business Proposal
- 1730 2. Management/Technical Proposal
- 1731 3. Price Proposal

1732 All three (3) packages of the original proposal shall be submitted in one (1) sealed  
1733 container clearly labeled “*Request for Proposals for the LEADER Replacement*  
1734 *System (LRS) RFP #ESD 07-02.*”

1735 The following additional information shall appear on the container:

- 1736 1. Name and address of the Proposer; and
- 1737 2. Indication of the contents (i.e., original proposal)

1738 Each of the thirty (30) hardcopies of the proposal shall be submitted in three (3)  
1739 separately bound volumes, each of which volumes shall be contained in one (1) of



1740 three (3) clearly labeled and sealed packages according to the following three (3)  
1741 categories:

- 1742 1. Business Proposal
- 1743 2. Management/Technical Proposal
- 1744 3. Price Proposal

1745 To the extent possible, all of the thirty (30) hardcopies for each category shall be  
1746 submitted in one (1) sealed container clearly labeled "*Request for Proposals for the*  
1747 *LEADER Replacement System (LRS) RFP #ESD 07-02.*"

1748 The following additional information shall appear on the outside of each container:

- 1749 1. Name and address of the Proposer; and
- 1750 2. Indication of the contents (i.e., 'BUSINESS PROPOSAL (hardcopies X  
1751 through Y of 30)', 'MANAGEMENT /TECHNICAL PROPOSAL  
1752 (hardcopies X through Y of 30)', or 'PRICE PROPOSAL (hardcopies X  
1753 through Y of 30)')

1754 If all thirty (30) hardcopies of each category cannot be packaged in one (1) sealed  
1755 container, then multiple sealed containers may be used. However, each container  
1756 shall only contain copies for the same category.

1757 Each of the fifteen (15) softcopies of the proposal shall be submitted on three (3)  
1758 separate CDs, each of which CDs shall be contained in one (1) of three (3) clearly  
1759 labeled and sealed packages according to the following three (3) categories:

- 1760 1. Business Proposal
- 1761 2. Management/Technical Proposal
- 1762 3. Price Proposal



1763 All of the fifteen (15) softcopies for each category shall be submitted in one (1)  
1764 sealed container clearly labeled "*Request for Proposals for the LEADER*  
1765 *Replacement System (LRS) RFP #ESD 07-02.*"

1766 The following additional information shall appear on the outside of each container:

- 1767 1. Name and address of the Proposer; and
- 1768 2. Indication of the contents (i.e., 'BUSINESS PROPOSAL (softcopies X through  
1769 Y of 15)', 'MANAGEMENT /TECHNICAL PROPOSAL (softcopies X through  
1770 Y of 15)', or 'PRICE PROPOSAL (softcopies X through Y of 15)')

1771 Proposer shall organize its proposal in each of the above categories in the order  
1772 shown above and shall organize the requested information under the specific section  
1773 titles as defined in this Section 6. Each volume shall contain a hard or soft cover.

1774 The cover of each volume must state the exact name of the project as shown on the  
1775 front of this RFP, the project number as shown in the RFP Cover Letter, the proposal  
1776 copy number (Original or Copy (n) of 30, as appropriate), and name of the volume  
1777 (i.e., Business Proposal, Management/Technical Proposal, or Price Proposal). In  
1778 addition, each volume must contain a title page, which replicates the information  
1779 from the cover and includes date of submission.

1780 No pricing information shall be included in either the Proposer's Business Proposal  
1781 or Management/Technical Proposal.

1782 Any material received that does not indicate RFP-related contents as described above  
1783 will be opened as general mail which may result in a delay in COUNTY's receipt of  
1784 the proposal and, subsequently, disqualification of the proposal as untimely. Failure  
1785 to clearly mark a proposal as described above may also cause the inadvertent  
1786 disclosure of the proposal's content.

1787 Only one proposal per individual, partnership, limited liability company, corporation,  
1788 or association under the same or different names shall be submitted.



1789           **PROPOSALS MUST BE RECEIVED BY THE COUNTY AT THE ADDRESS**  
1790           **STATED IN THIS SUBSECTION 6.4 BY 2:00 P.M., PACIFIC TIME, ON**  
1791           **MAY 15, 2008. NO PROPOSAL WILL BE ACCEPTED AFTER THAT TIME.**  
1792           **IT IS THE SOLE RESPONSIBILITY OF PROPOSER TO ASSURE THAT**  
1793           **ITS PROPOSAL IS RECEIVED. PROPOSER SHALL BEAR ALL RISKS**  
1794           **ASSOCIATED WITH DELAYS IN THE UNITED STATES POSTAL**  
1795           **SERVICE OR OTHER DELIVERY SERVICES.**

1796           Following is the required content and sequence for all proposals:

1797           **Business Proposal**

- 1798           1.     Cover (see this Subsection 6.4)
- 1799           2.     Title Page (see this Subsection 6.4)
- 1800           3.     Table of Contents (Proposal Section 1)
- 1801           4.     Letter of Transmittal (Proposal Section 2)
- 1802           5.     Minimum Qualifications (Proposal Section 3)
- 1803           6.     Proposer Background, Financial Stability, and Performance History  
1804           (Proposal Section 4)
- 1805           7.     Insurance Requirements (Proposal Section 5)
- 1806           8.     Willingness to Provide Other Information (Proposal Section 6)
- 1807           9.     Acceptance of Terms and Conditions (Proposal Section 7)
- 1808           10.    Price Guarantee (Proposal Section 8)
- 1809           11.    Compliance with Applicable Law (Proposal Section 9)
- 1810           12.    COUNTY Required Forms (Proposal Section 10)
- 1811           13.    Exceptions to Attachment C (Sample Agreement) (Proposal Section 11)
- 1812           14.    Certification of Compliance (Proposal Section 12)
- 1813           15.    Subcontractors (Proposal Section 13)

1814           **Management/Technical Proposal**



- 1815 16. Cover (see this Subsection 6.4)
- 1816 17. Title Page (see this Subsection 6.4)
- 1817 18. Table of Contents (Proposal Section 14)
- 1818 19. Executive Summary (Proposal Section 15)
- 1819 20. Management Response (Proposal Section 16)
- 1820 a. Proposer Background, Capabilities, and Experience
- 1821 b. Proposed Contractor Key Staff
- 1822 21. Technical Response (Proposal Section 17)
- 1823 a. Technical Solution (Proposal Section 17A)
- 1824 i. Proposed Solution
- 1825 ii. Response to Requirements
- 1826 b. Technical Approach (Proposal Section 17B)
- 1827 i. Approach to Project Management
- 1828 ii. Approach to Phase 1 (Design/Development/Implementation Phase)
- 1829 iii. Approach to Phase 2 (Performance Verification Phase)
- 1830 iv. Approach to Phase 3 (Operational Phase)
- 1831 22. Appendices (Proposal Section 18)
- 1832 **Price Proposal**
- 1833 23. Cover (see this Subsection 6.4)
- 1834 24. Title Page (see this Subsection 6.4)
- 1835 25. Table of Contents (Proposal Section 19)
- 1836 26. Pricing Schedule Forms (Proposal Section 20)
- 1837 **6.5 ERROR CORRECTIONS REQUIREMENT:**
- 1838 If Proposer realizes, before the proposal submission deadline, that the submitted
- 1839 proposal contains one or more errors, Proposer may request in writing that the



1840 proposal be withdrawn. If there are one or more errors, Proposer may resubmit  
1841 another proposal with each error corrected up to the proposal submission deadline.  
1842 Once the proposal submission deadline has passed, all proposals shall stand as  
1843 written.

1844 In addition, if COUNTY determines at any time that there are one or more obvious  
1845 errors (e.g., clerical or arithmetic errors) in any submitted proposal, COUNTY, in its  
1846 sole discretion, may request in writing that the particular Proposer submit a written  
1847 correction of the applicable portions of its proposal within a COUNTY-specified  
1848 time period and in compliance with all COUNTY instructions as set forth in the  
1849 request, including regarding content and format. Proposer understands and agrees  
1850 that any such correction shall be limited to correcting the errors identified by  
1851 COUNTY, shall comply with all COUNTY instructions as set forth in the request,  
1852 and shall be considered part of the proposal for all purposes, including proposal  
1853 evaluation. If Proposer fails to submit such correction within the COUNTY-specified  
1854 time period, the proposal shall stand as written.

1855 **6.6 CONTRACTOR EMPLOYEE ACKNOWLEDGEMENT,**  
1856 **CONFIDENTIALITY, AND COPYRIGHT ASSIGNMENT**  
1857 **AGREEMENTS:**

1858 All personnel of the selected Contractor and any Subcontractors will be required to  
1859 sign a Contractor Employee Acknowledgement, Confidentiality, and Copyright  
1860 Assignment Agreement found in Exhibit D (CONTRACTOR Employee  
1861 Acknowledgement, Confidentiality, and Copyright Assignment Agreement) of  
1862 Attachment C (Sample Agreement) or Subcontractor Employee Acknowledgement,  
1863 Confidentiality, and Copyright Assignment Agreement found in Exhibit 3  
1864 (Subcontractor Employee Acknowledgement, Confidentiality, and Copyright  
1865 Assignment Agreement) to Exhibit G (Required Subcontract Provisions) of  
1866 Attachment C (Sample Agreement).



1867 **6.7 BUSINESS PROPOSAL:**

1868 The Business Proposal shall contain the following:

- 1869 • Cover (see Subsection 6.4 (Proposal Submission))
- 1870 • Title Page (see Subsection 6.4 (Proposal Submission))
- 1871 • Table of Contents (Proposal Section 1)
- 1872 • Letter of Transmittal (Proposal Section 2)
- 1873 • Minimum Qualifications (Proposal Section 3)
- 1874 • Proposer Background, Financial Stability, and Performance History (Proposal  
1875 Section 4)
- 1876 • Insurance Requirements (Proposal Section 5)
- 1877 • Willingness to Provide Other Information (Proposal Section 6)
- 1878 • Acceptance of Terms and Conditions (Proposal Section 7)
- 1879 • Price Guarantee (Proposal Section 8)
- 1880 • Compliance with Applicable Law (Proposal Section 9)
- 1881 • COUNTY Required Forms (Proposal Section 10)
- 1882 • Exceptions to Attachment C (Sample Agreement) (Proposal Section 11)
- 1883 • Certification of Compliance (Proposal Section 12)
- 1884 • Subcontractors (Proposal Section 13)

1885 **6.7.1 Table of Contents (Proposal Section 1).**

1886 This section of the proposal shall be entitled “Table of Contents,” and shall  
1887 contain a table of contents showing all content of the entire proposal and how  
1888 the entire proposal is organized, using a numeric decimal outline format such  
1889 as used in this RFP.



1890           **6.7.2 Letter of Transmittal (Proposal Section 2).**

1891           This section of the proposal shall be entitled “Letter of Transmittal,” and  
1892           shall contain a letter of transmittal, printed on Proposer’s stationary with a  
1893           maximum of two (2) pages. The letter must include the following:

- 1894           • Proposer’s name and address, and the name, title, address, telephone  
1895           number, fax number, and email address of the person authorized to  
1896           represent the Proposer during negotiations.
- 1897           • A statement that the Proposer understands and agrees that its submission  
1898           of a proposal constitutes an acknowledgment and acceptance of, and a  
1899           willingness to comply with, all the terms and conditions of this RFP and  
1900           any RFP Addenda thereto.
- 1901           • A statement indicating whether Proposer intends to perform this project  
1902           as a single contractor or as a prime contractor with one or more  
1903           subcontractors. If the proposal is not a single Contractor proposal, the  
1904           letter shall clearly indicate the other entity(ies) involved and the nature of  
1905           its/their role(s).
- 1906           • Identity of all subcontractors, the amount of all work to be done by each  
1907           of the subcontractors as measured by percentage of total contract price,  
1908           and a description of all work to be performed by each of the  
1909           subcontractors.
- 1910           • A statement confirming that Proposer is qualified to do business in  
1911           California and providing its corporate charter number and an assurance  
1912           that any subcontractor proposed is also qualified to do business in  
1913           California.
- 1914           • The Proposer’s federal tax identification number.

1915           The letter must describe Proposer’s legal form (e.g., corporation, partnership,  
1916           etc.).



1917 The Letter of Transmittal must be executed by: (i) an owner, if Proposer is a  
1918 sole proprietorship; (ii) an authorized officer (preferably with corporate seal  
1919 attached), if Proposer is a corporation; (iii) an authorized general partner, if  
1920 Proposer is a general or limited partnership; or (iv) the manager or a  
1921 managing member, if Proposer is a limited liability company. Proposals  
1922 signed by an agent other than the above, must include a power of attorney  
1923 authorizing the signature. In addition, all persons signing on behalf of the  
1924 Proposer are required to warrant that they are authorized to sign for and on  
1925 behalf of the Proposer. Otherwise, the proposal shall be rejected as irregular.

1926 **6.7.3 Minimum Qualifications (Proposal Section 3).**

1927 This section of the proposal shall be entitled “Minimum Qualifications,” and  
1928 shall include the Minimum Qualifications Matrix Forms in Attachment F  
1929 (Proposer Response Forms) showing how Proposer and each proposed  
1930 Contractor Key Staff meets the required minimum qualifications and  
1931 experience set forth in Section 5 (Minimum Contractor Qualifications).

