

El Paso County, Colorado



Request for Proposal #26-012

For Enterprise Resource Planning Implementation Provider

Attachment A – Bidder Questionnaire

Issue date: January 22, 2026

Closing date: February 20, 2026, 4:00pm MT

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1 Company Background Form

If a bidder includes a sub-contractor in their proposal response, each sub-contractor must complete this form. If the bidder is proposing to use subcontractors on this project, provide a response to the Company Background Form for each subcontractor, the relationship with that firm and the specific services and/or products that the subcontractor will be providing on the project. A complete list of subcontractors is required. The County has the right to approve all sub-contractors of the bidder at any time.

Company Name		
Is vendor prime contractor?	Yes <input type="checkbox"/>	No <input type="checkbox"/>

1. What are the top three differentiators of your company and its proposed approach?

2. What strategic alliance have you made to further strengthen your product and services?

3. What is your marketplace focus?

- Small/Local Government
- Large Government
- Other (specify):

4. What is your preferred customer size (quantified in terms of budget, customers, population, etc.)?

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5. How many years have you been implementing the selected solution(s) to the public sector?

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6. How many fully operational customer installations of the version proposed in this RFP, currently in production, has the bidder completed?

	Colorado	Nationally
Counties and municipalities		
Other public sector		
Non-public sector		
Overall		

7. How many fully operational customer installations, in total, has the bidder completed?

	Colorado	Nationally
Counties and municipalities		
Other public sector		
Non-public sector		
Overall		

8. How many current system implementations are in-process within Colorado and the surrounding states?

	In-process Implementations
State of Colorado	
Arizona, Kansas, Nebraska, New Mexico, Oklahoma, Utah, and Wyoming	
Total	

9. Where is the bidder's closest support facility/sales office to Colorado Springs, Colorado?

10. Where is the company headquarters?

11. Please list the bidder's sales in the most recent three years:

Year	Sales

12. How many total employees does the bidder have in each of the following categories?

Area	Number
Technical implementation consultants	
Solution consultants: Finance	
Solution consultants: HCM	
Sales, marketing, administration	

Help desk Staff	
Other (please list)	
Total	

13. Please disclose any outstanding litigation against your company.

14. Please list any third-party vendors you are partnering with and proposing as part of your response, as well as the service areas they will provide.

2 Technical and Bidder Hosting Requirements Form

2.1 Data Conversion

1. Describe your general approach towards data conversion and how you would work with the County to conclude on the data structure for the new system, including what should be converted, based on industry standards and best practices. Note: Information will come from a variety of sources, including JD Edwards, NeoGov, and a County instance of SharePoint.

2. Please describe your organization's recommended approach toward the retention of legacy data.

2.2 System Performance

3. Who is responsible for notifying the County in advance of any scheduled downtime during implementation?

4. Who is responsible for notifying the County in advance of any scheduled downtime after go-live?

2.3 Security

5. Describe any services provided in the bid related to cybersecurity, disaster recovery, and forensic investigation of security incidents.

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6. Indicate if you comply or do not comply with the following:

Requirement	Compliance?	
County data shall reside in the United States at all times.	Yes <input type="checkbox"/>	No <input type="checkbox"/>

3 Project Management Approach Form

1. How does the implementation bidder plan to manage the material that is produced during the project through potential solutions such as a collaboration environment?

2. Provide specific information on project close-out activities to transition support to the County.

3. What percentage of the project manager's time will be devoted to the project?

4. What percentage of the project manager's time will be spent on site?

5. What certifications or formal training will the proposed project manager have?

6. What is the total proposed duration of the implementation?

7. As part of any significant engagement, the County desires a project management approach based on the Project Management Institute's Project Management Body of Knowledge (PMBOK). The County would expect responding bidders to adhere to PMBOK standards as part of the project. The County expects the implementation provider to provide project management resources leading to the successful deployment of the system. Please briefly describe the contents and approach of each of the following components:

- a. Project management plan

- b. Resource management plan

- c. Quality management plan

- d. Scope management plan

e. Risk management plan

f. Budget management plan

g. Change control plan

h. Staff contingency plan (i.e., what if staff members leave during the project)

4 Solution Development Form

1. The County requires that bidders contractually agree to implement the functionality as responded to in this RFP at the proposed cost, limited to the scope as further defined and agreed to by the County. While every requirement will not be implemented, if a functional gap is identified that was responded to affirmatively in the proposal, it should be met at no additional cost. Indicate compliance that the response will inform an exhibit to the contract that will guide configuration, testing, and the ability of key project personnel to deliver functionality.

