



Request for Proposal

Pension Administration System Consulting Firm

Proposals must be received no later than 5:00 p.m.
Friday, June 21, 2019

Contra Costa County Employees' Retirement Association
1355 Willow Way Suite 221
Concord, CA 94520
(925) 521-3960
cccera.org

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Contra Costa County Employees' Retirement Association
Pension Administration Consulting Firm
REQUEST FOR PROPOSAL

SECTION 1 - INVITATION

The Contra Costa County Employees' Retirement Association (CCCERA) is soliciting a Request for Proposal (RFP) for a Pension Administration Consulting Firm with in-depth knowledge and expertise in public pension plan administration and information systems technology to assist in the development of the business and technical requirements for creation of a Request for Proposal for a pension administration system (PAS) and provide Project Management and advisory oversight during the implementation and through post-installation of the PAS application.

The scope of work for the vendor/consulting firm chosen to provide oversight for CCCERA's Pension Administration System Modernization Project will be a two phase contract.

CCCERA is seeking a complete response from vendors who can demonstrate that they possess the organizational, functional, and technical capabilities to offer and perform the services, and meet or exceed the requirement and service levels specified herein.

Proposals will be received by CCCERA until 5:00 p.m. June 21, 2019.

SECTION 2 – INTRODUCTION AND GENERAL INFORMATION

2.1 INTRODUCTION

CCCERA is a contributory defined benefit pension plan covering the employees of the County of Contra Costa and other participating agencies pursuant to the County Employees Retirement Law of 1937, California Government Code Section 31450, *et seq.* CCCERA was established on July 1, 1945, to provide retirement allowances and other benefits to the safety and general members employed by Contra Costa County.

Currently, Contra Costa County and 16 other participating agencies are members of CCCERA. The participating agencies include:

Bethel Island Municipal Improvement District
Byron, Brentwood, Knightsen Union Cemetery District
Central Contra Costa Sanitary District
Contra Costa County Employees' Retirement Association
Contra Costa Housing Authority
Contra Costa Mosquito and Vector Control District

First 5 - Children & Families Commission
 In-Home Supportive Services Authority (IHSS)
 Local Agency Formation Commission (LAFCO)
 Rodeo Sanitary District
 Superior Court of California, Contra Costa County
 Contra Costa Fire Protection District
 East Contra Costa Fire Protection District
 Moraga-Orinda Fire Protection District
 Rodeo-Hercules Fire Protection District
 San Ramon Valley Fire Protection District

In addition, CCCERA administers retirement, disability, or survivor benefits to retirees or beneficiaries of the following former participating agencies:

Alamo-Lafayette Cemetery District
 City of Pittsburg
 Delta Diablo Sanitation District
 Diablo Water District
 Ironhouse Sanitary District
 Kensington Fire Protection District
 Superintendent of Schools - Contra Costa County Office of Education
 Stege Sanitary District

CCCERA is an independent governmental entity separate and distinct from the County of Contra Costa. CCCERA is governed and managed by a 12 member Board of Retirement. Of the 12 members, three are alternates, one for the appointed members, one for safety, and one for retirees. Five Board members are appointed by the Contra Costa County Board of Supervisors, one as an alternate. Four Board members, including the safety alternate, are elected by CCCERA's active membership. Two Board members are elected by the retirees, one as an alternate. The County Treasurer serves as an ex-officio member. Board members, with the exception of the County Treasurer, serve three year terms in office, with no term limits.

CCCERA's membership as of December 31, 2017 was approximately 10,000 active, 3,000 deferred members, and 9,000 retired members. The value of assets totaled approximately \$8.4 billion. CCCERA administers the following defined benefit tiers:

TIER DESIGNATION	BENEFIT FORMULA	COLA	FINAL AVERAGE SALARY PERIOD
Tier 1-Non Enhanced: Rodeo Sanitary & Byron/Brentwood Cemetery	1.67% @ 55	3%	12 Months
Tier 1- Enhanced	2% @ 55	3%	12 Months
Tier 2- (Closed)	1.13% @ 55	4%	36 Months