1932 **6.7.4 Proposer Background, Financial Stability, and Performance History**  
1933 **(Proposal Section 4).**

1934 This section of the proposal shall be entitled “Proposer Background,  
1935 Financial Stability, and Performance History,” and shall include information  
1936 regarding Proposer’s background, financial stability, and performance  
1937 history.

1938 **6.7.4.1 Proposer Background.**

1939 Proposer shall provide the following information regarding its  
1940 background:

- 1941 1. The number of years the Proposer has been in business under  
1942 the present business name, as well as prior related business  
1943 name(s).



- 1944 2. Proof of or application for authority to conduct business in  
1945 the State of California.
- 1946 3. Nature of licenses held by Proposer (e.g., accreditation,  
1947 licensor, joint venture).
- 1948 4. Names and addresses of persons and/or business entities with  
1949 whom Proposer has been associated in business as partners or  
1950 business associates in the last five (5) years.
- 1951 5. Names of business entities with whom the Proposer has  
1952 ownership interests or joint venture interests.
- 1953 6. Names and addresses of persons and/or business entities  
1954 which own more than a five percent (5%) equity interest in  
1955 Proposer.

1956 **6.7.4.2 Proposer Financial Stability.**

1957 Proposer shall provide adequate documentation on the financial status  
1958 to demonstrate that the Proposer will continue in business through the  
1959 term of any resultant Agreement and can finance the costs of all  
1960 hardware, software, personnel, maintenance, and other work.  
1961 Proposer shall, at a minimum, provide the following:

- 1962 1. Copies of the Proposer's audited financial statements for  
1963 fiscal years 2006, 2005, and 2004, prepared in compliance  
1964 with Generally Accepted Accounting Principles (GAAP). If  
1965 audited financial statements are not available, COUNTY may  
1966 at its sole discretion accept other financial statements or  
1967 documents that demonstrate Proposer's financial stability,  
1968 such as:
- 1969 a. Form 10-K or Annual Report;



- 1970 b. Statement of income and related earnings;
- 1971 c. Statement of Changes in financial position;
- 1972 d. Letter from the bidder's banking institution; and
- 1973 e. Statement from a certified public accounting firm.
- 1974 Income tax returns shall not be accepted to meet these
- 1975 requirements. Financial statements will be kept confidential
- 1976 if so stamped on each page.
- 1977 2. List of each potential financial commitments, and pending or
- 1978 threatened litigation including, where appropriate, an opinion
- 1979 by Proposer's counsel as to the likelihood that the
- 1980 commitment, or a liability resulting from litigation will
- 1981 materialize and an estimate of the dollar value of the
- 1982 commitment/liability. Proposer shall also comment on
- 1983 whether any potential financial commitments, and pending or
- 1984 threatened litigation will adversely affect the Proposer's
- 1985 ability to perform any resultant Agreement.

#### 1986 **6.7.4.3 Proposer Performance History.**

- 1987 Proposer shall provide the following information regarding its
- 1988 performance history:
- 1989 1. A list of all contracts terminated within the last five (5) years
- 1990 with a reason for termination by completing and submitting
- 1991 the Prospective Contractor List of Terminated Contracts
- 1992 found in Exhibit D-4 (Prospective Contractor List of
- 1993 Terminated Contracts) of Attachment D (COUNTY Required
- 1994 Forms). In addition, for each listed terminated contract,
- 1995 Proposer shall complete the Proposer Release Form found in



- 1996 Exhibit D-10 (Proposer Release Form) of Attachment D  
1997 (COUNTY Required Forms). Proposer shall include  
1998 completed Exhibit D-4 (Prospective Contractor List of  
1999 Terminated Contracts) and Exhibit D-10 (Proposer Release  
2000 Form), both found in Attachment D (COUNTY Required  
2001 Forms), in Proposal Section 10 (COUNTY Required Forms).
- 2002 2. A listing of all debarments, disclosing if it has been debarred  
2003 from any public or private entity anywhere within the United  
2004 States of America. If there have been no debarments, a  
2005 statement to that effect must be made.
- 2006 3. A statement describing the size, scope, subject, and potential  
2007 liability amount of any pending or, to Proposer's best  
2008 knowledge, any threatened litigation against Proposer, or any  
2009 of its affiliated entities or principals, including name, case,  
2010 and court jurisdiction in which Proposer or any of its  
2011 affiliated entities, or principals, is a party named, and any  
2012 judgments made against Proposer, in the past five (5) years.
- 2013 4. A list identifying all third party software and hardware  
2014 (including the owner, licensor and/or seller thereof) that is  
2015 bundled into or may be a component of the proposed LRS.  
2016 Proposer shall certify it has obtained all necessary licenses  
2017 and/or other rights to such software and hardware, including  
2018 the right to license to COUNTY, and for COUNTY to use,  
2019 the third party software and/or hardware in accordance with  
2020 any resultant Agreement.
- 2021 5. A detailed list of any failure or refusal to complete any  
2022 contract, including contract name, Proposer's role (i.e., prime  
2023 or subcontractor), and reason for failure or refusal. In



2024 addition, for each listed contract, Proposer shall complete the  
2025 Proposer Release Form found in Exhibit D-10 (Proposer  
2026 Release Form) of Attachment D (COUNTY Required Forms).  
2027 Proposer shall include completed Exhibit D-10 (Proposer  
2028 Release Form) of Attachment D (COUNTY Required Forms)  
2029 in Proposal Section 10 (COUNTY Required Forms).

2030 6. A detailed list of all liquidated damages assessed against  
2031 Proposer in the last five (5) years, including contract name,  
2032 contract agency, type of work, reason for assessment of  
2033 liquidated damages, and amount assessed. In addition, for  
2034 each listed contract, Proposer shall complete the Proposer  
2035 Release Form found in Exhibit D-10 (Proposer Release Form)  
2036 of Attachment D (COUNTY Required Forms). Proposer shall  
2037 include completed Exhibit D-10 (Proposer Release Form) of  
2038 Attachment D (COUNTY Required Forms) in Proposal  
2039 Section 10 (COUNTY Required Forms).

2040 7. A detailed list of each current contract, and each contract  
2041 within the past five (5) years, related to health and human  
2042 services systems with a contract price of Five Million Dollars  
2043 (\$5,000,000) or more. In addition, for each listed contract,  
2044 Proposer shall complete the Proposer Release Form found in  
2045 Exhibit D-10 (Proposer Release Form) of Attachment D  
2046 (COUNTY Required Forms). Proposer shall include  
2047 completed Exhibit D-10 (Proposer Release Form) of  
2048 Attachment D (COUNTY Required Forms) in Proposal  
2049 Section 10 (COUNTY Required Forms).



2050 **6.7.5 Insurance Requirements (Proposal Section 5).**

2051 This section shall be entitled "Insurance Requirements," and shall include a  
2052 copy of Proposer's current certificates of insurance. Proposer shall also  
2053 include a statement that it will comply with and meet all insurance  
2054 requirements listed in Subparagraph 17.2 (Insurance) of the Base Agreement  
2055 of Attachment C (Sample Agreement).

2056 **6.7.6 Willingness to Provide Other Information (Proposal Section 6).**

2057 This section of the proposal shall be entitled "Willingness to Provide Other  
2058 Information," and shall include a statement as to Proposer's willingness to  
2059 provide COUNTY with any other information COUNTY determines is  
2060 necessary for an accurate determination of the Proposer's qualifications to  
2061 perform all Work under any resultant Agreement.

2062 **6.7.7 Acceptance of Terms and Conditions (Proposal Section 7).**

2063 This section of the proposal shall be entitled "Acceptance of Terms and  
2064 Conditions," and shall include a statement affirming Proposer's  
2065 acknowledgment and acceptance of, and a willingness to comply with, all of  
2066 the terms and conditions of this RFP and any RFP Addenda.

2067 **6.7.8 Price Guarantee (Proposal Section 8).**

2068 This section of the proposal shall be entitled "Price Guarantee," and shall  
2069 contain a statement that the Proposer shall assume full financial liability and  
2070 responsibility for staying within the Total Maximum Contract Sum of its  
2071 proposal and the maximum price of each component of its proposal, as  
2072 shown in Attachment G (Pricing Schedule Forms) of this RFP, for the  
2073 duration of any resultant Agreement.



2074 **6.7.9 Compliance with Applicable Law (Proposal Section 9).**

2075 This section of the proposal shall be entitled "Compliance with Applicable  
2076 Law," and shall contain a statement that during the term of any resultant  
2077 Agreement, the Proposer shall comply with all applicable federal, State, and  
2078 local laws, regulations, ordinances, rules, guidelines, directives, policies, and  
2079 procedures, and other provisions set forth in this RFP.

2080 **6.7.10 COUNTY Required Forms (Proposal Section 10).**

2081 This section of the proposal shall be entitled "County Required Forms," and  
2082 shall contain the following forms found in Attachment D (COUNTY  
2083 Required Forms) which shall be completed by Proposer and signed and dated  
2084 where applicable:

- 2085 1. Proposer's Organization Questionnaire/Affidavit;
- 2086 2. Prospective Contractor References;
- 2087 3. Prospective Contractor List of Contracts;
- 2088 4. Prospective Contractor List of Terminated Contracts;
- 2089 5. Certification of No Conflict of Interest;
- 2090 6. Familiarity with the County Lobbyist Ordinance Certification;
- 2091 7. Proposer's Equal Employment Opportunity (EEO) Certification;
- 2092 8. Attestation of Willingness to Consider GAIN/GROW Participants;
- 2093 9. County of Los Angeles Contractor Employee Jury Service Program  
2094 Certification Form and Application for Exception;
- 2095 10. Proposer Release Form;
- 2096 11. Client List and Release Form;
- 2097 12. Certification of Independent Price Determination & Acknowledgement of  
2098 RFP Restrictions;



- 2099 13. Charitable Contributions Certification;
- 2100 14. Certification Regarding Debarment, Suspension, Ineligibility and
- 2101 Voluntary Exclusion – Lower Tiered Covered Transactions (45 C.F.R.
- 2102 Part 76);
- 2103 15. Request for Proposals/Grounds for Rejection;
- 2104 16. Bidder’s/Offeree’s Nondiscrimination in Services Certification;
- 2105 17. Assurance of Compliance of Civil Rights Resolution Agreement with Los
- 2106 Angeles County Department of Public Social Service; and
- 2107 18. LA County Community Business Enterprise (CBE) Program – Request
- 2108 for Local SBE Preference Program Consideration and CBE
- 2109 Firm/Organization Information Form.

2110 **6.7.11 Exceptions to Attachment C (Sample Agreement) (Proposal Section 11).**

2111 This section of the proposal shall be entitled, “Exceptions to Attachment C

2112 (Sample Agreement),” and shall fully and clearly state any and all exceptions

2113 to Attachment C (Sample Agreement), except that no exceptions are allowed

2114 to the provisions of Subparagraph 1.4 (Definitions) of the Base Agreement of

2115 Attachment C (Sample Agreement) and to any Exhibits of Attachment C. If

2116 there are no exceptions, a statement to that effect must be made. If one (1)

2117 or more exceptions are taken, then for each such exception, the Proposer

2118 must: (i) identify the specific paragraph or subparagraph by number and line

2119 number and, if applicable, title; (ii) provide the reason for the exception; (iii)

2120 provide suggested substitute language or the request that a specific paragraph

2121 or subparagraph be deleted in its entirety; (iv) explain why it is in

2122 COUNTY’s best interest to accept the Proposer’s substitute language or

2123 requested deletion; and (v) state whether or not there will be any price

2124 reduction on the Price Proposal, should COUNTY accept the Proposer’s

2125 exception, and specify the details and dollar amount of any price reduction on

2126 the Price Proposal in Schedule F (Exceptions to Attachment C (Sample



2127 Agreement)) of Attachment G (Pricing Schedule Forms). All exceptions  
2128 shall be sequentially numbered with whole numbers commencing with “1”.

2129 Any Proposer which fails to make exceptions as described in this Subsection  
2130 6.7.11, shall be barred from later making such exceptions, including during  
2131 any contract negotiations. Notwithstanding the inclusion of exceptions as a  
2132 section of the Business Proposal, COUNTY reserves the right to determine,  
2133 at any time during the proposal evaluation process and during contract  
2134 negotiations, if a Proposer’s exceptions are material enough to deem the  
2135 entire proposal non-responsive and not subject to further consideration.  
2136 COUNTY additionally reserves the right to make any changes at any time to  
2137 the Agreement and/or to Attachment A (Statement of Work), Attachment B  
2138 (Statement of Requirements), and/or any other Agreement Exhibit at its sole  
2139 discretion. Proposers are further advised that COUNTY, in its sole  
2140 discretion, may disqualify any Proposer with whom COUNTY cannot  
2141 negotiate an Agreement acceptable to COUNTY.

