



Request for Proposals

Enterprise Resource Planning System

Date Issued: April 16, 2026

Closing Date: June 1, 2026

Saddle Hills County



**NEGOTIATED REQUEST FOR PROPOSALS (“NRFP”) WITH RESPECT TO THE:
ENTERPRISE RESOURCE PLANNING SYSTEM REPLACEMENT
(the “Project”)**

INSTRUCTIONS TO PROPONENTS

1.0 INTRODUCTION

1.1 Purpose of NRFP

- 1.1.1 **Saddle Hills County** seeks innovative Proposals from interested parties for the following:

ENTERPRISE RESOURCE PLANNING SYSTEM REPLACEMENT (“the Project”).

Proposals shall include a list of certifications, experience on similar Projects and a general description as to how the Proponent will handle the County’s needs. It is the Proponent’s responsibility to identify any inability to meet the requirements specified in this NRFP.

- 1.1.2 **Saddle Hills County (the “County”)** is the Owner and issuer of the NRFP for the Project.
- 1.1.3 If the County receives a Proposal acceptable to it, the County will select one (1) or more parties who submitted a Proposal (the “Proponents”) with whom the County, in its sole and unfettered discretion, will negotiate regarding the terms of a contract (the “Contract”) to perform the Project.

1.2 Submission of NRFP

- 1.2.1 Proponents shall submit their Proposal by email, with attachment(s) in PDF format submitted to rfpsubmission@saddlehills.ab.ca with the subject line “Request for Proposal for ERP System Replacement” on or before 2:00:00 p.m. (Mountain Standard Time) on June 1, 2026 (the “NRFP Closing Time”). Proponents are encouraged to confirm receipt of their submission with the County following submission.
- 1.2.2 Detailed instructions on the responses format requirements are provided in Schedule A, section 5.1.
- 1.2.3 Proposals will be opened following the NRFP Closing Time. No Proposal(s) submitted after the NRFP Closing Time will be accepted. No public opening will be conducted.
- 1.2.4 Each Proponent may submit only one Proposal. Collusion between Proponents will be sufficient cause for the affected Proposal(s) to be rejected outright by the County without further consideration.
- 1.2.5 Any inquiries respecting this NRFP should be directed, to:

John Friesen, Director of Corporate Services
 JFriesen@saddlehills.ab.ca

- 1.2.6 The County is under no obligation to respond to any inquiry submitted to it in respect of this NRFP.
- 1.2.7 If the County, in its sole and unfettered discretion, determines that a response to an inquiry is warranted, it will be issued by way of an addendum to this NRFP. All such addenda shall form part of this NRFP.
- 1.2.8 No inquiry submitted to the County will be responded to after May 11, 2026.

1.3 **General Conditions Applicable to this NRFP**

1.3.1 **Schedules and Addenda**

The schedules for this NRFP and any subsequent addenda are incorporated into and form part of this NRFP. The information and data contained in any schedule and any subsequent addenda may form the basis upon which a contract engagement will be entered into with the County.

1.3.2 **Disclaimer of Liability and Indemnity**

By submitting a Proposal, a Proponent agrees:

- 1.3.2.1 to be responsible for conducting its own due diligence on data and information upon which its Proposal is based;
- 1.3.2.2 that it has fully satisfied itself as to the nature and extent of the risks it will be assuming;
- 1.3.2.3 that it has gathered all information necessary to perform all of its obligations under its Proposal;
- 1.3.2.4 that it is solely responsible for ensuring that it has all information necessary to prepare its Proposal and for independently verifying and informing itself with respect to any terms or conditions that may affect its Proposal;
- 1.3.2.5 to hold harmless the County, its elected officials, officers, employees, agents, advisors or partnering entities in this undertaking, and all of their respective successors and assigns, from all claims, liability and costs related to all aspects of the NRFP process;
- 1.3.2.6 that it shall not be entitled to claim against the County, its elected officials, officers, employees, insurers, agents, advisors, and partnering entities in this undertaking on grounds that any information, whether obtained from the

County or otherwise (including information made available by its elected officials, officers, employees, agents or advisors), regardless of the manner or form in which the information is provided is incorrect or insufficient;

- 1.3.2.7 that the County will not be responsible for any costs, expenses, losses, damages or liability incurred by the Proponent as a result of, or arising out of, preparing, submitting, or disseminating a Proposal, or for any presentations or interviews related to the Proposal, or due to the County's acceptance or non-acceptance of a Proposal; and
- 1.3.2.8 to waive any right to contest in any proceeding, case, action or application, the right of the County to negotiate with any Proponent for the Contract whom the County deems, in its sole and unfettered discretion, to have submitted the Proposal most beneficial to the County and acknowledges that the County may negotiate and contract with any Proponent it desires.