Tier 3- Non Enhanced (Closed)	1.67% @ 55	Service - 3% Disability - 4%	12 Months
Tier 3- Enhanced	2% @ 55	Service - 3% Disability - 4%	12 Months
Safety A- Non Enhanced Rodeo-Hercules Fire District	2% @ 50	3%	12 Months
Safety A- Enhanced	3% @ 50	3%	12 Months
Safety C- Enhanced (After 1/1/07)	3% @ 50	2%	36 Months
PEPRA Tier 4 (3% COLA)	2.5% @ 67	3%	36 Months
PEPRA Tier 4 (2% COLA)	2.5% @ 67	2%	36 Months
PEPRA Tier 5 (3% COLA)	2.5% @ 67	Service - 3% Disability - 4%	36 Months
PEPRA Tier 5 (2% COLA)	2.5% @ 67	2%	36 Months
PEPRA Safety D	2.7% @ 57	3%	36 Months
PEPRA Safety E	2.7% @ 57	2%	36 Months

2.2 WRITTEN QUESTIONS

Any requests for clarification or additional information related to this RFP must be in writing (via email, facsimile, or U.S. Mail) and delivered by 5:00 p.m. on June 10, 2019, to the contact person indicated below. CCCERA's responses to written questions will be posted on CCCERA's website (cccera.org) by June 17, 2019. Please forward questions to:

Christina Dunn, Deputy CEO
 CCCERA
 1355 Willow Way, Suite 221
 Concord, CA 94520
 Facsimile: (925) 521-3969
 Email: cdunn@cccera.org

2.3 RFP SCHEDULE

CCCERA anticipates the following timeline for receiving and evaluation of the proposals and selecting a vendor.

Event:	Date:
RFP issued	May 20, 2019
Last date for questions	June 10, 2019
Proposal due date	June 21, 2019
Evaluate proposals	Beginning June 21, 2019
Notification of Finalist Interviews	July 1, 2019

2.4 NO CONTACT

No contact with CCCERA board members and CCCERA staff regarding the contents of this RFP will be allowed during the pendency of this RFP, with the exception of written questions submitted to the contact listed above.

2.5 NO REIMBURSEMENT FOR RFP EXPENSES

CCCERA will not provide reimbursement for any fees, expenses, or other costs incurred in connection with this RFP including the costs of preparing the response, providing any additional information and attending an interview or interviews. All material submitted in response to this RFP will become the sole property of CCCERA. CCCERA expressly reserves the right to utilize any and all ideas submitted in the proposals received unless covered by legal patent or proprietary rights.

2.4 INTERVIEWS

Interviews may be conducted at CCCERA's discretion. All consultants selected for interview will be notified of the interview date(s) at least one week in advance.

2.5 CONFIDENTIALITY

All responses to this RFP become the property of CCCERA and will be kept confidential until such time as a recommendation for award of a contract has been announced. Thereafter, submittals are subject to public inspection and disclosure under the California Public Records Act. If a respondent believes that any portion of its submittal is exempt from public disclosure, such portion may be marked "confidential." CCCERA will use reasonable and legally permissible means to ensure that such confidential information is safeguarded to the extent that CCCERA, in its independent judgment, concludes that the information is in fact exempt from disclosure, but CCCERA will not be liable for inadvertent disclosure of such materials, data and information. Proposals marked "confidential" in their entirety will not be honored and CCCERA will not deny public disclosure of all or any portion of submittals so marked.

By submitting information with portions marked "confidential", the respondent represents it has a good faith belief that such material is exempt from disclosure under the California Public Records Act and agrees to reimburse CCCERA for, and to indemnify, defend and hold harmless CCCERA, its officers, fiduciaries, employees and agents from and against: (a) any and all claims, damages, losses, liabilities, suits, judgments, fines, penalties, costs and expenses including, without limitation, attorneys' fees, expenses and court costs of any nature whatsoever (collectively, "Claims") arising from or relating to CCCERA's non-disclosure of any such designated portions of a proposal if disclosure is deemed required by law or court order.

SECTION 3 – SCOPE OF WORK

3.1 INTRODUCTION

The Contra Costa County Employees' Retirement Association (CCCERA) is seeking proposals from qualified firms or individuals with in-depth knowledge and expertise in public pension plan administration and information systems technology to assist in the development of the business and technical requirements for creation of a Request for Proposal (RFP) for a pension administration system (PAS). This work will entail both business and information systems analyses to review business operations, identification of gaps between staff operations and the capabilities provided by the current PAS, development of requirements for operations, evaluation of the necessity for data cleansing services and, if so, development and oversight of an RFP for those services, development of an RFP for a replacement of the current PAS, and procurement of the new PAS. The selected proposer will provide Project Management and advisory oversight during the implementation and through post-installation of the PAS application. The key objectives and goals for this project are to successfully deliver recommendations, specifications and an RFP solicitation to replace the existing PAS application that meets the CCCERA current and future identified needs that is delivered on time and on budget.