Yes <input type="checkbox"/>	No <input type="checkbox"/>
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2. Please describe if there are conflicts between the solution and current technologies used in the County as defined in the RFP.

3. Describe the recommended approach in reference to the following types of testing, including the type of assistance anticipated:

- System testing
- Integration testing
- Stress/performance testing
- User acceptance testing (UAT)

- a. How does the bidder envision parallel testing to occur for critical processes? As part of this response, indicate how many payroll parallels runs the bidder recommends.

b. To what extent will testing materials be customized by the bidder for the County's processes and configuration decisions?

4. How will the bidder provide recommendations on public sector best practices to the County related to the solution(s)?

a. How will the implications of decisions made regarding one module or process that impact other processes or modules be communicated?

5. Does the bidder offer any query tools, report writers, or business intelligence tools that are proprietary and not included in what the County has procured with Oracle?

6. What reports are available through the bidder without County intervention? Provide a list and samples at the end of this section.

7. Describe your process for determining the scope of what reports will have to be developed (i.e., custom, not out-of-the-box) and what effort it will take to develop and test them. Indicate if the County can provide information to allow this scope to be better defined in advance of the contract execution. As part of this response, include any proprietary reports related to the selected software solution(s).

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8. If the County provides a list of current reports and their purpose, will the bidder agree to review as part of the scoping process prior to contract execution?

Yes <input type="checkbox"/>	No <input type="checkbox"/>
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9. Should the County expect to retain its current system post-go live? If so, what is the recommended duration?

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5 Training Form

1. Describe your general training approach. How has this approach been refined based on client experience?

2. What is your recommended approach to training (End-user, train the trainer, hybrid approach), for the County, and why?

End-user training approach: All end-user and technical training will be performed through implementation and be performed by the implementation provider. End user implementation training will be provided by the implementation provider and include joint participation by the relevant County process owner team lead supporting the process area in the new software system. Technical Implementation training will include training for County IT staff on the technologies required to support the new ERP system.

Train the trainer approach: The implementation provider will incorporate a "train the trainer" approach where only key County team leads will be trained through implementation on their modules, and then they will train the remainder of County staff in their respective areas.

- Specify the expected number and types of training documents to be created
- Specify responsibility for producing training materials, including both manuals, on-site help, and video support.

3. What methodologies will the implementation provider lean on to guarantee that training has been successful, and that County staff know how to use the new system? Please speak specifically to operating, maintaining, configuring, testing, and securing the system.

4. What types of training documentation will be developed by the implementation provider?

5. What training documentation does the implementation provider anticipate developing during the project? To what extent will it be customized for the County's unique processes and configuration decisions? What training documentation will the County be required to develop/create?

6. Describe the opportunities for ongoing training.

7. What are the suggested timeframes for training?

8. Describe the nature, level, and amount of training for each of the following:

a. Technical training (programming, operations, etc.)



b. User training



6 Implementation Staffing Plan Form

1. Describe the type and amount of implementation support provided to the project (number of personnel, level of personnel, time commitment, etc.). If the bidder is using a subcontractor, please provide detail as to the specific roles subcontracting staff will be used for.

2. Provide an overall project organizational structure for County staff involvement during the project. Identify the roles and responsibilities of each component in this structure.

3. How many employees will the implementation provider dedicate to the County for the implementation in each of the following categories? Additionally, how many total employees does the implementation provider have in each of the following categories?