2142 **6.7.12 Certification of Compliance (Proposal Section 12).**

2143 This section of the proposal shall be entitled “Certification of Compliance,”  
2144 and shall contain the following paragraph:

2145 “I hereby certify that the contents of this proposal, including, without  
2146 limitation, the Price Proposal, are in full compliance with all of the  
2147 requirements of the LEADER Replacement System Request for  
2148 Proposals, including, without limitation, the terms and conditions of  
2149 Attachment C (Sample Agreement) for the LEADER Replacement  
2150 System, without any exceptions, expressed or implied, except for  
2151 those exceptions expressly listed and explained in Subsection 6.7.11  
2152 (Exceptions to Attachment C (Sample Agreement) (Proposal Section  
2153 11)) of this proposal. This proposal is an irrevocable offer which



2154 shall remain in full force and effect until and including February 28,  
2155 2011.”

2156 The statement must be executed by: (i) an owner, if Proposer is a sole  
2157 proprietorship; (ii) an authorized officer (preferably with corporate seal  
2158 attached), if Proposer is a corporation; (iii) an authorized general partner, if  
2159 Proposer is a general or limited partnership; or (iv) a manager or a managing  
2160 member, if Proposer is a limited liability company. Proposals signed by an  
2161 agent other than the above, must include a power of attorney authorizing the  
2162 signature. In addition, all persons signing on behalf of the Proposer are  
2163 required to warrant that they are authorized to sign for and on behalf of the  
2164 Proposer. Otherwise, the proposal shall be rejected.

2165 **6.7.13 Subcontractors (Proposal Section 13).**

2166 This section of the proposal shall be entitled “Subcontractors” and shall  
2167 contain the following:

2168 If Proposer intends to perform any resultant Agreement as a prime contractor  
2169 with one or more subcontractors, Proposer shall submit the following:

- 2170 1. All applicable information for each proposed Subcontractor, as  
2171 described in Subsections 6.7.4.1 (Proposer Background), 6.7.4.2  
2172 (Proposer’s Financial Stability), 6.7.4.3 (Proposer Performance History),  
2173 6.7.5 (Insurance Requirements (Proposal Section 5)), 6.7.6 (Willingness  
2174 to Provide Other Information (Proposal Section 6)), 6.7.7 (Acceptance  
2175 of Terms and Conditions (Proposal Section 7)), 6.7.9 (Compliance with  
2176 Applicable Law (Proposal Section 9)), and 6.7.10 (COUNTY Required  
2177 Forms (Proposal Section 10)). The information for each proposed  
2178 Subcontractor shall be provided in substantially the same manner as  
2179 provided for Proposer under such Subsections.



2180 2. A statement from each proposed Subcontractor indicating its willingness  
2181 to work with Proposer as a Subcontractor under any resultant  
2182 Agreement, and its intent to sign a formal subcontract agreement with  
2183 the Proposer shall be submitted with the signature of the person  
2184 authorized to bind the proposed Subcontractor. All subcontract  
2185 agreements shall be required to be fully executed before any resultant  
2186 Agreement is approved by COUNTY.

2187 If Proposer intends to perform any resultant Agreement as a single contractor  
2188 with no Subcontractors, a statement to that effect shall be made.

2189 Any subcontracts entered into during the term of any resultant Agreement  
2190 shall comply with the provisions of Paragraph 16 (Subcontracting) of the  
2191 Base Agreement of Attachment C (Sample Agreement).

2192 **6.8 MANAGEMENT/TECHNICAL PROPOSAL:**

2193 The Management/Technical Proposal shall contain the following:

- 2194 • Cover (see Subsection 6.4 (Proposal Submission))
- 2195 • Title Page (see Subsection 6.4 (Proposal Submission))
- 2196 • Table of Contents (Proposal Section 14)
- 2197 • Executive Summary (Proposal Section 15)
- 2198 • Management Response (Proposal Section 16)
- 2199 • Technical Response (Proposal Section 17)
- 2200 • Appendices (Proposal Section 18)

2201 **6.8.1 Table of Contents (Proposal Section 14).**

2202 This section of the proposal shall be entitled "Table of Contents," and shall  
2203 contain a table of contents showing all contents of the



2204 Management/Technical Proposal, using a numeric decimal outline format  
2205 such as used in this RFP.

2206 **6.8.2 Executive Summary (Proposal Section 15).**

2207 This section of the proposal shall be entitled “Executive Summary,” and shall  
2208 contain the Executive Summary which shall condense and highlight the  
2209 contents of the Management/Technical Proposal in such a way as to provide  
2210 COUNTY with a broad understanding of the proposal. While no specific  
2211 format need be followed, the summary must include salient and significant  
2212 points using no highly technical terms. It must be brief and concise, not to  
2213 exceed twenty (20) pages, including all text and any accompanying diagrams.  
2214 The Proposer shall not mention or refer to price in its Management/Technical  
2215 Proposal. Any Management/Technical Proposal mentioning or referencing  
2216 price information shall result in the rejection of the entire proposal.

2217 **6.8.3 Management Response (Proposal Section 16).**

2218 This section of the proposal shall be entitled “Management Response,” and  
2219 shall contain the following:

- 2220 • Proposer Background, Capabilities, and Experience
- 2221 • Proposed Contractor Key Staff

2222 **6.8.3.1 Proposer Background, Capabilities, and Experience.**

2223 The Proposer shall submit the following information in order to  
2224 enable COUNTY to evaluate fully its qualifications to undertake and  
2225 complete the work and requirements specified in this RFP.

- 2226 • **Background and Capabilities**



2227 For Proposer and each proposed Subcontractor, Proposer  
2228 shall provide details of the background and capabilities to  
2229 include:

- 2230 1. Date Proposer/Subcontractor was established;
- 2231 2. Statement whether Proposer/Subcontractor is a public  
2232 or private firm. If private, list (i) whether a  
2233 corporation, partnership, limited liability company,  
2234 sole proprietorship, or combination thereof, and (ii)  
2235 the names of the members of the board of directors or  
2236 other governing body. If public, list the names of the  
2237 members of the board of directors or other governing  
2238 body;
- 2239 3. Primary business;
- 2240 4. Total number of employees; and
- 2241 5. Number of personnel engaged in computer systems  
2242 design, development, implementation, management,  
2243 and operations.

2244 • **Summary Experience**

2245 Proposers shall complete the Experience Summary Matrix  
2246 Form in Attachment F (Proposer Response Forms) listing  
2247 experience relevant to this RFP within the last five (5) years  
2248 by categories and area shown. Proposer's and each proposed  
2249 Subcontractor's experience must be shown on separate  
2250 Experience Summary Matrix Forms. The Proposer shall  
2251 include the completed Experience Summary Matrix Form(s)  
2252 as an appendix to its Management/Technical Proposal in



2253 Proposal Section 18 (Appendices). In addition, for each  
2254 listed contract, Proposer shall complete the Proposer Release  
2255 Form found in Exhibit D-10 (Proposer Release Form) of  
2256 Attachment D (COUNTY Required Forms). Proposer shall  
2257 include completed Exhibit D-10 (Proposer Release Form) of  
2258 Attachment D (COUNTY Required Forms) in Proposal  
2259 Section 18 (Appendices).

2260 • **Detailed Experience**

2261 Proposer shall provide up to five (5) project descriptions,  
2262 which demonstrate the Proposer's experience, including each  
2263 proposed Subcontractor's experience, with one (1) or more of  
2264 the following:

2265 1. Designing, developing, implementing, managing,  
2266 and/or operating systems for health and human  
2267 services clients.

2268 2. Designing, developing, implementing, managing,  
2269 and/or operating systems similar in functionality to  
2270 the LRS.

2271 3. Designing, developing, implementing, managing,  
2272 and/or operating systems using similar technical  
2273 architecture to the LRS.

2274 4. Managing, operating, and supporting data facilities  
2275 similar in scope and complexity to the LRS.

2276 Each project description must include the following:



- 2277 1. Customer, project name, and reference individual  
2278 along with address, telephone number, and email  
2279 address;
- 2280 2. Time period of the project, including start date,  
2281 original scheduled completion date, and actual contract  
2282 completion date;
- 2283 3. Approximate total contract price to include the  
2284 original estimate of the price, the actual price, and an  
2285 explanation of any variance;
- 2286 4. Proposer's role (prime contractor or subcontractor);
- 2287 5. Proposer's responsibilities and work performed; and
- 2288 6. A narrative description, including purpose of the  
2289 project, scope of the project, size of the project (e.g.,  
2290 lines of code, number of users), and technologies  
2291 utilized.

2292 In addition, for each listed contract, Proposer shall complete  
2293 the Proposer Release Form found in Exhibit D-10 (Proposer  
2294 Release Form) of Attachment D (COUNTY Required Forms).  
2295 Proposer shall include completed Exhibit D-10 (Proposer  
2296 Release Form) of Attachment D (COUNTY Required Forms)  
2297 in Proposal Section 18 (Appendices).

2298 **6.8.3.2 Proposed Contractor Key Staff.**

2299 The basic requirements for the proposed Contractor Key Staff are set  
2300 forth in Section 5 (Minimum Contractor Qualifications). The  
2301 Proposer must provide a short narrative of the qualifications and  
2302 experience for each proposed Contractor Key Staff. The Proposer



2303 must provide a full resume for all proposed Contractor Key Staff.  
2304 The Proposer shall include resumes for all proposed Contractor Key  
2305 Staff as an appendix to its Management/Technical Proposal in  
2306 Proposal Section 18 (Appendices).

2307 **[NOTICE TO RFP PROPOSERS: Any replacement of**  
2308 **Contractor Key Staff shall be required to meet all qualifications**  
2309 **and experience as set forth in Section 5 (Minimum Contractor**  
2310 **Qualifications) as well as have at least equivalent qualifications**  
2311 **and experience of the originally proposed Contractor Key Staff**  
2312 **member, as determined by COUNTY.]**

2313 **6.8.4 Technical Response (Proposal Section 17).**

2314 This section of the proposal shall be entitled “Technical Response,” and shall  
2315 contain the following:

- 2316 • Technical Solution (Proposal Section 17A)
  - 2317 – Proposed Solution
  - 2318 – Response to Requirements
- 2319 • Technical Approach (Proposal Section 17B)
  - 2320 – Approach to Project Management
  - 2321 – Approach to Phase 1 (Design/Development/Implementation Phase)
  - 2322 – Approach to Phase 2 (Performance Verification Phase)
  - 2323 – Approach to Phase 3 (Operational Phase)

2324 **6.8.4.1 Technical Solution (Proposal Section 17A)**

2325 The Proposer shall submit the following information in order to  
2326 enable COUNTY to evaluate its qualifications to meet the functional,  
2327 technical, and training requirements specified in this RFP:



2328

- **Proposed Solution**

2329

Proposer shall demonstrate why its Technical Response represents the best solution for COUNTY through a Narrative Summary, including any charts, diagrams, and flow charts to help COUNTY visualize the proposed LRS, that describes the architecture of its proposed solution, and how its proposed solution meets the requirements set forth in the RFP, including Attachment B (Statement of Requirements).

2330

2331

2332

2333

2334

2335

2336

The Proposer's Narrative Summary of its solution shall specifically address the following:

2337

2338

1. Hardware and network architecture: a high-level description of the computing and network resources for all LRS processing environments, the Central Sites, the Print Facility Sites, and the Enterprise Connecting Hardware, including connectivity to LANet/EN.

2339

2340

2341

2342

2343

2. Software architecture: a high-level description of software and Web services layers and components (e.g., operating systems, protocols, database management, programming languages, utilities, middleware) and how they interact to implement the functional architecture.

2344

2345

2346

2347

2348

3. Functional architecture: a high-level description of the functionality and capabilities of the LRS.

2349

2350

4. Application architecture: a high-level description of the organization of the application separately addressing service components, interface management, and security processing, and how they interact to implement the application architecture.

2351

2352

2353

2354



2355 5. Data architecture: a high-level description of the logical  
2356 design, structure, and implementation of the persistent data  
2357 needed for the LRS functionality and operations.

2358

2359 • **Response to Requirements**

2360 Proposer shall demonstrate why its Technical Response  
2361 represents the best solution for COUNTY through the completion  
2362 of the Requirements Proposal Response Forms in Attachment F  
2363 (Proposer Response Forms).

2364 Proposer shall complete the Requirements Proposal Response  
2365 Forms in Attachment F (Proposer Response Forms), which  
2366 include matrices of the functional, technical, and training  
2367 requirements with completion instructions for these forms.  
2368 Proposer should refer to Attachment A (Statement of Work) and  
2369 Attachment B (Statement of Requirements) in completing these  
2370 forms. Proposer shall complete each form as described  
2371 demonstrating how its proposed approach complies with the  
2372 functional, technical, and training requirements, referencing the  
2373 Narrative Summary of its proposed solution, as appropriate. The  
2374 Proposer shall include the completed Requirements Proposal  
2375 Response Forms as an appendix to its Management/Technical  
2376 Proposal in Proposal Section 18 (Appendices).