1.3.3 **No Tender and no Contractual Relationship**

The Proponent acknowledges and agrees that this procurement process is a Request for Proposal and is not a tendering process. It is part of an overall procurement process intended to enable the County to identify a potential Successful Proponent. The submission of a Proposal does not constitute a legally binding agreement between the County and any Proponent. For greater certainty, by submission of its Proposal, the Proponent acknowledges and agrees that there will be no initiation of contractual obligations or the creation of contractual obligations as between the County and the Proponent arising from this NRFP or the submission of a Proposal.

Further, the Proponent acknowledges that a Proposal may be rescinded by a Proponent at any time prior to the execution of the Contract.

1.4 **Discretion of the County**

Notwithstanding any other provision of this NRFP to the contrary, the provisions in this Section 1.4 prevail, govern and override all other parts of this NRFP. The County is not bound to accept any Proposal. At any time prior to execution of the Contract, the County may, in its sole and unfettered discretion, or for its own convenience, terminate the procurement process, cancel the Project or proceed with the Project on different terms. All of this may be done with no compensation to the Proponents or any other party.

The County reserves the right, in its sole and unfettered discretion, to:

- 1.4.1 utilize any ideas or information contained in any of the Proposals for its sole use and benefit without making payment or otherwise providing consideration or compensation to any Proponent or any other party;
- 1.4.2 negotiate the specific contractual terms and conditions, including but not limited to the fee or price of the Project, and the scope of the Project;
- 1.4.3 waive any formality, informality or technicality in any Proposal, whether of a minor and inconsequential nature, or whether of a substantial or material nature;
- 1.4.4 receive, consider, and/or accept any Proposal, regardless of whether or not it complies (either in a material or non-material manner) with the submission requirements or is the lowest priced Proposal, or not accept any Proposal, all without giving reasons;
- 1.4.5 determine whether any Proposal meets the submission requirements of this NRFP; and
- 1.4.6 negotiate with any Proponent regardless of whether or not that Proponent is the Proponent that has received the highest evaluation score, and
- 1.4.7 negotiate with any and all Proponents, regardless of whether or not the Proponent has a Proposal that does not fully comply, either in a material or non-material way with the submission requirements for the NRFP or any requirements contained within this NRFP.

1.5 **Selection**

Selection of the Successful Proponent, if any, is at the sole and unfettered discretion of the County.

1.6 **Disqualification**

The failure to comply with any aspect of this NRFP (either in a material way or otherwise), shall render the Proponent subject to such actions as may be determined by the County, including disqualification from the NRFP process, suspension from the NRFP process and/or imposition of conditions which must be complied with before the Proponent will have its privilege of submitting a Proposal reinstated.

1.7 **Representations and Warranties**

- 1.7.1 The County makes no representations or warranties other than those expressly contained herein as to the accuracy and/or completeness of the information provided in this NRFP.
- 1.7.2 Proponents are hereby required to satisfy themselves with the accuracy and/or completeness of the information provided in this NRFP.

- 1.7.3 No implied obligation of any kind by, or on behalf of, the County shall arise from anything contained in this NRFP, and the express representations and warranties contained in this NRFP, and made by the County, are and shall be the only representations and warranties that apply.
- 1.7.4 Information referenced in this NRFP or otherwise made available by the County or any of its elected officials, officers, employees, agents or advisors as part of the procurement process, is provided for the convenience of the Proponent only and none of the County, its elected officials, officers, employees, agents and advisors warrant the accuracy or completeness of this information. The Proponent is required to immediately bring forth to the County any conflict or error that it may find in the NRFP. All other data is provided for informational purposes only.

1.8 **Terms of Engagement**

- 1.8.1 Saddle Hills County may enter into an agreement with the Successful Proponent for a term of 20 to 36 months.
- 1.8.2 Saddle Hills County reserves the right to extend the above-noted timelines to complete any work in progress.
- 1.8.3 Additional periods will generally be based on mutual agreement between the County and the Successful Proponent. The County reserves the right to negotiate changes to the existing agreements for the work to reflect current conditions at the time of extension of review.
- 1.8.4 Saddle Hills County reserves the right to review the performance of the Successful Proponent and, if deemed unsatisfactory, end the contract with one (1) calendar month's notice.

1.9 **Team Member Changes**

- 1.9.1 Staff changes by the Successful Proponent will require written approval from Saddle Hills County prior to any such change, which approval the County may withhold in its sole discretion. The qualifications and experience of the proposed staff change must be equivalent to or better than the staff proposed in the Proposal received.