3.2 TERM OF SERVICE

The contract resulting from this RFP shall be for a period of time to complete the negotiated statement of work and requirements as presented within this RFP.

3.3 SCOPE OF WORK

The Contra Costa County Employees' Retirement Association (CCCERA) will be modernizing its current legacy pension administration system. CCCERA staff currently process core pension administration business on a CPAS product.

A modernized pension administration system would improve the following existing issues:

- Reduce Manual forms processing
- Improve system performance
- Provide an Integrated solution
- Include all business functionality
- Ensure repeatability and accuracy
- Improve business processes and internal controls
- Improve system security
- Improve reporting system
- Improve data integrity
- Provide employer and employee portals
- Interfacing with other software applications

General Project Overview

CCCERA's requirement of a PAS solution is one that can meet all its business functions while improving operations and reducing operating costs. The future solution will incorporate the current processes while providing an application that is flexible, has robust business analytic capabilities and ease of configuration with minimal dependencies from the vendor. The solution must also seamlessly integrate with CCCERA's general ledger system, Multiview, and replace or integrate with CCCERA's document management software, OpenText Application Extender.

Phase 1 will consist of the review of the current pension administration system, and map business operations processes to identify the gaps between staff operations and the capabilities provided by the current PAS, development of requirements for operations, development of an RFP for a replacement of the current PAS, and all procurement phase review and processes of obtaining the new PAS application.

Phase 2 consists of the design, build and implementation of the new PAS application.

Business Process Analysis

The following lists provide an overview of the comprehensive business process analysis of CCCERA, employers, members, and annuitants that will be addressed in a system replacement project. These will be further refined into detailed requirements and documented as part of the RFP process, should CCCERA move forward with its system replacement.

CCCERA's Needs:

- Simplified, more efficient, business processes to better support all aspects of the organization's business
- Modernization to current technology
- Addition of a web-based architecture for ease of deployment and a better user experience
- Ease of implementing changes
- Reduced cost of implementing changes
- The management and use of information
- Addition of functionality to handle multiple tiers of retirement systems, with possible future additions
- Elimination of manual calculations
- Document imaging and electronic document processing

- Integration of document imaging and electronic document processing with PAS and internal business process workflow
- Efficiency enhancements to increase productivity
- System data to Excel translation/extraction
- Automated internal controls
- Documented procedures
- Ad hoc reporting capabilities based on relevant and timely data including production of annual reports
- Increased system performance and database processing
- Support multi-factor authentication, database encryption and provide data encryption for data in transit.

Participating Employer Needs

- Simplified reporting processes so employers can submit, make corrections, and transmit reports securely and electronically through the PAS
- Consistent reporting rules to reduce impact to employers
- Improved response time on questions to support employer inquiries

Member and Annuitant Needs

- Addition of a single source for benefit estimator questions and research
- Efficient member correspondence
- Timely update and accessibility of benefit communications
- Improved pre-retirement planning
- Addition of online member access, including personal information and a retirement benefit estimator
- Addition of self-service functionality, including via a mobile device
- Responsive Web design

PHASE 1 – Timeline and Milestones

The following is a high-level outline of the project management milestones for Phase 1:

MILESTONE ONE – PROJECT INITIATION PHASE

The vendor/consultant shall define the project parameters and develop a detailed work plan that consists of task descriptions, resources assignments, milestones dates for deliverables.