2377 **6.8.4.2 Technical Approach (Proposal Section 17B)**

2378 The Proposer shall submit the following information in order to  
2379 enable COUNTY to evaluate its qualifications to undertake and  
2380 complete the work and requirements specified in this RFP:

2381 • **Project Management Approach.**



2382 The Proposer shall describe its approach to project management,  
2383 including the processes to be used in the delivery of all Work to  
2384 include all Work and requirements set forth in Attachment A  
2385 (Statement of Work), Attachment B (Statement of Requirements),  
2386 and Attachment C (Sample Agreement). Proposer shall describe  
2387 the differences in approach across all project phases, including  
2388 the transition between Phase 1  
2389 (Design/Development/Implementation Phase) and Phase 2  
2390 (Performance Verification Phase) and between Phase 2 and Phase  
2391 3 (Operational Phase). The Proposer shall describe in detail what  
2392 project management controls will be instituted to support all  
2393 phases of the LRS Project.

2394 Specifically, the Proposer must provide:

- 2395 1. A chart showing the organization of the Proposer's project  
2396 team.
- 2397 2. A narrative description of its project management approach  
2398 addressing the following:
  - 2399 a. Approach to risk management;
  - 2400 b. Approach to Deficiency management;
  - 2401 c. Approach to quality assurance;
  - 2402 d. Approach to change management;
  - 2403 e. Approach to staffing and resource management; and
  - 2404 f. Approach to project communications.
- 2405 3. A high-level Project Work Plan which includes the following:



Los Angeles COUNTY  
Department of Public Social Services  
LEADER Replacement System (LRS)

- 2406 a. Gantt chart of the Phase 1  
2407 (Design/Development/Implementation), Phase 2  
2408 (Performance Verification Phase), and Phase 3  
2409 (Operational Phase) tasks and associated deliverables;
- 2410 b. A summary of all deliverables and anticipated  
2411 completion dates in a format similar to that shown in  
2412 Section 4 (Deliverable Summary) of Attachment A  
2413 (Statement of Work); and
- 2414 c. A staff loading chart showing all anticipated Proposer  
2415 staff resources for Phase 1  
2416 (Design/Development/Implementation Phase),  
2417 separately stating staff resources for: (i) all Deliverables  
2418 by business/technical function by quarter; (ii) all M&O  
2419 Services by business/technical function by quarter; and  
2420 (iii) all other Work by business/technical function by  
2421 quarter.
- 2422 d. A staff loading chart showing all anticipated Proposer  
2423 staff resources for Phase 2 (Performance Verification  
2424 Phase), separately stating staff resources for: (i) all  
2425 Deliverables by business/technical function by quarter;  
2426 (ii) all M&O Services by business/technical function by  
2427 quarter; (iii) all M&E Services by business/technical  
2428 function by quarter; and (iv) all other Work by  
2429 business/technical function by quarter. Staff resources  
2430 for M&E Services shall be based on 12,000 person  
2431 hours per month.
- 2432 e. A staff loading chart showing all anticipated Proposer  
2433 staff resources for Phase 3 (Operational Phase),



2434 separately stating staff resources for: (i) all Deliverables  
2435 by business/technical function by quarter; (ii) all M&O  
2436 Services by business/technical function by quarter; (iii)  
2437 all M&E Services by business/technical function by  
2438 quarter; and (iv) all other Work by business/technical  
2439 function by quarter. Staff resources for M&E Services  
2440 shall be based on 12,000 person hours per month.

2441 The Proposer shall include the high-level Project Work Plan as an  
2442 appendix to its Management/Technical Proposal in Proposal  
2443 Section 18 (Appendices).

2444 • **Approach to Phase 1 (Design/Development/Implementation**  
2445 **Phase).**

2446 Proposer shall describe its approach to providing all of the Work  
2447 in Phase 1 (Design/Development/Implementation Phase) of any  
2448 resultant Agreement. As part of its approach, Proposer shall  
2449 provide a detailed description for each Task, including all  
2450 Subtasks and Deliverables, contained in Phase 1  
2451 (Design/Development/Implementation Phase) of Attachment A  
2452 (Statement of Work) (i.e., Task 1 (Project Administration)  
2453 through Task 13 (Countywide Implementation)). Proposer shall  
2454 describe how its use of information technology best practices will  
2455 successfully produce a fully functional, scalable, and  
2456 maintainable solution in a timely fashion in Phase 1  
2457 (Design/Development/Implementation Phase). Proposer shall  
2458 describe how it will use its System Development Lifecycle  
2459 methodology and tools to support the development of the LRS.  
2460 The Proposer should present its previous experience in using its



2461 methodology and tools for developing similar systems, either  
2462 functionally and/or technically.

2463 • **Approach to Phase 2 (Performance Verification Phase).**

2464 Proposer shall describe its approach to providing all of the Work  
2465 in Phase 2 (Performance Verification Phase) of any resultant  
2466 Agreement, including its plans for monitoring performance and  
2467 the tools used for verifying performance requirements. As part of  
2468 its approach, Proposer shall provide a detailed description for  
2469 Task 14 (Phase 2 (Performance Verification Phase)), including all  
2470 Subtasks and Deliverables, contained in Attachment A (Statement  
2471 of Work). Proposer shall discuss how it will transition this  
2472 process to Phase 3 (Operational Phase), including an ongoing  
2473 analysis of LRS performance and review with COUNTY against  
2474 the LRS requirements, including performance requirements.

2475 • **Approach to Phase 3 (Operational Phase).**

2476 Proposer shall describe its approach to providing all of the Work  
2477 in Phase 3 (Operational Phase) of any resultant Agreement,  
2478 including its support structure for ongoing M&O Services and  
2479 M&E Services. As part of its approach, Proposer shall provide a  
2480 detailed description for Task 15 (Phase 3 (Operational Phase)),  
2481 including all Subtasks and Deliverables, contained in Attachment  
2482 A (Statement of Work). Proposer shall clearly illustrate how its  
2483 support operations and various support applications, including  
2484 Helpdesk and Automated Change Tracking System (ACTS), will  
2485 communicate with each other as well as interface with COUNTY  
2486 support infrastructures (e.g., COUNTY help desk).



2487 Proposer shall describe the transition of any support activities  
2488 conducted during Phase 1 (Design/Development/Implementation  
2489 Phase) and Phase 2 (Performance Verification Phase) to Phase 3  
2490 (Operational Phase). The Proposer shall also describe how the  
2491 activities involved in Phase 1  
2492 (Design/Development/Implementation Phase), such as use of the  
2493 Integrated Development Environment (IDE), configuration and  
2494 change management, and quality assurance, will be transitioned  
2495 to Phase 3 (Operational Phase).

2496 Proposer shall describe how it shall satisfy COUNTY's  
2497 requirement for twenty-four (24) hours a day, seven (7) days a  
2498 week, three hundred and sixty-five (365) days a year,  
2499 management, operations, and support, including business  
2500 continuity/disaster recovery, and Helpdesk.

2501 **6.8.5 Appendices (Proposal Section 18).**

2502 This section of the proposal shall be entitled "Appendices," and shall contain  
2503 the following:

- 2504 • The completed Experience Summary Matrix Form(s) (see Subsection  
2505 6.8.3.1 (Proposer Background, Capabilities, and Experience)) ;
- 2506 • The completed Exhibit D-10 (Proposer Release Forms) (see Subsection  
2507 6.8.3.1 (Proposer Background, Capabilities, and Experience));
- 2508 • The resumes for the proposed Contractor Key Staff (see Subsection  
2509 6.8.3.2 (Proposed Contractor Key Staff));
- 2510 • The completed Functional/Technical Requirements Proposal Response  
2511 Forms (see Subsection 6.8.4.1 (Technical Solution (Proposal Section  
2512 17A))); and



- 2513                   • The high-level Project Work Plan (see Subsection 6.8.4.2 (Technical  
2514                   Approach (Proposal Section 17B))).

2515   **6.9   PRICE PROPOSAL:**

2516           The Price Proposal shall contain the following:

- 2517           • Cover (see Subsection 6.4 (Proposal Submission))
- 2518           • Title (see Subsection 6.4 (Proposal Submission))
- 2519           • Table of Contents (Proposal Section 19)
- 2520           • Pricing Schedule Forms (Proposal Section 20)

2521   **6.9.1   Table of Contents (Proposal Section 19).**

2522           This section of the proposal shall be entitled “Table of Contents,” and shall  
2523           contain a table of contents showing all contents of the Price Proposal, using a  
2524           numeric decimal outline format such as used in this RFP.

2525   **6.9.2   Pricing Schedule Forms (Proposal Section 20).**

2526           This section of the proposal shall be entitled “Pricing Schedule Forms,” and  
2527           shall contain the completed Pricing Schedule Forms found in Attachment G  
2528           (Pricing Schedule Forms). For the Initial Term, the Proposer shall submit  
2529           prices for each of the three phases (Phase 1  
2530           (Design/Development/Implementation Phase), Phase 2 (Performance  
2531           Verification Phase), and Phase 3 (Operational Phase)) to include all work  
2532           associated with that particular phase, including all applicable taxes and  
2533           transportation charges. The Proposer shall also submit prices for any  
2534           Extended Term to include all work, including all applicable taxes and  
2535           transportation charges. The Proposer shall not include any assumptions in its  
2536           Price Proposal. The Price Proposal shall not reflect any price reductions  
2537           based on COUNTY’s acceptance of any exceptions to Attachment C (Sample



2538 Agreement). Pricing Schedule Forms are provided in Attachment G (Pricing  
2539 Schedule Forms) as blank templates for completion and inclusion with the  
2540 proposal. No other templates shall be accepted. All formulas in the Pricing  
2541 Schedule Forms are locked. If Proposer believes that any formula is  
2542 incorrect, such Proposer shall immediately notify, in writing, COUNTY's  
2543 point of contact as set forth in Subsection 4.2 (COUNTY Point of Contact  
2544 and RFP Communications). Schedule G (Exceptions to Attachment C  
2545 (Sample Agreement)) of Attachment G (Pricing Schedule Forms) may be  
2546 expanded to include more lines for price reduction entries where specified in  
2547 the detailed instructions found in Attachment G.

2548 **[NOTICE TO RFP PROPOSERS: COUNTY will only accept fixed**  
2549 **pricing as specified in Attachment G (Pricing Schedule Forms).**  
2550 **COUNTY will not consider alternative pricing structures, including**  
2551 **tiered pricing, variable pricing, transaction-based pricing, caseload-**  
2552 **based pricing, or User-based pricing.]**

2553 Under any resultant Agreement, COUNTY will pay Contractor only for: (i)  
2554 Deliverables (not including Deliverables 1.3 (Ongoing Project  
2555 Administration), 9.3.3 (User Acceptance Test Weekly Status Reports), 13.3  
2556 (Certification of Local Office Site Readiness), 13.4 (Local Office Site  
2557 Implementation Interim Reports), 14.1 (Specialized Training Reports), 14.3.1  
2558 (Performance Verification Report), 14.3.2 (Certification of Performance  
2559 Verification). 15.1 (Ongoing Specialized Training Reports), 15.2.1 (Final  
2560 Acceptance Report), 15.2.2 (Final Acceptance Certification) and 15.3  
2561 (Certification of Completion of Outgoing Transition Support), which  
2562 Deliverables shall not have a COUNTY payment obligation under any  
2563 resultant Agreement); (ii) M&O Services; and (iii) COUNTY- requested and  
2564 approved Application Software Modifications and/or Enhancements, and all  
2565 of such payments will be made in accordance with Attachment C (Sample  
2566 Agreement).



2567 For Deliverables (not including Deliverables 1.3 (Ongoing Project  
2568 Administration), 9.3.3 (User Acceptance Test Weekly Status Reports), 13.3  
2569 (Certification of Local Office Site Readiness), 13.4 (Local Office Site  
2570 Implementation Interim Reports), 14.1 (Specialized Training Reports), 14.3.1  
2571 (Performance Verification Report), 14.3.2 (Certification of Performance  
2572 Verification). 15.1 (Ongoing Specialized Training Reports), 15.2.1 (Final  
2573 Acceptance Report), 15.2.2 (Final Acceptance Certification) and 15.3  
2574 (Certification of Completion of Outgoing Transition Support), which  
2575 Deliverables shall not have a COUNTY payment obligation under any  
2576 resultant Agreement), the Maximum Price for each Deliverable under any  
2577 resultant Agreement [see Schedule A (Deliverable Prices) of Exhibit C  
2578 (Schedule of Payments) of Attachment C (Sample Agreement)] shall not  
2579 exceed the total dollar amount proposed for such Deliverable on Schedules C  
2580 (Phase 1 (Design/Development/Implementation Phase) Price by Deliverable)  
2581 and D (Phase 2 (Performance Verification Phase) Price Summary) of  
2582 Attachment G (Pricing Schedule Forms).