Area	Number committed to the project	Total number present in the company
Project management (including relevant certifications, e.g., PMP)		
Technical implementation consultants		
Senior solution consultants: Finance		
Other solution consultants: Finance		

Senior solution consultants: HCM		
Other solution consultants: HCM		
Help desk staff		
Other (please list)		
Total		

4. Use the table provided below to identify the number of staff the County should commit to a successful project implementation. Initial identification of project roles has been provided but should be supplemented or revised by bidders based on their experience in implementing their product in similar environments.

Project Role	Project Responsibilities	Number of FTE Resources
Executive sponsor(s)		
Project manager		
Project administrator		
Process owner: finance (per member involvement)		
Finance functional process team participants (per member involvement)		

Process owner: HCM (per member involvement)		
HCM functional process Team Participants (per member involvement)		
Training coordinator team lead		
Change management team lead		
Communications team lead		
Other roles		

5. Use the table below to identify the number of technical resources that the implementation provider will commit to the project implementation. Initial identification of project roles has been provided but should be supplemented or revised by bidders based on their experience in implementing their product in similar environments.

Project Role	Total Hours	Skillset
Help desk		
Trainer		
DBA		

Report developer		
Application support		
System administrator		
Security administrator		
Other Roles		

6. Describe the experience of key staff from the implementation provider project team, including working with public sector organizations, noting any Colorado-specific and County experience as appropriate. Please be specific by role, if possible.

7. Indicate which project tasks will be performed offshore, if any. Note whether/how offshore staff members will interact with County staff and whether they will have access to County data.

8. Indicate how many concurrent projects a staff member from the implementation provider will work on at the same time as this project. Detail the proposed process for managing workload and conflicts.

1. **What is the primary purpose of the proposed legislation?**

9. Indicate which activities are estimated (included in the bid) to be performed on-site and which bidder staff will perform those activities. Add rows as necessary.

Role	Activity on site	Number of days

7 Ongoing Support Services Form

7.1 *Support and Maintenance: Post-Go Live*

Note: The County understands that the software vendor may be responsible for some or all of the following items. Please indicate the responsible party in each response.

1. Provide the minimum, maximum, and average response times (hours) provided as part of the basic support agreement and average response time for the past twelve (12) months.

<i>Minimum response time (basic support agreement)</i>	
<i>Maximum response time (basic support agreement)</i>	
<i>Average response time (basic support agreement)</i>	
<i>Average response time (past 12 months)</i>	

2. Describe help desk services provided by the bidder for technical support and end users. Specify days/hours, and any escalation options and procedures. Specify whether the software provider or the bidder will be responsible for any support, or any hybrid solutions.

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3. Provide the following regarding the number of business staff the implementation provider will provide for ongoing application support:

Project Role	Ongoing Responsibilities	Number of FTE Resources

4. For ongoing IT staff resources, please provide the following information for resources that the County should expect to provide after implementation:

Project Role	# of FTEs	Skillset
Help desk		
Trainer		
DBA		
Report developer		
Application support		

System administrator		
Security administrator		
Other roles		

5. How are local configurations maintained when installing new releases of the software?

Describe the level of support that the bidder provides to the County for identifying, validating, and testing scripts related to the latest software release.

6. Do you limit the number of County staff who can contact support? If yes, explain your model and how additional staff can be included. If there is no limitation, the maintenance agreement should clearly state this fact. Are you agreeable to include such language in our contract?

7. Describe the support that the County would need to rely on the bidder to keep the product current after it is implemented.

8. Does the bidder need remote access to the server to support/maintain it? If yes, describe the method(s) and security used.

9. The County requires, at a minimum, three months of post-go live support, as well as assistance in executing key tasks for the first time (e.g., year-end). Describe your approach to providing these services.

10. In addition to the services listed in the question above, describe any ongoing support available after post-go live stabilization. Describe options provided by the implementation provider as well as any provided directly by the software company.

7.2 Software Updates and Distribution

11. Describe any support provided during the product release cycle. Detail whether they are included in the proposal or if they are an optional cost.

7.3 Customizations and Configurations

12. To what extent can the County customize or configure the software directly without implementation provider involvement? How does the vendor differentiate between customization and configuration?

13. If the implementation provider provides any proprietary software configurations or functionality alongside the existing software solution, please describe that here.