1.10 **Use of Subcontractors**

- 1.10.1 Proponents may submit Proposals that plan the use of subcontractors to provide the Services. Proponents should ensure that their Proposal clearly states how and when the Proponent will use subcontractors, including the subcontractor roles and the Services they will provide. The County will not enter into a contract with a subcontractor (in that capacity). A Proponent will have sole responsibility to the County for any subcontracted Services and will be responsible and liable for the acts and omissions of each of its subcontractors (including their respective

personnel) to the same extent as if such acts or omissions were by the Proponent or its personnel.

1.11 ON-SITE / OFF-SITE ACTIVITIES

1.11.1 The County has limited office space and meeting space to accommodate a large number of external personnel proposed to work from the County's facilities. Proponents should plan for most Project activities to take place remotely and include this topic in their Proposals. Proposals should include the Proponent's requirements or preferences for onsite work throughout the Project schedule so that the County can consider requests for on-site work. Accommodation of on-site work is more likely for cases of Proponents' senior personnel being on-site for key Project milestones. The majority of Project work should occur off site.

2.0 PROJECT OVERVIEW AND DESCRIPTION OF THE WORK TO BE PERFORMED

Please refer to Schedule "A".

3.0 PROPOSAL REQUIREMENTS

The County reserves the right to reject any Proposal that does not include the requirements of this NRFP.

3.1 Description of the Proposal

- 3.1.1 Proposals shall include the legal name, address and telephone numbers of the individual, the principals of partnerships and/or corporations comprising the Proponent, and in the case of partnerships or corporations, the individual who will be the representative of the partnership or corporation.
- 3.1.2 Proposals shall include a description of any subcontractors, agents or employees that the Proponent expects to involve in the performance of the Project. Saddle Hills County reserves the discretion to approve or reject the proposed use of any subcontractor by the selected Proponent, which approval shall not be unreasonably withheld.
- 3.1.3 Proposals shall include a description of the individuals who will be performing the Project including their previous experience and qualifications.
- 3.1.4 Proposals shall include a list of previous work of a similar nature to the Project required by the County as set out in this NRFP.
- 3.1.5 Prices for the Project shall be inserted by the Proponent in the form attached hereto as **Schedule "B"** and the form shall be submitted by the Proponent at the time of the submission of its Proposal.

- 3.1.6 The proposed fees shall include an allowance for meetings, discussions, and miscellaneous items such as telephone toll charges, computer charges, reproduction costs, stationery, etc., and all applicable travel costs.

3.2 Execution of the Proposal

Proposals shall be properly executed in full compliance with the following:

- 3.2.1 Proposals and the pricing form attached as **Schedule "B"**, must be signed by the representative for the Proponent;
- 3.2.2 if the Proposal is made by a corporation, the full name of the corporation shall be accurately printed immediately above the signatures of its duly authorized officers;
- 3.2.3 if the Proposal is made by a partnership, the firm name or business name shall be accurately printed above the signature of the firm and the Proposal shall be signed by a partner or partners who have authority to sign for the partnership;
- 3.2.4 if the Proposal is made by an individual carrying on business under a name other than their own, their business name together with the individual's name shall be printed immediately above its signature; and
- 3.2.5 if the Proposal is made by a sole proprietor who carries on business in their own name, the proprietor shall print their name immediately below their signature.

4.0 MANDATORY SUBMISSION REQUIREMENTS

4.1 Documents to be Submitted with the Proposal

At the time of the submission of its Proposal, the Proponent shall provide the following:

- 4.1.1 Proponent's resumes.
- 4.1.2 Proof of Proponent's Workers Compensation account in good standing at the time of Proposal submission;
- 4.1.3 A copy of all licenses, certifications, qualifications issued by the relevant authorities, which the Proponent may require in order to perform the Project contemplated by the NRFP, if applicable.

4.2 Insurance to be carried by Successful Proponent

At the time of the submission of its Proposal, the Proponent shall provide evidence of insurance coverage as follows:

- 4.2.1 standard automobile, bodily injury and property damage insurance providing coverage of at least **TWO MILLION DOLLARS (\$2,000,000.00)**

inclusive and in respect of any one claim for the injury to or death of one or more persons or damage to or destruction of property;