2583 In the event that COUNTY, in its sole discretion, terminates the Work related  
2584 to DCFS Systems and DCFS Programs pursuant to Paragraph 75  
2585 (Termination Related to DCFS Systems and DCFS Programs) of Attachment  
2586 C (Sample Agreement), for Deliverables (not including Deliverables 1.3  
2587 (Ongoing Project Administration), 9.3.3 (User Acceptance Test Weekly  
2588 Status Reports), 13.3 (Certification of Local Office Site Readiness), 13.4  
2589 (Local Office Site Implementation Interim Reports), 14.1 (Specialized  
2590 Training Reports), 14.3.1 (Performance Verification Report), 14.3.2  
2591 (Certification of Performance Verification). 15.1 (Ongoing Specialized  
2592 Training Reports), 15.2.1 (Final Acceptance Report), 15.2.2 (Final  
2593 Acceptance Certification) and 15.3 (Certification of Completion of Outgoing  
2594 Transition Support), which Deliverables shall not have a COUNTY payment  
2595 obligation under any resultant Agreement), the Maximum Price for each



2596 Deliverable under any resultant Agreement [see Schedule A-1 (Deliverable  
2597 Prices – Termination Under Paragraph 75 (Termination Related to DCFS  
2598 Systems and DCFS Programs)) of Exhibit C (Schedule of Payments) of  
2599 Attachment C (Sample Agreement)] shall not exceed the total dollar amount  
2600 proposed for such Deliverable on Schedules C-1 (Phase 1  
2601 (Design/Development/Implementation Phase) Price by Deliverable –  
2602 Termination Under Paragraph 75 (Termination Related to DCFS Systems and  
2603 DCFS Programs)) and D-1 (Phase 2 (Performance Verification Phase) Price  
2604 Summary – Termination Under Paragraph 75 (Termination Related to DCFS  
2605 Systems and DCFS Programs)) of Attachment G (Pricing Schedule Forms).

2606 For M&O Services during the Initial Term, the Fixed Monthly Rate Price for  
2607 M&O Services for a particular Contract Year under any resultant Agreement  
2608 [see Schedule B (Management and Operations Services Prices During Initial  
2609 Term) of Exhibit C (Schedule of Payments) of Attachment C (Sample  
2610 Agreement)] shall not exceed one-twelfth (1/12) of the total annual dollar  
2611 amount proposed for M&O Services for such Contract Year on Schedules B  
2612 (Phase 1 (Design/Development/Implementation Phase) Price Summary), D  
2613 (Phase 2 (Performance Verification Phase) Price Summary), and E (Phase 3  
2614 (Operational Phase) Price Summary) of Attachment G (Pricing Schedule  
2615 Forms).

2616 In the event that COUNTY, in its sole discretion, terminates the Work related  
2617 to DCFS Systems and DCFS Programs pursuant to Paragraph 75  
2618 (Termination Related to DCFS Systems and DCFS Programs) of Attachment  
2619 C (Sample Agreement), for M&O Services during the Initial Term, the Fixed  
2620 Monthly Rate Price for M&O Services for a particular Contract Year under  
2621 any resultant Agreement [see Schedule B-1 (Management and Operations  
2622 Services Prices During Initial Term – Termination Under Paragraph 75  
2623 (Termination Related to DCFS Systems and DCFS Programs)) of Exhibit C  
2624 (Schedule of Payments) of Attachment C (Sample Agreement)] shall not



2625 exceed one-twelfth (1/12) of the total annual dollar amount proposed for  
2626 M&O Services for such Contract Year on Schedules B-1 (Phase 1  
2627 (Design/Development/Implementation Phase) Price Summary – Termination  
2628 Under Paragraph 75 (Termination Related to DCFS Systems and DCFS  
2629 Programs)), D-1 (Phase 2 (Performance Verification Phase) Price Summary –  
2630 Termination Under Paragraph 75 (Termination Related to DCFS Systems and  
2631 DCFS Programs)), and E-1 (Phase 3 (Operational Phase) Price Summary –  
2632 Termination Under Paragraph 75 (Termination Related to DCFS Systems and  
2633 DCFS Programs)) of Attachment G (Pricing Schedule Forms).

2634 For M&O Services during any Extended Term, the Fixed Monthly Rate Price  
2635 for M&O Services for a particular Contract Year under any resultant  
2636 Agreement [see Schedule B-EXT (Management and Operations Services  
2637 Prices During Any Extended Term) of Exhibit C (Schedule of Payments) of  
2638 Attachment C (Sample Agreement)] shall not exceed one-twelfth (1/12) of  
2639 the total annual dollar amount proposed for M&O Services for such Contract  
2640 Year on Schedule F (Extended Term Price Summary) of Attachment G  
2641 (Pricing Schedule Forms).

2642 In the event that COUNTY, in its sole discretion, terminates the Work related  
2643 to DCFS Systems and DCFS Programs pursuant to Paragraph 75  
2644 (Termination Related to DCFS Systems and DCFS Programs) of Attachment  
2645 C (Sample Agreement), for M&O Services during any Extended Term, the  
2646 Fixed Monthly Rate Price for M&O Services for a particular Contract Year  
2647 under any resultant Agreement [see Schedule B-EXT-1 (Management and  
2648 Operations Services Prices During Any Extended Term – Termination Under  
2649 Paragraph 75 (Termination Related to DCFS Systems and DCFS Programs))  
2650 of Exhibit C (Schedule of Payments) of Attachment C (Sample Agreement)]  
2651 shall not exceed one-twelfth (1/12) of the total annual dollar amount  
2652 proposed for M&O Services for such Contract Year on Schedule F-1  
2653 (Extended Term Price Summary – Termination Under Paragraph 75



2654 (Termination Related to DCFS Systems and DCFS Programs)) of Attachment  
2655 G (Pricing Schedule Forms).

2656 For M&E during the Initial Term, the Fixed Hourly Rate Price for providing  
2657 each County-requested M&E for a particular Contract Year under any  
2658 resultant Agreement [see Schedule C (Application Software Modifications  
2659 and/or Enhancements Prices During Phase 2 (Performance Verification  
2660 Phase) and Phase 3 (Operational Phase)) of Exhibit C (Schedule of  
2661 Payments) of Attachment C (Sample Agreement)] shall not exceed the  
2662 Blended Fully Loaded Fixed Hourly Rate Price proposed for such Contract  
2663 Year on Schedules D (Phase 2 (Performance Verification Phase) Price  
2664 Summary) and E (Phase 3 (Operational Phase) Price Summary) of  
2665 Attachment G (Pricing Schedule Forms). For M&E during any Extended  
2666 Term, the Fixed Hourly Rate Price for providing each County-requested  
2667 M&E for a particular Contract Year under any resultant Agreement [see  
2668 Schedule C-EXT (Application Software Modifications and/or Enhancements  
2669 Prices During Any Extended Term) of Exhibit C (Schedule of Payments) of  
2670 Attachment C (Sample Agreement)] shall not exceed the Blended Fully  
2671 Loaded Fixed Hourly Rate Price proposed for such Contract Year on  
2672 Schedule F (Extended Term Price Summary) of Attachment G (Pricing  
2673 Schedule Forms).

2674 **[NOTICE TO RFP PROPOSERS: Each price entered on Schedules B-1**  
2675 **(Phase 1 (Design/Development/ Implementation Phase) Price Summary –**  
2676 **Termination Under Paragraph 75 (Termination Related to DCFS**  
2677 **Systems and DCFS Programs)), C-1 ((Phase 1 (Design/Development/**  
2678 **Implementation Phase) Price by Deliverable – Termination Under**  
2679 **Paragraph 75 (Termination Related to DCFS Systems and DCFS**  
2680 **Programs)), D-1 (Phase 2 (Performance Verification Phase) Price**  
2681 **Summary – Termination Under Paragraph 75 (Termination Related to**  
2682 **DCFS Systems and DCFS Programs)), E-1 (Phase 3 (Operational Phase)**



2683 **Price Summary – Termination Under Paragraph 75 (Termination**  
2684 **Related to DCFS Systems and DCFS Programs)), and F-1 (Extended**  
2685 **Term Price Summary – Termination Under Paragraph 75 (Termination**  
2686 **Related to DCFS Systems and DCFS Programs)) of Attachment G**  
2687 **(Pricing Schedule Forms) shall not exceed the corresponding price**  
2688 **entered on Schedules B (Phase 1 (Design/Development/ Implementation**  
2689 **Phase) Price Summary), C (Phase 1 (Design/Development/**  
2690 **Implementation Phase) Price by Deliverable), D (Phase 2 (Performance**  
2691 **Verification Phase) Price Summary), E (Phase 3 (Operational Phase)**  
2692 **Price Summary), and F (Extended Term Price Summary) of Attachment**  
2693 **G (Pricing Schedule Forms).]**

2694 COUNTY will withhold fifteen percent (15%) of the Maximum Price of all  
2695 Phase 1 (Design/Development/Implementation) and Phase 2 (Performance  
2696 Verification Phase) Deliverable invoices. All Withhold Amounts for such  
2697 Deliverable invoices will be payable only in Phase 3 (Operational Phase)  
2698 after COUNTY approval of Deliverable 15.2.2 (Final Acceptance  
2699 Certification), pursuant to Subparagraph 9.5 (Invoicing, Payment, and  
2700 Withholds for Deliverables) of Attachment C (Sample Agreement). In  
2701 general, COUNTY pays approved invoices within thirty (30) days after  
2702 receipt.

2703 The Proposer shall complete all forms contained in Attachment G (Pricing  
2704 Schedule Forms) in accordance with the requirements below and the detailed  
2705 instructions provided in that Attachment.

2706 Proposer shall review each price, including totals and subtotals, in all  
2707 Schedules of Attachment G (Pricing Schedule Forms) to ensure that each  
2708 price is included, is accurate, and represents Proposer's final price.



2709

**6.9.2.1 Schedule A (LRS Agreement Price Summary).**

2710

This Schedule A is a Microsoft Excel worksheet that summarizes Schedules B (Phase 1 (Design/Development/Implementation Phase) Price Summary), C (Phase 1 (Design/Development/Implementation Phase) Price by Deliverable), D (Phase 2 (Performance Verification Phase) Price Summary), and E (Phase 3 (Operational Phase) Price Summary) in Attachment G (Pricing Schedule Forms). There is a separate worksheet for each such schedule. Prices are entered into the appropriate cells in each such schedule and formulas in Schedule A will total these separate prices into this Schedule A.

2711

2712

2713

2714

2715

2716

2717

2718

2719

Postage shall not be included in the Grand Total LRS Agreement Price (Total Maximum Contract Sum for Initial Term and Total Maximum Contract Sum for Any Extended Term) and shall not be included in Schedule A or in any other Schedules. Postage is a pass-through charge as described in Subparagraph 8.3 (Postage Charges) of the Base Agreement of Attachment C (Sample Agreement).

2720

2721

2722

2723

2724

2725

Proposer's Grand Total LRS Agreement Price (Total Maximum Contract Sum for Initial Term and Total Maximum Contract Sum for Any Extended Term), as set forth in this Schedule A and submitted to COUNTY pursuant to Addendum Number Nine, shall not exceed Proposer's Grand Total LRS Agreement Price (Total Maximum Contract Sum for Initial Term and Total Maximum Contract Sum for Any Extended Term), as set forth in Schedule A of Proposal Section 20 (Pricing Schedule Forms), as submitted to COUNTY on or before May 15, 2008.

2726

2727

2728

2729

2730

2731

2732

2733

2734

**[NOTICE TO RFP PROPOSERS: There is no worksheet that summarizes Schedules B-1 (Phase 1 (Design/Development/Implementation Phase) Price Summary –**

2735

2736



2737 **Termination Under Paragraph 75 (Termination Related to DCFS**  
2738 **Systems and DCFS Programs)), C-1 (Phase 1**  
2739 **(Design/Development/Implementation Phase) Price by Deliverable –**  
2740 **Termination Under Paragraph 75 (Termination Related to DCFS**  
2741 **Systems and DCFS Programs)), D-1 (Phase 2 (Performance Verification**  
2742 **Phase) Price Summary – Termination Under Paragraph 75**  
2743 **(Termination Related to DCFS Systems and DCFS Programs)), and E-1**  
2744 **(Phase 3 (Operational Phase) Price Summary – Termination Under**  
2745 **Paragraph 75 (Termination Related to DCFS Systems and DCFS**  
2746 **Programs)) in Attachment G (Pricing Schedule Forms).]**

2747 **6.9.2.2 Schedule B (Phase 1 (Design/Development/ Implementation**  
2748 **Phase) Price Summary).**

2749 This Schedule B is a Microsoft Excel worksheet. No information  
2750 shall be entered by Proposer in the Price by Task by Contract Year  
2751 section of this Schedule B. The prices in this section of Schedule B  
2752 are populated from the information entered on Schedule C (Phase 1  
2753 (Design/Development/Implementation Phase) Price by Deliverables).

2754 The Proposer shall separately enter on this Schedule B all prices for  
2755 Management and Operations Services Price by Category by Contract  
2756 Year for Phase 1 (Design/Development/Implementation Phase),  
2757 including all prices for Contractor Key Staff labor,  
2758 telecommunications, Central Sites real property, Central Sites  
2759 hardware, Central Sites software, Central Sites labor, Central Sites  
2760 supplies, Print Facility Sites real property, Print Facility Sites  
2761 hardware, Print Facility Sites software, Print Facility Sites labor,  
2762 Print Facility Sites supplies, Project Office real property, Project  
2763 Office hardware, Project Office software, Project Office labor, and  
2764 Project Office supplies. If needed, the Proposer shall enter any other  
2765 prices under the categories of other facilities, other hardware, other



2766 software, other labor, other supplies, and other (specify). If Proposer  
2767 enters any price(s) under any category(ies) specified in the  
2768 immediately preceding sentence, then Proposer shall also provide, in  
2769 a Microsoft Word document, a detailed description of each price  
2770 component in each such category.