8 Client Reference Form

The County requires at least 3 references from clients similar in size and scope to the County. Please include references in Colorado, if able. Provide no more than 5 references. Please list the clients in the charts below and identify which would be recommended for a site visit. Below the reference tables, please provide a list of projects over the previous 3 years.

Vendor name:	
Client organization:	
Available for a site visit?	
Customer contact:	
Was the project manager for this project the project manager anticipated for El Paso County's implementation?	
Customer phone or email address (please use preferred)	
System that the solution replaced	
Describe the phasing approach, nature of the project, and overall dates/timeline.	
Modules implemented, including versions:	

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Vendor name:	
Client organization:	
Available for a site visit?	
Customer contact:	
Was the project manager for this project the project manager anticipated for El Paso County's implementation?	
Customer phone or email address (please use preferred)	
System that the solution replaced	
Describe the phasing approach, nature of the project, and overall dates/timeline.	
Modules implemented, including versions:	

Vendor name:	
Client organization:	
Available for a site visit?	
Customer contact:	
Was the project manager for this project the project manager anticipated for El Paso County's implementation?	
Customer phone or email address (please use preferred)	
System that the solution replaced	
Describe the phasing approach, nature of the project, and overall dates/timeline.	
Modules implemented, including versions:	

Vendor name:	
Client organization:	
Available for a site visit?	
Customer contact:	
Was the project manager for this project the project manager anticipated for El Paso County's implementation?	
Customer phone or email address (please use preferred)	
System that the solution replaced	
Describe the phasing approach, nature of the project, and overall dates/timeline.	
Modules implemented, including versions:	

Vendor name:	
Client organization:	
Available for a site visit?	
Customer contact:	
Was the project manager for this project the project manager anticipated for El Paso County's implementation?	
Customer phone or email address (please use preferred)	
System that the solution replaced	
Describe the phasing approach, nature of the project, and overall dates/timeline.	
Modules implemented, including versions:	

8.1 Previous Projects – Last 5 Years

The County requests that the responding implementation providers provide a list of relevant and comparable projects from the previous 5 years. Please add rows if the previous project list extends beyond the table provided. If bidders are not able to provide this information at this time, please note if and when this information can be provided.

9 Other Required Forms and Attachments

This section contains various forms for submission with the bidder's proposal. The intent of providing such forms is to ensure comparability between proposals. Included in this section are the following forms:

- *Proposal Signature Form*
- *Non-Collusion Affidavit*
- *Minimum Criteria*

9.1 *Proposal Signature Form*

The undersigned, as authorized proposal responder, declares that he/she has carefully examined all the items of the Specifications and Instructions herein that he/she fully understands and accepts the requirements of the same, and he/she agrees to furnish the specified items and will accept, in full payment therefore, the amount specified below. The proposal responder will identify below its business entity as individual, DBA, partnership, corporation (foreign or domestic), and will indicate the official title of person(s) executing this proposal.

Proposals shall include installation services, and the successful respondent shall obtain all required permits and pay fees required.

- State payment terms:
- State term proposal is held firm for:
- State warranty on equipment:

The undersigned hereby affirms that (1) he/she is a duly authorized agent of the vendor, (2) he/she has read all terms and conditions and technical specifications which were made available in conjunction with this solicitation and fully understands and accepts them unless specific variations have been expressly listed in his/her offer, (3) that the offer is being submitted on behalf of the vendor in accordance with any terms and conditions set forth in

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this document, and (4) that the vendor will accept any awards made to it as a result of the offer submitted herein for a minimum of ninety calendar days following the date of submission. Offers must contain, in blue ink, a manual signature of an authorized agent of the bidder or a verifiable electronic time and date stamped signature in the space provided on all appropriate signature lines in this solicitation. **Typed names as signatures are not allowed.**

Company Name:	Fax:
Address:	City/State/Zip:
Contact Person:	Title:
Email:	Phone:
Authorized Representative's Signature:	Date:
Printed Name:	Title:
Email:	Phone:

9.2 Non-Collusion Affidavit

THE AFFIDAVIT SET FORTH BELOW MUST BE EXECUTED ON BEHALF OF THE VENDOR AND FURNISHED WITH EVERY PROPOSAL

NON-COLLUSION AFFIDAVIT

STATE OF: _____

COUNTY OF: _____

TAX ID NUMBER: _____

_____, being duly sworn, deposes and says he/she is the _____
(Name) (Title) of _____ (company) the proposal
responder that has submitted to the County a proposal for an Enterprise Resource
Planning System and Implementation Services all as fully set forth in said proposal and
that except as specified below, the aforementioned proposal responder constitutes the only
person, firm, or corporation having any interest in said proposal or in any contract, benefit,
or profit which may, might or could accrue as a result of said proposal, said exceptions
being as follows:

(If no exceptions, state)

bidder further states that said proposal is, in all respects, fair and is submitted without
collusion or fraud; and that no member of the County is directly or indirectly interested in
said proposal.

_____ (Affiant)

SWORN TO and subscribed before me, a Notary Public, in and for the above-named

State and County. This _____ day of _____,

_____ (Day) (Month) (Year)

9.3 Restrictions on Lobbying Certification

Pursuant to United States Public Law 101-121, Section 319, the undersigned duly authorized official of the proposer hereby certifies, to the best of her/his knowledge and belief, that:

1. No Federal appropriated funds have paid or will be paid, by or on behalf of the undersigned, to any person for the purpose of influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress, in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person or agency for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress, in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit a Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.
3. The undersigned duly authorized official shall require and ensure that the language of this certification be included in any award documents for subcontracts, grants, loans, and cooperative agreements, and that all subcontractors shall so certify and disclose accordingly.

This Certification is a material representation of fact, upon which reliance was placed when this transaction was made or entered into. The submission of this Certification is a prerequisite for making or entering into this transaction, imposed by Title 31 USC Section 1352. Any proposer (person) who fails to file the required certification shall be subject to civil penalty of not less than ten thousand dollars (\$10,000) and not more than one hundred thousand dollars (\$100,000) for each such failure to file.

I DO CERTIFY

I DO NOT CERTIFY

Proposer: _____

Signature: _____

Title: _____

Date: _____

9.4 Minimum Criteria

As noted in the RFP, proposed solutions **MUST** meet all the following requirements.

Proposals not meeting these requirements will be rejected. Bidders should acknowledge acceptance of these terms and include the following checklist in their RFP response.

Minimum Criteria	Yes/No
Minimum Client Software Installations: Software vendor and/or implementation provider must have completed implementations of the proposed product for at least 3 governmental organizations (i.e., municipality, county, state) of similar size and complexity within the previous 7 years. For each software product proposed, a response indicating the 3 compliant organizations is necessary below:	Choose an item.
1.	
2.	
3.	
4.	
RFP Response Timeliness: RFP response is submitted by the due date and time.	Choose an item.
Response Authorization: The RFP response is signed by an authorized company officer.	Choose an item.
Response Completeness: The responding implementation provider complied with all instructions in the RFP and provided a response to all items requested with sufficient detail, which provides for the proposal to be properly evaluated. Any deficiencies in this regard will be determined at the sole discretion of the County to be either a defect that will be waived or that the proposal can be sufficiently modified to meet the requirements of the RFP.	Choose an item.

Voluntary Product Accessibility Template (VPAT): Bidders are required to fill out and return the most current VPAT 2.5 Rev WCAG or provide a written response explaining why and the timeframe for compliance:

<https://www.itic.org/policy/accessibility/vpat-training>

10 Addenda

Include all original, signed copies of addenda in this section. If the bidder finds it impossible or impractical to adhere to any portion of these specifications and all attachments, it shall be so stated with all deviations grouped together in the following section entitled, "Exceptions."

11 Exceptions

This section will be all-inclusive and will contain a definition statement of every objection or deviation with adherence to specific RFP sections. Objections or deviations expressed only in other parts of the proposal, either directly or by implication, will not be accepted as deviations, and the bidder in submitting a proposal, will accept this stipulation without recourse. Please insert rows as necessary.

Document title	Page Number and Section/Reference	Proposed Exception	Rationale