1. Project Staffing Plan
2. Organization Plan
3. Quality Plan

MILESTONE TWO - OPERATIONAL ASSESSMENT NEEDS

The scope of the work and expected outcomes for this phase of the project are as follows:

- I. Perform a comprehensive review of business operations. This work shall consist of completion of a comprehensive review of CCCERA business operations to assess needs associated with:
 - a. Current business processes and rules with requirements based on the County Employees Retirement Law of 1937, California Public Employees' Pension Reform Act of 2013, CCCERA's processes, and IRS rules.
 - b. Work-arounds required to complete operations using the current PAS.
 - c. All Applications that are required to perform the full scope of business operations due to the limitations or inabilities of the current PAS, inclusive but not limited to Cognos reporting, Microsoft Access and Microsoft Excel.
 - d. External systems required to complete operations inclusive, but not limited to the document management system.
 - e. Analysis of operations unfulfilled by the current PAS where staff is performing operations better handled through a PAS.
 - f. Opportunities for enhancing the handling of information within future PAS to allow for integrated and enhanced collaboration among the operational units relying upon member information.

This review shall minimally require a review of each issue identified in items above listed as "a" through "f".

MILESTONE THREE - IDENTIFY THE GAPS

Identify gaps between needs of operations and the capabilities of the existing PAS and its overall systems environment.

This work minimally requires a comprehensive listing of the operational needs identified during the operational review, as well as specific information on the nature of all gaps discovered between the needs for operations and the capabilities of the current PAS.

As part of this analysis, the consultant will identify opportunities for eliminating the capture of redundant information and defining single points of entry.

MILESTONE FOUR - DEVELOP COMPREHENSIVE BUSINESS REQUIREMENTS

For each identified activity, the work shall minimally require:

- a. Preparation and development of all business requirements for each need identified for the new PAS application described in items b through f of this item of the scope of services.
- b. Recommendations for achieving the requirements in the new PAS application as identified in the review of operations inclusive, but not

- limited to, work-arounds, side-systems, external systems while addressing all vital functions and services.
- c. Recommendations shall include a discussion on cost-effectiveness, including any expectation for cost savings; and strategies for assuring the requirements discovered during the gap analysis are covered during the acquisition process for a new PAS.
 - d. Develop use case requirements, and conceptual business architecture diagrams.
 - e. Review of the current PAS application data and provide expert advice on whether there is a need for an additional data cleansing effort, or if the activity can be added to the PAS modernization RFP. If the former, the consultant shall assist CCCERA in drafting an RFP for data cleansing services, reviewing resulting proposals, and oversight of the data cleansing process.
 - f. Documentation of any potential needs or recommendations for business process re-engineering, including recommending an approach to dealing with this area as all systems work progresses, review of the current application and processes in addition to the acquisition of a new PAS.

MILESTONE FIVE – PLAN DEVELOPMENT

Develop a comprehensive information technology plan to enable CCCERA to optimize the use of technology in its role as a public pension plan administrator. This plan shall cover areas related to the scope of services.

- a. The consultant shall review the technical infrastructure of the current PAS, and make recommendations on future technical environments and infrastructure.
- b. The consultant shall use its industry expertise to recommend overall strategies CCCERA may leverage to meet the operational needs as a public pension plan administrator, including resolving findings from the operational review.
- c. The consultant shall provide documented, detailed recommendations on an approach for acquiring a new PAS inclusive, but not limited to, covering the platforms and systems, data cleanup/conversion, systems integration, the integration of a document imaging tool, covering both software and hardware needs to satisfy CCCERA's long-term needs for a new PAS. In addition, the consultant will design and provide a high-level process and data flow model.
- d. Develop a comprehensive Requirements Document that includes all the functions and capabilities of the current PAS and incorporates the findings of the operational needs assessment.
- e. The consultant shall provide an estimation of costs associated with options that are presented including, but not limited to software, hardware, annual maintenance, implementation services, and project management and oversight.

- f. The consultant, along with CCCERA's alignment and approval, shall insure that all recommendations by the consultant will fit into the current and future technical infrastructure.

MILESTONE SIX - RFP DEVELOPMENT SERVICES

- a. The consultant will incorporate the comprehensive Requirements Document, and all artifacts developed, or acquired to develop a Request for Proposal (RFP) for the procurement of a new PAS.
- b. The consultant will develop a list of potential vendors to which the RFP will be sent as well as a preliminary assessment of vendor's experience working with defined benefit public sector retirement plans with over twenty thousand members.