2771 **6.9.2.3 Schedule B-1 (Phase 1 (Design/Development/ Implementation**  
2772 **Phase) Price Summary – Termination Under Paragraph 75**  
2773 **(Termination Related to DCFS Systems and DCFS**  
2774 **Programs)).**

2775 This Schedule B-1 is a Microsoft Excel worksheet. No information  
2776 shall be entered by Proposer in the Price by Task by Contract Year  
2777 section of this Schedule B-1. The prices in this section of Schedule  
2778 B-1 are populated from the information entered on Schedule C-1  
2779 (Phase 1 (Design/Development/Implementation Phase) Price by  
2780 Deliverable – Termination Under Paragraph 75 (Termination Related  
2781 to DCFS Systems and DCFS Programs)).

2782 The Proposer shall separately enter on this Schedule B-1 all prices for  
2783 Management and Operations Services Price by Category by Contract  
2784 Year for Phase 1 (Design/Development/Implementation Phase) (e.g.,  
2785 all prices for Contractor Key Staff labor, telecommunications, Central  
2786 Sites real property, Central Sites hardware, Central Sites software,  
2787 Central Sites labor, Central Sites supplies, Print Facility Sites real  
2788 property, Print Facility Sites hardware, Print Facility Sites software,  
2789 Print Facility Sites labor, Print Facility Sites supplies, Project Office  
2790 real property, Project Office hardware, Project Office software,  
2791 Project Office labor, and Project Office supplies), excluding all Work  
2792 related to DCFS Systems and DCFS Programs. If needed, the  
2793 Proposer shall enter any other prices under the categories of other  
2794 facilities, other hardware, other software, other labor, other supplies,



2795 and other (specify),, excluding all Work related to DCFS Systems  
2796 and DCFS Programs. If Proposer enters any price(s) under any  
2797 category(ies) specified in the immediately preceding sentence, then  
2798 Proposer shall also provide, in a Microsoft Word document, a  
2799 detailed description of each price component in each such category.

2800 **6.9.2.4 Schedule C (Phase 1 (Design/Development/ Implementation**  
2801 **Phase) Price by Deliverable).**

2802 This Schedule C is a Microsoft Excel worksheet. The total Price by  
2803 Deliverable by Contract Year of the Proposer's proposal to provide  
2804 each Deliverable, which will have a COUNTY payment obligation  
2805 under any resultant Agreement, shall be entered on this Schedule C.  
2806 The Price by Deliverable by Contract Year entered on this Schedule  
2807 C shall be fully loaded to include all clerical, management, overhead,  
2808 and other costs, such as out-of-pocket expenses (e.g., parking and  
2809 local mileage), and any applicable per diem, communications, or  
2810 travel costs.

2811 **6.9.2.5 Schedule C-1 (Phase 1 (Design/Development/ Implementation**  
2812 **Phase) Price by Deliverable – Termination Under Paragraph**  
2813 **75 (Termination Related to DCFS Systems and DCFS**  
2814 **Programs)).**

2815 This Schedule C-1 is a Microsoft Excel worksheet. The total Price  
2816 by Deliverable by Contract Year of the Proposer's proposal to  
2817 provide each Deliverable, excluding all Work related to DCFS  
2818 Systems and DCFS Programs, which will have a COUNTY payment  
2819 obligation under any resultant Agreement, shall be entered on this  
2820 Schedule C-1. The Price by Deliverable by Contract Year entered on  
2821 this Schedule C-1 shall be fully loaded to include all clerical,  
2822 management, overhead, and other costs, such as out-of-pocket  
2823 expenses (e.g., parking and local mileage), and any applicable per  
2824 diem, communications, or travel costs.



2825 **6.9.2.6 Schedule D (Phase 2 (Performance Verification Phase) Price**  
2826 **Summary).**

2827 This Schedule D is a Microsoft Excel worksheet. The total Price by  
2828 Deliverable by Contract Year of the Proposer's proposal to provide  
2829 each Deliverable, which will have a COUNTY payment obligation  
2830 under any resultant Agreement, shall be entered on this Schedule D.  
2831 The Price by Deliverable by Contract Year entered on this Schedule  
2832 D shall be fully loaded to include all clerical, management, overhead,  
2833 and other costs, such as out-of-pocket expenses (e.g., parking and  
2834 local mileage), and any applicable per diem, communications, or  
2835 travel costs.

2836 The Proposer shall separately enter on this Schedule D all prices for  
2837 Management and Operations Services Price by Category by Contract  
2838 Year for Phase 2 (Performance Verification Phase), including all  
2839 prices for Contractor Key Staff labor, telecommunications, Central  
2840 Sites real property, Central Sites hardware, Central Sites software,  
2841 Central Sites labor, Central Sites supplies, Print Facility Sites real  
2842 property, Print Facility Sites hardware, Print Facility Sites software,  
2843 Print Facility Sites labor, Print Facility Sites supplies, Project Office  
2844 real property, Project Office hardware, Project Office software,  
2845 Project Office labor, and Project Office supplies. If needed, the  
2846 Proposer shall enter any other prices under the categories of other  
2847 facilities, other hardware, other software, other labor, other supplies,  
2848 and other (specify). If Proposer enters any price(s) under any  
2849 category(ies) specified in the immediately preceding sentence, then  
2850 Proposer shall also provide, in a Microsoft Word document, a  
2851 detailed description of each price component in each such category.  
2852 Proposer shall not include any prices for providing and implementing



2853 COUNTY-requested Application Software Modifications and/or  
2854 Enhancements pursuant to COUNTY-approved M&E Proposals.

2855 The Blended Fully Loaded Hourly Labor Rate Price of staff that will  
2856 be providing and implementing COUNTY-requested Application  
2857 Software Modifications and/or Enhancements pursuant to COUNTY-  
2858 approved M&E Proposals during Phase 2 (Performance Verification  
2859 Phase) shall be entered on this Schedule D under the Application  
2860 Software Modifications and/or Enhancements Services heading.  
2861 COUNTY will utilize twelve thousand (12,000) hours per month as  
2862 the basis for comparing Application Software Modifications and/or  
2863 Enhancements total price among Proposers, and the Baseline  
2864 Application Software Modifications and/or Enhancements Price for  
2865 RFP Evaluation will be used for this purpose. Therefore, since Phase  
2866 2 (Performance Verification) is six (6) months in duration (first six  
2867 (6) months of Contract Year 5), seventy-two thousand (72,000) hours  
2868 will be multiplied by the Proposer's Blended Fully Loaded Hourly  
2869 Labor Rate Price to automatically calculate and populate the Baseline  
2870 Application Software Modifications and/or Enhancements Price for  
2871 RFP Evaluation.

2872 **6.9.2.7 Schedule D-1 (Phase 2 (Performance Verification Phase) Price**  
2873 **Summary – Termination Under Paragraph 75 (Termination**  
2874 **Related to DCFS Systems and DCFS Programs)).**

2875 This Schedule D-1 is a Microsoft Excel worksheet. The total Price  
2876 by Deliverable by Contract Year of the Proposer's proposal to  
2877 provide each Deliverable, excluding all Work related to DCFS  
2878 Systems and DCFS Programs, which will have a COUNTY payment  
2879 obligation under any resultant Agreement, shall be entered on this  
2880 Schedule D-1. The Price by Deliverable by Contract Year entered on  
2881 this Schedule D-1 shall be fully loaded to include all clerical,



2882 management, overhead, and other costs, such as out-of-pocket  
2883 expenses (e.g., parking and local mileage), and any applicable per  
2884 diem, communications, or travel costs.

2885 The Proposer shall separately enter on this Schedule D-1 all prices  
2886 for Management and Operations Services Price by Category by  
2887 Contract Year for Phase 2 (Performance Verification Phase) (e.g., all  
2888 prices for Contractor Key Staff labor, telecommunications, Central  
2889 Sites real property, Central Sites hardware, Central Sites software,  
2890 Central Sites labor, Central Sites supplies, Print Facility Sites real  
2891 property, Print Facility Sites hardware, Print Facility Sites software,  
2892 Print Facility Sites labor, Print Facility Sites supplies, Project Office  
2893 real property, Project Office hardware, Project Office software,  
2894 Project Office labor, and Project Office supplies, excluding all Work  
2895 related to DCFS Systems and DCFS Programs. If needed, the  
2896 Proposer shall enter any other prices under the categories of other  
2897 facilities, other hardware, other software, other labor, other supplies,  
2898 and other (specify), excluding all Work related to DCFS Systems and  
2899 DCFS Programs. If Proposer enters any price(s) under any  
2900 category(ies) specified in the immediately preceding sentence, then  
2901 Proposer shall also provide, in a Microsoft Word document, a  
2902 detailed description of each price component in each such category.  
2903 Proposer shall not include any prices for providing and implementing  
2904 COUNTY-requested Application Software Modifications and/or  
2905 Enhancements pursuant to COUNTY-approved M&E Proposals.

2906 No information shall be entered by Proposer in the Blended Fully  
2907 Loaded Hourly Labor Rate Price section of this Schedule D-1. The  
2908 prices in this section of Schedule D-1 are populated from the  
2909 information entered on Schedule D (Phase 2 (Performance  
2910 Verification Phase) Price Summary).



2911 **6.9.2.8 Schedule E (Phase 3 (Operational Phase) Price Summary).**

2912 This Schedule E is a Microsoft Excel worksheet. No prices shall be  
2913 entered by Proposer for Price by Deliverable by Contract Year  
2914 section of this Schedule E, since all Deliverables in Phase 3  
2915 (Operational Phase) shall have no payment obligation by COUNTY  
2916 under any resultant Agreement.

2917 The Proposer shall separately enter on this Schedule E all prices for  
2918 Management and Operations Services Price by Category by Contract  
2919 Year for Phase 3 (Operational Phase), including all prices for  
2920 Contractor Key Staff labor, telecommunications, Central Sites real  
2921 property, Central Sites hardware, Central Sites software, Central Sites  
2922 labor, Central Sites supplies, Print Facility Sites real property, Print  
2923 Facility Sites hardware, Print Facility Sites software, Print Facility  
2924 Sites labor, Print Facility Sites supplies, Project Office real property,  
2925 Project Office hardware, Project Office software, Project Office  
2926 labor, and Project Office supplies. If needed, the Proposer shall enter  
2927 any other prices under the categories of other facilities, other  
2928 hardware, other software, other labor, other supplies, and other  
2929 (specify). If Proposer enters any price(s) under any category(ies)  
2930 specified in the immediately preceding sentence, then Proposer shall  
2931 also provide, in a Microsoft Word document, a detailed description of  
2932 each price component in each such category. Proposer shall not  
2933 include any prices for providing and implementing COUNTY-  
2934 requested Application Software Modifications and/or Enhancements  
2935 pursuant to COUNTY-approved M&E Proposals.

2936 The Blended Fully Loaded Hourly Labor Rate Price of staff that will  
2937 be providing and implementing COUNTY-requested Application  
2938 Software Modifications and/or Enhancements pursuant to COUNTY-



2939 approved M&E Proposals during Phase 3 (Operational Phase) by  
2940 Contract Year shall be entered on this Schedule E under the  
2941 Application Software Modifications and/or Enhancements heading.  
2942 COUNTY will utilize twelve thousand (12,000) hours per month as  
2943 the basis for comparing Application Software Modifications and/or  
2944 Enhancements Price by Contract Year among Proposers. Therefore,  
2945 (i) for Contract Year 5, which is only six (6) months in duration  
2946 (second six (6) months of Contract Year 5), seventy-two thousand  
2947 (72,000) hours will be multiplied by the Proposer's Blended Fully  
2948 Loaded Hourly Labor Rate Price for such Contract Year to  
2949 automatically calculate and populate the Baseline Application  
2950 Software Modifications and/or Enhancements Price for RFP  
2951 Evaluation, and (ii) for each of Contract Years 6 through 11, one  
2952 hundred forty-four thousand (144,000) hours will be multiplied by  
2953 the Proposer's Blended Fully Loaded Hourly Labor Rate Price for  
2954 such Contract Year to automatically calculate and populate the  
2955 Baseline Application Software Modifications and/or Enhancements  
2956 Price for RFP Evaluation.

2957 **6.9.2.9 Schedule E-1 (Phase 3 (Operational Phase) Price Summary –**  
2958 **Termination Under Paragraph 75 (Termination Related to**  
2959 **DCFS Systems and DCFS Programs)).**

2960 This Schedule E-1 is a Microsoft Excel worksheet. No prices shall  
2961 be entered by Proposer for Price by Deliverable by Contract Year  
2962 section of this Schedule E-1, since all Deliverables in Phase 3  
2963 (Operational Phase) shall have no payment obligation by COUNTY  
2964 under any resultant Agreement.