- 4.2.2 a comprehensive general liability insurance policy providing coverage of at least **TWO MILLION DOLLARS (\$2,000,000.00)** inclusive and in respect of any one claim for injury to or death of any one or more persons or damage to or destruction of property. Coverage to include:
 - 4.2.2.1 non-owned automobiles;
 - 4.2.2.2 independent subcontractors;
 - 4.2.2.3 contractual liability including this Agreement.
- 4.2.3 Proponent's Compensation coverage for all employees, if any, engaged by the Project in accordance with the laws of the Province of Alberta;
- 4.2.4 Employer's liability insurance respecting employees, if any, of the Proponent with limits of liability of not less than **TWO MILLION DOLLARS (\$2,000,000.00)** per employee for each accident, accidental injury or death of an employee or any subcontractor engaged by the Proponent;
- 4.2.5 error and omissions coverage of not less than **FIVE MILLION DOLLARS (\$5,000,000.00)** per occurrence;
- 4.2.6 a Cyber Liability insurance with limits of not less than **TWO MILLION DOLLARS (\$2,000,000.00)** per incident. Such insurance shall provide coverage for liabilities arising from data breaches, privacy breaches, unauthorized access, network security failures, and the loss, theft, or disclosure of confidential or personal information in the performance of the Services;
- 4.2.7 such other insurance as the County may from time to time reasonably require.

The Proponent shall cause all insurance coverage maintained by the Proponent in accordance with this NRFP, except for errors and omissions coverage (if required), to name the County and any other party designated by the County as an additional insured and to contain a severability of interests or cross liability clause. The Proponent shall cause all insurance coverage to provide that no such insurance policy may be cancelled without the insurer providing no less than thirty (30) days' written notice of such cancellation to the County. The Proponent shall, upon the request of the County, furnish written documentation, satisfactory to the County, evidencing the required insurance coverage. The cost of all of the insurance required to be held by the Proponent as set forth herein shall be borne by the Proponent.

4.3 PROPOSED TIMELINE

4.3.1 Proposed Timeline

The approximate Project schedule timelines are as follows, and may be subject to change at Saddle Hills County's discretion:

Milestone	Date
NRFP issued	April 16, 2026
Deadline for Questions	May 11, 2026
Deadline for the County to issue final addendum	May 20, 2026
NRFP Closing date	June 1, 2026
Interviews and/or Solution Demonstrations for shortlisted vendors (at the County's discretion)	Completed by July 17, 2026
BAFO Resubmission (optional step)	August 7, 2026
Negotiation and Contract finalization	August 28, 2026
Anticipated Contract Start Date	September 8, 2026

5.0 OTHER

5.1 Period Open for Consideration

The Proposals received shall remain irrevocable for a period of ninety (90) days following the NRFP Closing Date in order to allow the County to undertake the evaluation of the Proposals received and to undertake the negotiations as provided for herein.

5.2 Information Disclosure and Confidentiality

All documents submitted to the County are subject to the provisions of the Access to Information Act (ATIA) and the Protection of Privacy Act (POPA). The ATIA provides a right of access to records in the County's custody or control, while the POPA prohibits the County from disclosing a Proponent's personal or business information where disclosure would be harmful to the Proponent's business interests or would constitute an unreasonable invasion of personal privacy, as described in the applicable provisions of the Acts. Proponents are encouraged to clearly identify any portions of their Proposals that they consider

confidential, together with the nature of the harm that could reasonably be expected from disclosure. However, the County cannot guarantee that any portion of a Proposal will be withheld from disclosure if a request is made under the ATIA.

5.3 **Independent Determination**

A Proposal will not be considered by the County if it was not arrived at independently without collusion, consultation, communication or agreement as to any matter, such as prices, with any other Proponent.

5.4 **Consortium / Joint Proponent Submission**

The County will accept Proposals submitted by a consortium, joint venture or partnership of two or more entities, provided that one entity is clearly identified as the Prime Proponent. The Prime Proponent shall be fully responsible for the performance of all obligations under any resulting Agreement, including the work performed by its partners or subcontractors.

5.5 **Documents**

All documents submitted by a Proponent shall become the property of the County upon being presented, submitted, or forwarded to the County. Should any documents be submitted electronically, notwithstanding the prohibition on same contained elsewhere in this NRFP, then their content and the media they are contained in shall also become the property of the County upon their being presented, submitted or forwarded to the County.

5.6 **Alberta Trade Agreement**

The New West Partnership Trade Agreement (“NWPTA”) and Canadian Free Trade Agreement (CFTA) apply to this Proposal.

5.7 **Other Conditions**

The Proponent is fully responsible for obtaining all information required for the preparation of its Proposal. The County is not responsible for undertaking any investigations to assist the Proponent.

5.8 **Law and Forum of Proposal**

The law to be applied in respect of this NRFP shall be the law of the Province of Alberta and all civil actions commenced in relation to this NRFP shall be adjudicated by the Courts of the Province of Alberta. By submitting a Proposal, the Proponent is deemed to have agreed to attorn to the jurisdiction of the Courts of the Province of Alberta.