MILESTONE SEVEN- PROCUREMENT SERVICES

- a. The vendor/consultant will support CCCERA and propose a procurement strategy detailing the timeline, evaluation process, and steps for the evaluation and vendor selection.
- b. The vendor/consultant will assist with the proposal analysis and vendor evaluation. The following are activities due, but are not limited to: Fit/Gap matrix to assess capabilities of respondents, assistance with the scoring matrix evaluation results and prepare analyses of the responses received within the required guidelines, analysis of project plan with regards to RFP requirements, relativity of cost/5yr Total Cost Overview (TCO) analysis, risk comparison, stability, and project experience.
- c. The consultant will assist the designated response evaluation team to recommend the top vendors for full Board consideration. The consultant will complete reference checks on RFP finalists. The consultant will attend the vendor interview Board meeting and provide support to the Board in its consideration.
- d. The vendor/consultant will assist CCCERA to negotiate the contract with the proposed vendor under the direction of CCCERA.
- e. After discussion and recommendations to CCCERA and after CCCERA has made decisions among various alternatives, the Consultant will prepare a high-level implementation plan identifying the major steps necessary to move CCCERA forward into a new environment.
- f. The consultant will provide an estimated implementation timeframe, staffing and budget requirements.

PHASE 2

As the activities progress to Phase 2 and the RFP has been issued to the awarding vendor for the legacy software solution, the consultant will be

involved in the end-to-end project phase through implementation of the modernized PAS.

The following are the further details of industry expert Consultant:

Phase 2 will consist of Project Management Services to assure the appropriate levels of Project and Quality Management activities are performed throughout the Project lifecycle. These activities shall provide CCCERA with appropriate visibility into the processes being used and the products being implemented. These Project Management activities must be sufficient to assure that the Project satisfies the needs for which it was undertaken and that Project risks are well understood and appropriately mitigated or managed.

The selected Project Management Consultant will be responsible for the requirements research, design support of the application based on feedback provided by the CCCERA.

The following is a high-level outline of the Project Management Milestones:

Project Kickoff

- a. Create and present detailed Quality Management Planning documentation.
- b. Present the Quality Management Plan to CCCERA PAS Oversight Team for review and approval.

Design Phase

- a. Work with the Awarded PAS Application vendor and CCCERA Team to gather requirements and establish metrics.
- b. Develop site design proposal for CCCERA's review and approval.
- c. Present written status at weekly meeting.

Build Phase

- a. Provide CCCERA with a detailed testing plan.
- b. Conduct testing within appropriate environments to include Unit Testing, Integration Testing, System Testing and User Acceptance testing within the approved environment(s). The testing criteria will be determined once the PAS RFP has been approved by CCCERA's PAS oversight team.
- c. Facilitate any coding and site/application issues identified in testing.
- d. Compile a testing report to present to CCCERA for review/approval.
- e. Present written status at weekly meeting.

Implementation Phase

- a. Provide CCCERA with a detailed end-user training plan.
- b. Implement the application on the agreed upon on-premises servers, infrastructure, or hosting site.

- c. Begin providing 24x7 support at this point forward until the end of the period of performance.
- d. Present written status at weekly meeting.

Project Handoff/Closure

- a. Provide CCCERA with all documentation in accordance with the approved project plan.
- b. Present project closure report to CCCERA for review and approval
- c. Complete the project requirements checklist showing that all project tasks have been completed.
- d. Conclude with a holistic overview of the project and areas of performance
- e. Present written status at weekly meeting.

Project management services shall include:

- a. Provide Project Management for implementation of PAS. The consultant will review, and assist the PAS Committee to facilitate and lead the project tasks associated with requirements definition, design, development, testing, training, implementation and post go-live activities to ensure that the new system satisfies all project requirements and is completed on time and within budget.
- b. Provide key personnel to work on-site with the CCCERA staff to respond to CCCERA's needs, questions, and/or issues. In the event the proposer must assign new staff due to death or termination, CCCERA reserves the right to approve any suggested changes in personnel assigned to the project. Replacement personnel must have similar levels of relevant experience and overall work experience as the individual being replaced.
- c. Develop a Project Work Plan/Control Document and provide continuous, on-site Project Management.
 - i. The Project Work Plan/Control Document shall provide a detailed project plan and risk assessment including: task and deliverable descriptions; project plan detailing tasks responsibilities, staffing, effort, and due dates presented in Gantt;
 - ii. Milestone charts;
 - iii. A work breakdown schedule (WBS) that outlines sequence dependencies among tasks and other task dependencies, identifying and documenting major go/no-go milestones in the project, and go/no-go criteria;
 - iv. A list of key assumptions, and CCCERA's review periods for deliverables.
 - v. The Project Work Plan/Control Document shall be updated weekly as new tasks are defined, tasks are completed, or task due dates are missed. All such tasks shall be included and highlighted for the weekly briefings and in the weekly written status reports.