2965 The Proposer shall separately enter on this Schedule E-1 all prices for  
2966 Management and Operations Services Price by Category by Contract  
2967 Year for Phase 3 (Operational Phase) (e.g., all prices for Contractor



2968 Key Staff labor, telecommunications, Central Sites real property,  
2969 Central Sites hardware, Central Sites software, Central Sites labor,  
2970 Central Sites supplies, Print Facility Sites real property, Print Facility  
2971 Sites hardware, Print Facility Sites software, Print Facility Sites  
2972 labor, Print Facility Sites supplies, Project Office real property,  
2973 Project Office hardware, Project Office software, Project Office  
2974 labor, and Project Office supplies, excluding all Work related to  
2975 DCFS Systems and DCFS Programs. If needed, the Proposer shall  
2976 enter any other prices under the categories of other facilities, other  
2977 hardware, other software, other labor, other supplies, and other  
2978 (specify), excluding all Work related to DCFS Systems and DCFS  
2979 Programs. If Proposer enters any price(s) under any category(ies)  
2980 specified in the immediately preceding sentence, then Proposer shall  
2981 also provide, in a Microsoft Word document, a detailed description of  
2982 each price component in each such category. Proposer shall not  
2983 include any prices for providing and implementing COUNTY-  
2984 requested Application Software Modifications and/or Enhancements  
2985 pursuant to COUNTY-approved M&E Proposals.

2986 No information shall be entered by Proposer in the Blended Fully  
2987 Loaded Hourly Labor Rate Price section of this Schedule E-1. The  
2988 prices in this section of Schedule E-1 are populated from the  
2989 information entered on Schedule E (Phase 3 (Operational Phase)  
2990 Price Summary).

2991 **6.9.2.10 Schedule F (Extended Term Price Summary).**

2992 This Schedule F is a Microsoft Excel worksheet. The Proposer shall  
2993 separately enter on this Schedule F all prices for Management and  
2994 Operations Services Price by Category by Contract Year for any  
2995 Extended Term, including all prices for Contractor Key Staff labor,



2996 telecommunications, Central Sites real property, Central Sites  
2997 hardware, Central Sites software, Central Sites labor, Central Sites  
2998 supplies, Print Facility Sites real property, Print Facility Sites  
2999 hardware, Print Facility Sites software, Print Facility Sites labor,  
3000 Print Facility Sites supplies, Project Office real property, Project  
3001 Office hardware, Project Office software, Project Office labor, and  
3002 Project Office supplies. If needed, the Proposer shall enter any other  
3003 prices under the categories of other facilities, other hardware, other  
3004 software, other labor, other supplies, and other (specify). If Proposer  
3005 enters any price(s) under any category(ies) specified in the  
3006 immediately preceding sentence, then Proposer shall also provide, in  
3007 a Microsoft Word document, a detailed description of each price  
3008 component in each such category. Proposer shall not include any  
3009 prices for providing and implementing COUNTY-requested  
3010 Application Software Modifications and/or Enhancements pursuant  
3011 to COUNTY-approved M&E Proposals.

3012 The Blended Fully Loaded Hourly Labor Rate Price of staff that will  
3013 be providing and implementing COUNTY-requested Application  
3014 Software Modifications and/or Enhancements pursuant to COUNTY-  
3015 approved M&E Proposals during any Extended Term by Contract  
3016 Year shall be entered on this Schedule F under the Application  
3017 Software Modifications and/or Enhancements heading. COUNTY  
3018 will utilize twelve thousand (12,000) hours per month as the basis for  
3019 comparing Application Software Modifications and/or Enhancements  
3020 Price by Contract Year among Proposers. Therefore, for each of  
3021 Contract Years 12 through 14, one hundred forty-four thousand  
3022 (144,000) hours will be multiplied by the Proposer's Blended Fully  
3023 Loaded Hourly Labor Rate Price for such Contract Year to  
3024 automatically calculate and populate the Baseline Application



3025 Software Modifications and/or Enhancements Price for RFP  
3026 Evaluation.

3027 **6.9.2.11 Schedule F-1 (Extended Term Price Summary – Termination**  
3028 **Under Paragraph 75 (Termination Related to DCFS Systems**  
3029 **and DCFS Programs)).**

3030 This Schedule F-1 is a Microsoft Excel worksheet. The Proposer  
3031 shall separately enter on this Schedule F-1 all prices for Management  
3032 and Operations Services Price by Category by Contract Year for any  
3033 Extended Term (e.g., all prices for Contractor Key Staff labor,  
3034 telecommunications, Central Sites real property, Central Sites  
3035 hardware, Central Sites software, Central Sites labor, Central Sites  
3036 supplies, Print Facility Sites real property, Print Facility Sites  
3037 hardware, Print Facility Sites software, Print Facility Sites labor,  
3038 Print Facility Sites supplies, Project Office real property, Project  
3039 Office hardware, Project Office software, Project Office labor, and  
3040 Project Office supplies, excluding all Work related to DCFS Systems  
3041 and DCFS Programs. If needed, the Proposer shall enter any other  
3042 prices under the categories of other facilities, other hardware, other  
3043 software, other labor, other supplies, and other (specify), excluding  
3044 all Work related to DCFS Systems and DCFS Programs. If Proposer  
3045 enters any price(s) under any category(ies) specified in the  
3046 immediately preceding sentence, then Proposer shall also provide, in  
3047 a Microsoft Word document, a detailed description of each price  
3048 component in each such category. Proposer shall not include any  
3049 prices for providing and implementing COUNTY-requested  
3050 Application Software Modifications and/or Enhancements pursuant  
3051 to COUNTY-approved M&E Proposals.

3052 No information shall be entered by Proposer in the Blended Fully  
3053 Loaded Hourly Labor Rate Price section of this Schedule F-1. The



3054 prices in this section of Schedule F-1 are populated from the  
3055 information entered on Schedule F (Extended Term Price Summary).

3056 **6.9.2.12 Schedule G (Exceptions to Attachment C (Sample**  
3057 **Agreement)).**

3058 This Schedule G is a Microsoft Word document. The Grand Total  
3059 LRS Agreement Price (Total Maximum Contract Sum) submitted by  
3060 Proposer and summarized on Schedule A ( LRS Agreement Price  
3061 Summary) assumes no changes to the terms and conditions of  
3062 Attachment C (Sample Agreement). If Proposer has submitted any  
3063 exceptions to Attachment C (Sample Agreement) in accordance with  
3064 Subsection 6.7.11 (Exceptions to Attachment C (Sample Agreement)  
3065 (Proposal Section 11)), any associated reductions in prices offered by  
3066 the Proposer for the acceptance of each proposed exception by  
3067 COUNTY shall be entered on this Schedule G. Entry of a proposed  
3068 exception on this Schedule G shall not guarantee its acceptance by  
3069 COUNTY or reduce or otherwise change the Grand Total LRS  
3070 Agreement Price (Total Maximum Contract Sum) summarized on  
3071 Schedule A (LRS Project Price Summary) for comparison of  
3072 Proposers during the evaluation of the proposals.



3073 **7. PROPOSAL EVALUATION AND CONTRACTOR**  
3074 **SELECTION:**

3075 **7.1 EVALUATION OVERVIEW:**

3076 COUNTY will conduct a comprehensive, fair, and impartial evaluation of proposals  
3077 received in response to this RFP. COUNTY will select the successful Proposer  
3078 through a formal evaluation process, established prior to the opening and evaluation  
3079 of proposals, and remaining fixed throughout the procurement cycle. Consideration  
3080 will be given to capabilities or advantages that are clearly described in the proposals,  
3081 confirmed by any oral presentations and any site visits, and verified by information  
3082 from reference sources contacted by COUNTY and from any site visits. COUNTY  
3083 reserves the right to contact individuals, entities, or organizations who have had  
3084 recent contracts or relationships with the Proposer and staff intended for this effort,  
3085 whether or not they are identified as references, to verify that the Proposer has  
3086 successfully performed its contractual obligations in other similar efforts.

3087 Proposals shall provide clear and sufficient detail to enable the COUNTY Evaluation  
3088 Committee to evaluate the quality and responsiveness of the proposal to each of the  
3089 RFP requirements. Business Proposals will be evaluated first, and each Business  
3090 proposal will be evaluated separately on a Pass/Fail basis. For all proposals which  
3091 pass the Business Proposal evaluation, a maximum of 10,000 points (7,000 for the  
3092 Management/Technical Proposal and 3,000 for the Price Proposal) is available for  
3093 each such proposal for the evaluation scoring. Price Proposals will be scored  
3094 separately from the Management/Technical Proposals.

3095 COUNTY reserves the sole right to judge the contents and presentation of the  
3096 proposals submitted and select the successful proposal, if any. Evaluations will be  
3097 based upon the information provided in the proposals and such other information, as  
3098 COUNTY deems appropriate.



3099 Failure of a Proposer to address or meet the requirements stated in the RFP, as  
3100 determined by COUNTY, may result in disqualification of the proposal or lower  
3101 points scored, as determined by COUNTY.

3102 COUNTY will evaluate all properly submitted proposals. COUNTY reserves the  
3103 right to reject any or all of the proposals received, or cancel this RFP, at any time.  
3104 COUNTY also reserves the right to waive any minor irregularities or immaterial  
3105 defects in proposals as determined by COUNTY. Where COUNTY waives any  
3106 minor irregularities or immaterial defects, such waiver shall in no way modify RFP  
3107 requirements or excuse the Proposer from compliance with RFP specifications and  
3108 other contract requirements if the Proposer is awarded any resultant Agreement.

3109 All proposals submitted shall become the exclusive property of COUNTY. Further,  
3110 any submitted proposals shall become a matter of public record as described in  
3111 Subsection 4.12 (Disclosure of Contents of Proposals).

3112 **7.2 EVALUATION COMMITTEE:**

3113 Proposals will be evaluated by the COUNTY Evaluation Committee (Committee)  
3114 which will include representatives from DPSS and representatives from other  
3115 COUNTY departments. The sole objective of the Committee shall be to recommend  
3116 to the DPSS Director and the Board, the Proposer whose proposal is most  
3117 advantageous and provides the best value to COUNTY, price and other factors  
3118 considered. The Committee will be responsible for evaluating the Business  
3119 Proposals, Management/Technical Proposals, and Price Proposals, including the final  
3120 scoring of all proposals, resolving compliance issues, and preparing the final report  
3121 which recommends a Proposer for selection.

3122 In order to bring the appropriate level of proficiency to the selection process,  
3123 COUNTY may utilize the services of appropriate experts to assist in the evaluation  
3124 process, including assisting in the evaluation of whether a proposal is realistic and  
3125 practical. The Committee, in its sole discretion, may also delegate to one or more



3126 subcommittees of the Committee certain functions of the Committee. COUNTY, in  
 3127 its sole discretion, may alter the composition of the Committee at any time.

3128 **7.3 EVALUATION CRITERIA AND WEIGHTING FACTORS:**

3129 Evaluation of proposals will be based on a combination of proposal price and  
 3130 management and technical factors, including soundness of the proposed technical  
 3131 approach and solution, management approach, and Proposer qualifications. The  
 3132 evaluation criteria and corresponding weighting factors that will be used to evaluate  
 3133 the proposals in Evaluation Phases 2 and 3 shall include the following items:

Evaluation Criteria Category	Maximum Points	Weight
<b>Management/Technical Proposal</b>		
<b>Management Response</b>	<b>1,500</b>	<b>15%</b>
<b>Technical Response</b>		
<b>Technical Solution</b>	<b>3,500</b>	<b>35%</b>
<b>Technical Approach</b>	<b>2,000</b>	<b>20%</b>
<b>Price Proposal</b>	<b>3,000</b>	<b>30%</b>

3134 **7.4 EVALUATION PHASES:**

3135 The evaluation will be conducted in three (3) phases:

3136 Evaluation Phase 1 - Proposal Screening (Pass/Fail)

3137 Evaluation Phase 2 - Evaluation of Management/Technical Proposals

3138 Evaluation Phase 3 - Evaluation of Price Proposals

3139 **7.4.1 Evaluation Phase 1 – Proposal Screening (Pass/Fail).**

3140 Proposals will first be screened to determine compliance with all proposal  
 3141 submission and other requirements, including timeliness, signatures, required  
 3142 format and content, completion of required forms, and other RFP  
 3143 requirements, as specified in Subsection 6.7 (Business Proposal). As part of  
 3144 this Evaluation Phase 1, proposals shall be evaluated to determine  
 3145 compliance with the Minimum Contractor Qualifications as set forth in



3146 Section 5 (Minimum Contractor Qualifications). The determination to  
3147 disqualify a proposal in Evaluation Phase 1 shall be on a Pass/Fail basis, as  
3148 determined by COUNTY. Disqualified proposals will not be further  
3149 evaluated.

3150 **7.4.2 Evaluation Phase 2 – Evaluation of Management/Technical Proposals.**

3151 Proposals remaining after Evaluation Phase 1 – Proposal Screening will be  
3152 evaluated based on the evaluation criteria and corresponding weighting  
3153 factors listed in Subsection 7.3 (Evaluation Criteria and Weighting Factors).