Schedule “A”

**Negotiated Request for Proposal -
Enterprise Resource Planning
System Replacement**

PROJECT OVERVIEW

AND

DESCRIPTION OF WORK

1.0 PURPOSE

Saddle Hills County is seeking Proposals for a commercial off-the-shelf (COTS), Enterprise Resource Planning System (the “ERP System”). The County is also seeking system implementation services, ongoing ERP System support services and other ancillary services.

2.0 BACKGROUND

Saddle Hills County, incorporated in 1999, is a rural municipality in northwestern Alberta (Central Peace Region), situated 55 km north of Grande Prairie, bordering British Columbia. The County is known for its agricultural base, significant oil and gas industry, and scenic natural landscape along the Peace River. It has a population of roughly 2,300 people, focused on sustainability, affordable living, and community-driven development. The County currently has 7 elected officials and approximately 65 full-time employees.

Saddle Hills County current Enterprise Resource Planning system consists of Microsoft GP (Great Plains) with CentralSquare’s Diamond municipal add-on.

However, Microsoft has announced that Dynamics GP is approaching end-of-life status, which will limit ongoing support, updates, and compatibility with modern technologies. This creates a significant risk to operational continuity and system security.

In response, the County is planning to transition to a modern ERP solution. The new system will not only ensure long-term support and sustainability but will also be designed around current best practices. It will streamline and improve business processes, enhance user experience, and provide greater accessibility, integration, and data-driven decision-making capabilities.

At a minimum the replacement system should be able to provide all functionality of the previous system, with several areas of increased functionality, and in some cases entirely new digital capabilities. In addition, the County is looking for a vendor/implementor to assist the County in planning, configuring, implementing and launching the new system.

3.0 SCOPE OF WORK

The scope of work to be provided to Saddle Hills County by the Successful Proponent includes:

3.1 ERP Software and Implementation Services

The Successful Proponent shall be responsible for end-to-end ERP software implementation working collaboratively with the County’s team and any other selected firm or vendor to deliver flawless data integrations and/or transfers. ERP Software and Implementation Services include but are not limited to:

- ERP software system implementation planning and design

- ERP software system build / configure / test
- ERP software system deployment
- ERP software system hypercare and post launch support
- The Proponent is expected to include sustainment and support phases and activities throughout the Project as required, and following Project completion. The post-implementation sustainment and support services should be detailed, including enhanced first-year (Year 1) support following go-live. Such support should address stabilization activities and critical operational needs, including financial close, property tax assessment, utility billing, financial reporting, and other key financial outputs. The Proponent shall also describe the ongoing support model beyond Year 1.
- While this NRFP refers to an “ERP” solution, the immediate scope is limited to a financial system replacement. The County acknowledges potential future synergies through a modular ERP approach and is interested in solutions that will allow the County to expand into other ERP capabilities in the future.

3.2 **Data Conversion, Migration, and Load Activities**

The successful Proponent shall provide data conversion planning, monitoring, and load services to the County. Data Migration and Load activities include but are not limited to:

- Prepare legacy data for conversion, including cleansing support, validation, and coordination with County data owners
- Develop data migration schedules, plans, and strategies
- Develop, build, and refine all in-scope RICE items (Reports, Interfaces, Conversions, Enhancements/Extensions)
- Define data governance, data ownership, high-level data conversion approach and assumptions
- Provide data migration activity, status, and error tracking
- Provide target system data documentation including Data Architecture Diagrams, Data Dictionaries, Load Templates, etc.
- Complete data load and validation activities
- Develop Go-live cutover schedule, plan, and strategy development

- Define cutover data requirements and conversion timing assumptions aligned with go-live planning
- Provide SME support on topics of interest related to data conversion and extraction as required.
- Update solution documentation to reflect final configuration, interfaces, and conversion logic

3.3 Training and Change Management

The Proponent shall work collaboratively with the County’s team to support change management and training activities as required. Training and Change Management activities include but are not limited to:

- Developing change management schedules, plans, assessments, and strategies
- Developing and providing user management guides
- Developing and providing training and change management material
- Delivering a combination of in-person and virtual staff training sessions
- Supporting staff through the training and post go-live period with ad-hoc questions and inquiry support
- Providing SME support on topics of interest related to training and change management as required.

3.4 Mandatory Requirements

The County has identified a series of mandatory requirements to which the vendor must comply. Detailed requirements will be provided in Schedule E.