- d. The consultant will conduct meetings with CCCERA staff as appropriate to complete the required work.
- e. Provide weekly meetings on project status reports to stakeholders, and shall submit weekly written status reports to include: activities completed in the previous week; planned activities for the next week; variance from Work Plan; reasons for such variances and “corrective” actions taken or proposed to ensure adherence to the overall project schedule; modifications to the Work Plan; issues and potential future issues of concern; project risks and associated risk mitigation measures.
- f. Own project issues that may arise and properly escalate and address these issues in a timely manner. The consultant shall establish a project “issues tracking process” to enable the maximum level of communication and documentation for the project. All members of the project team will be responsible for communications regarding project issues with whomever is managing this process. The consultant shall be responsible for monitoring and managing the resolution of identified project issues and communicating the resolution to CCCERA’s project manager. The issues tracking process will be maintained and utilized throughout the term of the project.
- g. Quality Control that involves monitoring both the process and the products, to determine if the project is meeting relevant quality standards and identifying ways to mitigate risk or eliminate causes of unsatisfactory results at the work product level. Examples of Quality Control techniques include, but are not limited to:
 - i. Initial Assessment to include the review of key project documentation (i.e., business case, project charter, business requirements, technical documentation, management plans, the work breakdown structure, project schedule and budget – original and current baseline, and project reports, etc.) and interviews with key business and technical staff.
 - ii. Quality Planning document that identifies and verifies quality standards relevant to the project and determining how to satisfy the needs while providing continuous on-site management.
 - iii. Peer Review/Work Product Review to include a methodical examination of work products to identify defects and other needed changes. Examples of work product review methods include inspections, structured walkthroughs, and active reviews.
 - iv. Independent Verification and Validation Testing (IV&V) commonly performed on a sample basis, to verify products for each phase in the software development life-cycle satisfies relevant standards, practices, and requirements for correctness, completeness, consistency, and accuracy.
- h. The Risk Management methodology shall be applied to characterize risks at the level of work product, process, and the

overall Project. Risk management includes, but is not limited to the identification of risks, the thorough assessment of the probability and the impact for the occurrence of risks, and the planning of viable responses that include, but are not limited to mitigation, contingency, and avoidance strategies.

PERIOD OF PERFORMANCE FOR PHASE 1

The vendor/consultant shall conduct tasks and related assignments within the time limits set forth, and as directed by CCCERA.

The period of performance for the CCCERA RFP will commence on the agreed upon date between CCCERA and the selected consultant.

Until the agreed upon start date of Phase 2, when the new PAS application vendor/consultant has been selected, all needed documentation and support will be required to be successfully documented and transferred to CCCERA. Any modifications or extensions will be requested through CCCERA.

PLACE OF PERFORMANCE

CCCERA's selected vendor/consultant will perform the work at the CCCERA location in Concord, CA. The consultant will arrange meetings and agendas.

ACCEPTANCE CRITERIA

CCCERA's acceptance of all deliverables will reside with CCCERA's Leadership Team. This team is responsible to ensure the completeness of each phase of the project and that the scope of work has been met. Once a project phase is completed and the vendor/consultant will provide their report/presentation for review and approval, the CCCERA designees will either sign off on the approval for the next phase to begin, or reply to the vendor/consultant Project Manager, in writing, advising what tasks must still be accomplished.

Once all project tasks have been completed, the project will enter the handoff/closure phase. During this phase of the project, the selected vendor/consultant will provide their project closure report and project task checklist to CCCERA's Leadership. The acceptance of this documentation by CCCERA's Leadership will acknowledge acceptance of all project deliverables and that the vendor/consultant has met all assigned tasks.

Any discrepancies involving completion of project tasks or disagreement between CCCERA and the selected vendor/consultant will be referred to both organizations' contracting offices for review and discussion.