3154 The Management/Technical Proposal will be evaluated for its quality and  
3155 evidence to which the Proposer's solution will meet COUNTY's  
3156 requirements, as specified in Subsection 6.8 (Management/Technical  
3157 Proposal).

3158 Each Proposer shall be required to make one (1) or more oral presentations to  
3159 COUNTY, as requested by COUNTY. COUNTY will notify each Proposer  
3160 in writing as to the date, time, location, and standardized guidelines for  
3161 content and format of the oral presentation(s), including any proposed  
3162 Contractor Key Staff that will be required to attend. As part of an oral  
3163 presentation, COUNTY may request clarifications from the Proposer  
3164 regarding any portion of its proposal. COUNTY may elect to videotape the  
3165 oral presentations.

3166 COUNTY will determine if site visits are necessary. If COUNTY elects to  
3167 conduct site visits, each Proposer shall be required to provide the names and  
3168 addresses of one or more customers where an enterprise system similar in  
3169 scope and complexity to the LRS is operating. Site visit arrangements will  
3170 be made by COUNTY directly with the agency hosting the site visit,  
3171 independent of the Proposer. COUNTY may elect to conduct a site visit at  
3172 any agency provided as a reference by the Proposer, at any agency listed as a



3173 current or past customer in its proposal, or at any agency otherwise known to  
3174 COUNTY.

3175 COUNTY may request one (1) or more written clarifications of the  
3176 Management/Technical Proposal at any time during this Evaluation Phase 2.  
3177 Each Proposer shall submit such a written clarification of the COUNTY-  
3178 specified portions of its Management/Technical Proposal within a COUNTY-  
3179 specified time period and in compliance with all COUNTY instructions as set  
3180 forth in the request, including regarding content and format. Proposer  
3181 understands and agrees that any such clarification shall be limited to  
3182 clarifying the COUNTY-specified portions of its Management/Technical  
3183 Proposal, shall comply with all COUNTY instructions as set forth in the  
3184 request, and shall be considered part of the proposal for all purposes,  
3185 including proposal evaluation. If Proposer fails to submit such a clarification  
3186 within the COUNTY-specified time period, the Management/Technical  
3187 Proposal shall stand as written for all purposes, including proposal  
3188 evaluation.

3189 The maximum points available for each evaluation criteria category (i.e.,  
3190 Management Response, Technical Solution, and Technical Approach) of the  
3191 Management/Technical Proposal are shown in Subsection 7.3 (Evaluation  
3192 Criteria and Weighting Factors). The Proposer with the highest raw score in  
3193 each evaluation criteria category will receive the maximum points available  
3194 for such evaluation criteria category.

3195 The following paragraphs summarize some of the proposal response  
3196 requirements as stated in Subsection 6.8 (Management/Technical Proposal),  
3197 describing generally the factors for the three (3) evaluation criteria categories  
3198 within the Management/Technical Proposal and the maximum points  
3199 available for each evaluation criteria category.



3200 **7.4.2.1 Management Response (1,500 Points or 15%).**

3201 Point awards will be based on review and assessment of information  
3202 provided by the Proposer in accordance with Subsections 6.8.3.1  
3203 (Proposer Background, Capabilities, and Experience) and 6.8.3.2  
3204 (Proposed Contractor Key Staff).

3205 The Proposer with the highest raw score for the Management  
3206 Response evaluation criteria category will receive the maximum  
3207 points available for such evaluation criteria category. The raw score  
3208 of the Management Response evaluation criteria category of each of  
3209 the other Proposers will be normalized by awarding a percentage of  
3210 the one thousand five hundred (1,500) maximum points available for  
3211 such evaluation criteria category, as follows:

3212 
$$Y = (N/X) \times 1,500$$

3213 Where:

3214 N = Management Response evaluation criteria category raw score  
3215 for Proposer n

3216 X = Highest Management Response evaluation criteria category  
3217 raw score of all qualified Proposers

3218 Y = Management Response evaluation criteria category  
3219 normalized score for Proposer n

3220 **7.4.2.2 Technical Solution (3,500 Points or 35%).**

3221 Point awards will be based on review and assessment of information  
3222 provided by the Proposer in accordance with Subsection 6.8.4.1  
3223 (Technical Solution (Proposal Section 17A)).

3224 The Proposer with the highest raw score for the Technical Solution  
3225 evaluation criteria category will receive the maximum points  
3226 available for such evaluation criteria category. The raw score of the



3227 Technical Solution evaluation criteria category of each of the other  
3228 Proposers will be normalized by awarding a percentage of the three  
3229 thousand five hundred (3,500) maximum points available for such  
3230 evaluation criteria category, as follows:

3231 
$$Y = (N/X) \times 3,500$$

3232 Where:

3233 N = Technical Solution evaluation criteria category raw score for  
3234 Proposer n

3235 X = Highest Technical Solution evaluation criteria category raw  
3236 score of all qualified Proposers

3237 Y = Technical Solution evaluation criteria category normalized  
3238 score for Proposer n

3239 **7.4.2.3 Technical Approach (2,000 Points or 20%).**

3240 Point awards will be based on review and assessment of information  
3241 provided by the Proposer in accordance with Subsection 6.8.4.2  
3242 (Technical Approach (Proposal Section 17B)).

3243 The Proposer with the highest raw score for the Technical Approach  
3244 evaluation criteria category will receive the maximum points  
3245 available for such evaluation criteria category. The raw score of the  
3246 Technical Approach evaluation criteria category of each of the other  
3247 Proposers will be normalized by awarding a percentage of the two  
3248 thousand (2,000) maximum points available for such evaluation  
3249 criteria category, as follows:

3250 
$$Y = (N/X) \times 2,000$$

3251 Where:

3252 N = Technical Approach evaluation criteria category raw score  
3253 for Proposer n



3254 X = Highest Technical Approach evaluation criteria category raw  
3255 score of all qualified Proposers

3256 Y = Technical Approach evaluation criteria category normalized  
3257 score for Proposer n

3258 **7.4.3 Evaluation Phase 3 – Evaluation of Price Proposals (3,000 Points or**  
3259 **30%).**

3260 In this Evaluation Phase 3, all Price Proposals will be opened and evaluated  
3261 based upon the Proposer’s prices to satisfy and comply with all of the  
3262 requirements of the RFP. All price details and the total price must be  
3263 included in the proposal. The Proposer is required to complete the Pricing  
3264 Schedule Forms in Attachment G (Pricing Schedule Forms), as described in  
3265 Subsection 6.9 (Price Proposal). If a Price Proposal does not meet all the  
3266 mandatory form and content requirements, the entire proposal may be  
3267 eliminated from further consideration, as determined by COUNTY.

3268 No deviations, qualifications, or counter offers will be accepted in the Price  
3269 Proposal. COUNTY reserves the right to review the price details for  
3270 reasonableness and reject any proposal where the price detail shows  
3271 significant and unsupported deviation from normal expectations, as  
3272 determined by COUNTY.

3273 COUNTY may request one (1) or more written clarifications of the Price  
3274 Proposal at any time during this Evaluation Phase 3. Each Proposer shall  
3275 submit such a written clarification of the applicable portions of its Price  
3276 Proposal within a COUNTY-specified time period and in compliance with all  
3277 COUNTY instructions as set forth in the request, including regarding content  
3278 and format. Proposer understands and agrees that any such clarification shall  
3279 be limited to clarifying the COUNTY-specified portions of its Price Proposal,  
3280 shall comply with all COUNTY instructions as set forth in the request, and  
3281 shall be considered part of the proposal for all purposes, including proposal  
3282 evaluation. If Proposer fails to submit such a clarification within the



3283 COUNTY-specified time period, the Price Proposal shall stand as written for  
3284 all purposes, including proposal evaluation.

3285 Should one or more of the Proposers request and be granted Local Small  
3286 Business Enterprise (Local SBE) Preference, the total price for such  
3287 Proposer(s) will be determined as follows:

3288 Five percent (5%) of the lowest total price proposed will be  
3289 calculated, which shall not exceed Fifty Thousand Dollars (\$50,000),  
3290 and that amount will be deducted from the total price submitted by  
3291 each of the Local SBE Proposers who requested and were granted the  
3292 Local SBE Preference.

3293 The Price Proposals will be scored based on the lowest total price (i.e., Grand  
3294 Total LRS Agreement Price (Total Maximum Contract Sum for Initial Term  
3295 and Total Maximum Contract Sum for Any Extended Term) as stated in  
3296 Schedule A (LRS Agreement Price Summary) of Attachment G (Pricing  
3297 Schedule Forms)). A maximum of three thousand (3,000) points is available  
3298 for the Price Proposal. The Proposer with the lowest total price will receive  
3299 3,000 score points. The Price Proposal of each of the other Proposers will  
3300 receive a normalized score by awarding a percentage of the 3,000 score  
3301 points as follows:

3302 
$$Y = (C/N) \times 3,000$$

3303 Where:

3304 C = Lowest total price of all Proposers in Evaluation Phase 3

3305 N = Total price for Proposer n

3306 Y = Price Proposal normalized score for Proposer n

3307 The normalized points for each Proposer's Management Response, Technical  
3308 Solution, Technical Approach, and Price Proposal will then be combined for



3309 a composite score and then all proposals will be ranked in numerical order  
3310 from high to low composite score.

3311 **[NOTICE TO RFP PROPOSERS: The information entered on**  
3312 **Schedules B-1 (Phase 1 (Design/Development/ Implementation Phase)**  
3313 **Price Summary – Termination Under Paragraph 75 (Termination**  
3314 **Related to DCFS Systems and DCFS Programs)), C-1 ((Phase 1**  
3315 **(Design/Development/ Implementation Phase) Price by Deliverable –**  
3316 **Termination Under Paragraph 75 (Termination Related to DCFS**  
3317 **Systems and DCFS Programs)), D-1 (Phase 2 (Performance Verification**  
3318 **Phase) Price Summary – Termination Under Paragraph 75**  
3319 **(Termination Related to DCFS Systems and DCFS Programs)), E-1**  
3320 **(Phase 3 (Operational Phase) Price Summary – Termination Under**  
3321 **Paragraph 75 (Termination Related to DCFS Systems and DCFS**  
3322 **Programs)), and F-1 (Extended Term Price Summary – Termination**  
3323 **Under Paragraph 75 (Termination Related to DCFS Systems and DCFS**  
3324 **Programs)) of Attachment G (Pricing Schedule Forms) will not be used**  
3325 **for scoring Price Proposals.]**

3326 **7.5 CONTRACTOR SELECTION:**

3327 The Proposer receiving the highest composite score at the end of Evaluation Phase 3  
3328 - Evaluation of Price Proposals may be selected as the successful Proposer.  
3329 However, COUNTY may select the next highest ranking Proposer if, as determined  
3330 by COUNTY, COUNTY discovers problems with the highest ranking Proposer  
3331 (e.g., insolvency, contract default, state or county debarment, any business practice,  
3332 or false, misleading, or unrealistic information or pricing submitted in response to  
3333 this solicitation). Those Proposers not selected will be so notified.

3334 Upon selection of a successful Proposer, in accordance with the provisions of this  
3335 RFP, a recommendation to commence contract negotiations with the selected  
3336 Proposer may be made by the Committee to the Director of DPSS. COUNTY will



3337 enter into and complete contract negotiations with the selected Proposer prior to  
3338 obtaining federal, State, and local approvals. Attachment C (Sample Agreement)  
3339 serves as the foundation for contract negotiations.

3340 **7.6 CONTRACT NEGOTIATIONS:**

3341 After a prospective Contractor has been recommended by the Committee and  
3342 approved by the Director of DPSS, COUNTY and the prospective Contractor shall  
3343 negotiate a contract for submission to the Board for its consideration and possible  
3344 approval. If a satisfactory contract cannot be negotiated, as determined by  
3345 COUNTY, COUNTY may begin contract negotiations with the next highest ranking  
3346 Proposer as determined by COUNTY.

3347 If, as determined by COUNTY, COUNTY discovers problems with the Proposer  
3348 with which COUNTY is negotiating (e.g., insolvency, contract default, state or  
3349 county debarment, any business practice, or false, misleading, or unrealistic  
3350 information or pricing submitted in response to this solicitation), then COUNTY may  
3351 begin negotiations with the next highest ranking Proposer.

3352 COUNTY reserves the right to enter into simultaneous negotiations with more than  
3353 one Proposer, as determined by COUNTY. COUNTY also reserves the right to  
3354 terminate simultaneous negotiations with any Proposer with which it is negotiating,  
3355 at any time, as determined by COUNTY.

3356 Negotiations will be held at a site to be determined by COUNTY.

3357 A Proposer must be able to commence negotiations within three (3) working days  
3358 of notification by COUNTY.

3359 **[NOTICE TO RFP PROPOSERS: COUNTY expects contract negotiations**  
3360 **not to exceed a period of ninety (90) days.]**



3361 **7.7 FINAL CONTRACT AWARD BY BOARD OF SUPERVISORS:**

3362 After a prospective Contractor has been selected and an Agreement has been  
3363 successfully negotiated, DPSS will submit the Agreement to the Board for its  
3364 consideration for approval.

3365