Core Area	Functionality / Feature
Mandatory Requirements	<ul style="list-style-type: none"> • Hosting, Security & Data Residency • Architecture & Integration • Privacy, Legal & Legislative Compliance • Financial Controls & Audit

3.5 High Priority Required Functions

The following core areas and functionalities are high priority and mandatory for go-live. Detailed requirements are provided in Appendix C:

Core Area	Functionality / Feature
Finance	<ul style="list-style-type: none"> • Accounting / General Ledger • Accounts Payable (AP) • Accounts Receivable (AR) • Financial Statement & Reporting
Property Taxes	<ul style="list-style-type: none"> • Property Taxes & Tax Notices • Tax Certificates
Utilities	<ul style="list-style-type: none"> • Utility Billing
HR	<ul style="list-style-type: none"> • Core HR Record • Time & Attendance • Payroll • Benefits Administration • Employee Self-Service

3.6 Other Non-Functional Requirements

The County has also identified a set of non-functional requirements for which Proponents are required to indicate compliance. Detailed requirements are provided in Schedule E.

Core Area	Functionality / Feature
Non- Functional Requirements	<ul style="list-style-type: none"> • System Automation • System Availability • System Configuration • System Environments • Information Management • Customer Relationship Management • Additional Reporting Functions • Citizen Portal • Workflow Management • System-Wide Enhancements

3.7 Optional Functions

The core areas and functionalities identified below are optional. Proponents may propose optional modules, capabilities, or services that enhance or extend the core solution and provide additional value to the County. Such optional items may be proposed in relation to the core areas listed below and shall be clearly identified, fully described, and priced separately.

Core Area	Functionality / Feature
Finance	<ul style="list-style-type: none"> • Fixed Assets / TCA • Cash Management • Expenses Management • Collection Management
Budgeting	<ul style="list-style-type: none"> • Operating & Capital Budget • Reporting
Citizen Portal	<ul style="list-style-type: none"> • Information, Services and Transactions • Payment & POs

3.8 Applications Integration Development and Management

The Successful Proponent shall successfully manage and develop a suite of integrations for the software system. The proposed integrations should be “change resilient” and not require onerous resources by the County to maintain and modify into the future. Integration development and management activities/systems include but are not limited to:

- Develop integration schedules, plans, and strategies,
- Document and provide integration architecture diagrams,
- Developing one and/or two-way integrations for the list of potential software systems outlined below.

3.9 System Applications and integrations

Please refer to Schedule E – Requirements Worksheet, for a complete list of data integration requirements.

4.0 PROJECT TASKS

The following Project tasks/phases are expected to be completed:

4.1 Phase 1 – ERP Software System – Project Initiation & Kick-Off

Working collaboratively with the County’s team this area of work includes all activities required for the Project initiation including, but not limited to, the following:

- Confirmation of Project objectives, scope, assumptions, and success criteria
- Establishment of governance, roles, and decision-making structures
- Development of the Project management, communications, and reporting approach
- Identification of key risks, dependencies, and constraints
- Definition of change control, quality, and acceptance processes
- Confirmation of data, security, compliance, and organizational readiness considerations
- Formal Project kick-off and documentation of agreed-upon outcomes

4.2 **Phase 2 – ERP Software System – Detailed Implementation Planning and Analysis**

This area of work includes detailed Project planning and system design activities carried out in close collaboration with the County's team. Activities involved in this area of work include, but are not limited to, the following:

- Confirmation and baselining of detailed functional and technical requirements
- Definition of the target solution architecture, including security, environments, and integrations
- Development of the data migration and data governance approach, including scope, responsibilities, and validation
- Identification of required reports, interfaces, conversions, and extensions
- Definition of testing and user acceptance approach, including roles and success criteria
- Establishment of design, documentation, and configuration management controls
- Delivery of a consolidated design and planning package confirming readiness for build and implementation

4.3 **Phase 3 – ERP Software System – Execution / Implementation and Configuration**

For phase 3, the County expects the execution of the approved solution design and plans developed in earlier phases. Activities involved in this area of work include, but are not limited to, the following:

- Configuration of in-scope ERP modules and security controls
- Development and delivery of required reports, interfaces, conversions, and extensions
- Execution of data migration activities, including multiple validation cycles
- Completion of unit, system, integration, and user acceptance testing
- Defect management, data validation, and resolution support
- Maintenance of configuration and solution documentation
- Support for cutover and operational readiness planning
- Delivery of a Phase 3 execution status and readiness report

4.4 **Phase 4 – ERP Software System – Testing, Validation & Control**

For Phase 4, the County expects that all necessary activities related to Testing, Validation and Control will be conducted to ensure a successful Go-Live of the system. The County will be the sole approver of the Go-Live acceptance process. Activities involved in this phase include, but are not limited to, the following:

- Execution of the approved deployment and cutover approach
- Final data conversion and validation for production
- Validation of configured ERP modules, integrations, and extensions
- Implementation and testing of all required system integrations
- Go-live coordination, monitoring, and escalation support
- Support for end-user transition and operational readiness
- Finalization of system, technical, and operational documentation
- Support for formal acceptance of the production system
- Delivery of a Phase 4 deployment and stabilization summary.