ADDITIONAL REQUIREMENTS

All vendor/consultant project team members will be required to complete security forms to CCCERA for clearance and access badges to the facility. All vendor/consultant staff to include, but not limited to: Project Managers, Business

Analyst, Technical support, Testers, Programmers and Quality Control will be granted access to CCCERA's network and all necessary IT functions. They will also be given temporary CCCERA accounts which are to be used only for work pertaining to the CCCERA Project. Upon completion of the project these accounts will be closed.

SECTION 4 – PROPOSAL REQUIREMENTS

4.1 PROPOSAL REQUIREMENTS

In order to be considered for this project, each vendor must provide eight (8) hard copies of their proposal and one (1) electronic copy including all submitted documents, delivered to info@cccera.org. Complete proposals are due no later than 5:00 pm. on June 21, 2019. All packaged proposals must be delivered to:

CCCERA
1355 Willow Way Suite 221
Concord CA 94520
Attention: Deputy CEO

4.2 PROPOSAL FORMAT

Proposals shall be printed double-sided, and prepared in a simple, economical manner, with the sections tabbed to match those in the RFP, and with all pages numbered within each section. The proposal shall be prepared succinctly, providing a straight forward, concise description of the vendor's ability to meet the requirements of the RFP.

Proposals and cost schedule shall be valid and binding for one-hundred and eighty (180) days following the proposal due date and will become part of the contract that is negotiated with CCCERA.

Failure to complete any question or request for information, in whole or in part, or any deliberate attempt by the vendor to mislead CCCERA, may disqualify the vendor. Each vendor shall provide the following in addition to describing their qualifications and commitment to providing the required scope of services.

4.3 PROPOSAL CONTENT

A complete proposal shall include the following elements:

- a. Section 1: Introduction and Statement of Understanding: An overall introduction to the proposal response including a statement of the vendors understanding of the project.

- b. Section 2: General Qualifications: The vendor shall provide a brief organizational history or background, including number of locations, employees, and clients. The vendor shall give a brief summary outlining their ability to perform the work including contact information, team member qualifications and the person responsible for contract negotiations, if different.
- c. Section 3: The vendor shall provide the names/companies of at least 3 similar projects that the vendor has completed during the last 3 years, including a contact name, telephone number and email address. One of the three projects should include a project near-completion.
- d. Section 4: Identify any past, pending or threatened litigation or administrative or state ethics board or similar body proceedings to which the organization are a party and which would either materially impair your ability to perform the services enumerated herein and for which this RFP is issued or, if decided in an adverse manner, materially adversely affect the financial condition of your organization.
- e. Section 5: Detailed Scope of Services: Detailed scope of services, following requirement guidelines and deliverables discussed herein.
- f. Section 6: Proposed Schedule: Rough estimate of the times that the vendor would realistically be able to meet in completing the project.
- g. Section 7: Estimate Fee: Fee estimates should be itemized with costs furnished separately for each item proposed. Additionally, the vendor will provide a total project cost proposal, extending itemized costs to produce a subtotal where appropriate. Proposed costs will be utilized in preparing contract documents with the selected vendor.
- h. Section 8: Sample professional services agreement and certificate(s) of insurance, with the following types of insurance, cover the vendor, its employees, and agents:
 - 1. Broad form comprehensive general liability insurance covering bodily injury and property damage, with automatic coverage for premises, operations, and product liability. The policy must be endorsed with contractual liability coverage.
 - 2. Automobile bodily injury and property damage liability insurance.
 - 3. Insurance coverage shall be a minimum of \$1,000,000 per occurrence. If coverage is written with an annual aggregate limit, the aggregate limit shall not be less than \$1,000,000.

SECTION 5 – PROPOSAL SELECTION AND EVALUATION

5.1 GENERAL INFORMATION

Each proposal will be judged on its completeness and quality of its content. CCCERA reserves the right to reject any or all proposals and are not liable for any costs the vendor incurs while preparing the proposal. All proposals will become part of the public file, without obligation to CCCERA. Upon the completion of the evaluations, CCCERA intends to negotiate a contract with the vendor whose proposal is deemed to be most advantageous to CCCERA.

5.2 INTERVIEWS

Vendors may be selected to provide an oral presentation of their proposal to CCCERA. Such presentation shall provide an opportunity for vendors to clarify their proposal to ensure thorough mutual understanding. CCCERA may interview (optional) the vendors and ask additional questions related to the proposal and the scope of work. CCCERA will notify vendors selected for an interview at least one week in advance of the interview date. Vendors invited to an interview will be responsible for making and paying for their own travel arrangements.