4.5 Phase 5 – ERP Software System – Stabilization, Optimization & Continuous Improvement

During this phase, the following activities are expected, at a minimum:

- Provision of a defined hypercare and stabilization period
- Monitoring and stabilization of system performance, integrations, data, and critical business processes
- Resolution of post-go-live defects and approved configuration adjustments
- Validation of end-to-end business processes and key controls
- Support for financial and operational reconciliation following go-live
- Assessment of user adoption and operational readiness
- Identification of system optimization and improvement opportunities
- Knowledge transfer to County and operational teams
- Review of legacy system dependencies and recommendations for decommissioning or retention.

4.6 Anticipated Project Schedule

The current estimate is that an ERP System replacement Project from initiation to deployment and go-live will take about 18 months to complete. With a Project start date in September 2026 (after procurement), Project go-live is to be planned for March 2028. The Hypercare stabilization period should be planned for a duration of 8 weeks following deployment – up to June 2028.

Task	2026			2027				2028			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>Procurement Finalized - Contract awarded</i>											
Phase 1 - ERP Software System - Project Initiation & Kick-Off											
Phase 2 - ERP Software System - Detailed Implementation Planning and Analysis											
Phase 3 - ERP Software System - Execution / Implementation and Configuration											
Phase 4 - ERP Software System - Controlling & Testing											
Change Management, Training, Communications											
Deployment / Go-Live											
Phase 5 - ERP Software System - Stabilization, Optimization & Continuous Improvement											

5.0 Response Requirements and Evaluation Criteria

5.1 Responses Format Requirement

Proponents shall meet the following format requirements:

- Proposal is to be submitted by email to the County’s representative, as identified in section 1.2.1
- Electronic NRFP responses are to be submitted on 8.5” x 11” size pages in PDF (.pdf) format only. All components, except Schedule E, shall be formatted and combined into a single file that is inserted into the email submission. If the single file has a size greater than 25 MB, the Proponent should then submit its response in more than one PDF file, attached to the same email.
- Responses to each section shall be marked with the corresponding letter and number (e.g. A1, A2, etc.).
- *Schedule E, Requirements Worksheet*, should be submitted as an Excel document, attached to the same email.
- The Proponent is solely responsible for ensuring that the complete electronic Proposal, including all attachments, is received before the Closing Date and Time.
- The Proponent is solely responsible for ensuring that all documents comprising the Proposal are not corrupted and do not contain viruses or malware.
- The Proponent bears all risks associated with delivering its Proposal by electronic submission including but not limited to delays in transmission between the Proponent’s computer and the County network.
- The County will not be liable for any damages associated with a Proposal or any part of a Proposal not received prior to the Closing Date and Time.

5.2 Proposal Submission Requirements

The Proponents are requested to submit a Proposal containing the following:

A. Price

Requirements
<p>A1 The fees must be inclusive of all associated costs resulting from the consulting service. Unless agreed to in advance, any billings for additional work will not be considered. All prices and rates must:</p> <ul style="list-style-type: none"> - Be provided in Canadian funds

- Be inclusive of all applicable duties and taxes except for GST, which should be itemized separately when required.
A2 Completion of Schedule B - Section 1 - Pricing Detail Form / Implementation Services Costs
A3 Completion of Schedule B - Section 2 - Pricing Detail Form / Software, Licensing and Related Costs
A4 Completion of Schedule B - Section 3 - Pricing Detail Form / OnGoing Costs (Post Go-Live)

B. Mandatory Requirements

Requirements
B1 Completed Schedule B, C, D. For Schedule D, Signature and Waiver sheet, the signatory contact shall be authorized to participate in contract negotiations
B2 Insurance Requirements: Provide evidence from your insurance company confirming your ability to secure insurance as described in Section 4.2
B3 WCB Requirements: Provide evidence of WCB coverage as described in Section 4.2
B4 Mandatory Requirements as noted in Schedule E – Requirements Worksheet (under the mandatory requirements tab)

C. Consulting Approach

Proponents should use their own judgement in determining what information to provide to demonstrate that the Proponent meets or exceeds the County’s expectations. However, at a minimum the Proponent’s response should cover the following topics:

Requirements
C1 Scope and Understanding
C2 Approach and Methodology including: <ul style="list-style-type: none"> • Detailed description of Technical architecture, including: <ul style="list-style-type: none"> ○ Database platform and version ○ Operating System and hosting model ○ Middleware or integration platform used ○ Scalability and high-availability features ○ Disaster recovery and backup strategy • Data Migration/Conversion/Governance – Tools and methodology used • Application Integration • Testing • Integration Development • Change Management, Training, Communications

- Support and Maintenance
 - Service Level Agreement
 - Support provided / post 1-Year implementation
 - Escalation procedures
 - Upgrade and patch management process
 - Availability of 24/7 support for critical issues
- Reporting / Data Analytics / Dashboards
- Usage of Artificial Intelligence
- Optional Areas of Interest

D. Detailed Project Schedule

Requirements
D1 Provide a detailed Project schedule, identifying the Project activities per phase, the nature of activities dependencies, the duration, start date, end date of each activity, the effort per resources and activities, the milestones, and the deliverables.