5.3 SCORING AND EVALUATION CRITERIA

Proposals will be judged on completeness and quality of content. CCCERA is seeking to contract with a firm that has the appropriate qualifications using appropriate technological capability and methodology to ensure delivery of a high quality product, and that has extensive demonstration experience with, and an understanding of, similar projects.

CCCERA reserves the right to determine the best qualified vendor and negotiate a final scope of service and cost, negotiate a contract with another vendor if an agreement cannot be reached with the first selected vendor, or reject all proposals. The selected vendor will be required to enter into a professional services contract with CCCERA, which will incorporate the scope of service and work schedule as part of the agreement.

CCCERA assumes no liability or responsibility for costs incurred by vendors in responding to this request for proposal, or responsibility for costs incurred by vendors in responding to this request for proposal, or for requests for interviews, additional data, or other information with respect to the selection process, prior to the issuance of an agreement, contract, or purchase order.

It is the intention of CCCERA to enter into a successful relationship with the selected vendor. Therefore, multiple factors will be weighed to determine the awarded vendor; price is not the sole criteria in determining the best solution for CCCERA.

SECTION 6 – CONTRACT REQUIREMENTS

6.1 CONTRACT AWARD

The award of a contract is accomplished by executing a contract with a written agreement that incorporates the entire RFP, vendor's response, clarifications, addenda, and additions, including the negotiated Statement of Work and Compensation. All such materials constitute the contract documents.

1. All proposals must be irrevocable for 180 days and signed by an authorized officer of the company.
2. Successful Proposers must agree to provide CCCERA with audit access on request during the term of the contract and for 7 years thereafter.
3. CCCERA at any time, in its sole discretion, may terminate its contract with the selected company(s), or postpone or delay all or any part of the contract, upon written notice to the selected company(s).

6.2 CCCERA'S RIGHT TO DISQUALIFY FOR CONFLICT OF INTEREST

CCCERA reserves the right to disqualify any vendor on the basis of any real or apparent conflict of interest that is disclosed by the offer submitted or any other data available to CCCERA. This disqualification is at the sole discretion of CCCERA. Any vendor submitting an offer herein waives any right to object now or at any future time, before anybody or agency, including but not limited to, the CCCERA Board of Retirement or any court.

6.3 CONTRACT REQUIREMENTS

The vendor must be covered by Workers' Compensation Insurance, which will extend to and include work in California. In addition, the vendor must also submit documents addressing general liability insurance, errors and omissions insurance, automobile and collision insurance, and an indication that there is no conflict of interest on the part of the consultant's submission of a proposal for the services being solicited under this RFP. The vendor shall demonstrate willingness and ability to provide a Certificate of Insurance within ten (10) days of the Notice of Contract Award.

The selected vendor agrees to comply with applicable federal, state, city and local ordinances, statutes, rules and laws governing these projects.

The selected vendor agrees that it shall not assign, subcontract, sell, or transfer rights, or delegate responsibilities under his RFP or award, in whole or in part, without the prior written consent of CCCERA. No such written consent shall relieve the respondent of any obligations of this RFP or award and the vendor

shall remain liable as between the original parties to the RFP or award as if no assignment, subcontract, sale, or transfer or delegation had occurred.

BILLINGS and PAYMENT

Statements for materials, services and/or labor must include complete information and shall be submitted to:

Christina Dunn
CCCERA
1355 Willow Way Suite 221
Concord, CA 94520

Payment shall be made within 30 days of acceptance of invoice.

ACCESS to PREMISES

The selected vendor may have access to CCCERA's premises during normal working hours. No claims for premium payment for work outside normal working hours will be honored unless specifically agreed to by CCCERA in conjunction with work not covered in this RFP.

6.4 CONTRACT PERIOD

The contract term is anticipated to be for a three year period. CCCERA may, in its sole discretion, terminate the contract at any time during that term. CCCERA may, in its sole discretion issue up to two one year extensions of the contract.

6.5 CONTRACT APPROVAL

CCCERA's selection of one or more successful proposer(s) shall not be binding until it has been approved by CCCERA's Chief Executive Officer.