E. Profile – Experience, Qualifications, Education

Requirements	Page Limit
E1 Provide a brief description of your firm, your relevant prior experience, include any proposed subconsultants.	No limit
E2 Attach resumes for all staff identified in the Proposal including: <ul style="list-style-type: none"> • Education and Qualifications • Experience • Title 	Maximum one (1) page per person

F. Mandatory, Functional, Non-Functional, Technical and Data Integration Requirements

Proponents are to complete the corresponding requirements worksheet to indicate compliance levels with the County’s requirements. *Schedule E – Requirements Worksheet* must be prepared, completed and submitted as one part of the Proponent’s Proposal. Proponents should ensure that they fully respond to all requirements in this NRFP in order to receive full consideration during evaluation. Specific guidelines will be provided in Excel spreadsheet provided in Schedule E, under the ‘Instructions’ tab and must be followed without deviation.

Requirements
F1 Complete Schedule E – Requirements Worksheet

5.3 Evaluation Process

- 5.3.1 Selection of the Successful Proponent pursuant to this NRFP will be made on the basis of the Proponent's written response and other factors deemed relevant to the County. The responses shall be evaluated based on the matrix shown below.

Evaluation Criteria	Weight	Score
A) Company/Project Team <ol style="list-style-type: none"> 1. Company Profile and ERP Experience 2. Company past municipal Experience 3. Project Team Members Education, Qualifications, Experience 4. Professional References for Similar Projects 	15%	
B) Approach, Methodology, Architecture & Work Plan	20%	
C) Meeting of the Requirements <i>(as listed in Schedule E)</i> <ol style="list-style-type: none"> 1. Mandatory Requirements 2. Functional Requirements 3. Technical, Non-functional, and System Integrations Requirements 	35%	
D) Proposal Cost (Fees and Disbursements) <i>Please note that the Fees and Disbursements shall provide a clear distinction between Implementation Services Costs, Software, Licensing and Related Costs and Ongoing Costs (Post Go-Live).</i> <ol style="list-style-type: none"> 1) Implementation Services Costs (Schedule "B" – Section 1) & Software, licensing and other related costs (Schedule "B" – Section 2) - 20% 2) Ongoing Costs – Post Go-Live (Schedule "B" – Section 3) - 10% 	30%	
TOTAL	100%	

- 5.3.2 The County may, at its sole discretion, invite Shortlisted Proponents to participate in solution demonstrations and/or interviews. Demonstrations will be used to validate and clarify information submitted in the Proposal and may result in adjustments to scoring under the existing evaluation criteria.
- 5.3.3 The County may select the highest scoring Proponent or another Proponent, at its sole discretion. Points will be assigned for each criterion based on the information provided in the Proponent’s submission. Scoring will be consistently applied by the County’s evaluation team through the use of the specified scoring system noted below.
- 5.3.4 For the evaluation criteria A, B, and D above, points will be awarded on a scale of 0 to 10 as noted below:

Score	Description
0-2	UNACCEPTABLE: does not satisfy the requirements of the criterion in any way
3	VERY POOR: addresses some requirements but only minimally
4	POOR: addresses most of the requirements of the criterion but is lacking in critical areas
5	MARGINAL: barely meets most of the requirements of the criterion to a minimum acceptable level
6	SATISFACTORY: average capabilities and performance, and meets most of the requirements of the criterion
7	ABOVE AVERAGE: fully meets all of the requirements of the criterion
8	SUPERIOR: exceeds the requirements of the criterion
9-10	EXCEPTIONAL: feature is clearly exceptional to the requirements of the criterion

- 5.3.5 For the evaluation criteria C above, applied to the requirements listed in Schedule E – Requirements Worksheet, the requirements not marked as “Mandatory” shall be evaluated based on the matrix shown below:

A) Requirements Phase

Functional requirements identified in Schedule E will be evaluated in accordance with the implementation phase to which they are assigned, using the following weighting:

Requirement Phase	Weight
A. Phase 1	1.0
B. Phase 2	.4

All requirements that are not explicitly assigned to a phase, including non-functional and technical requirements, will be evaluated using a default Phase 1 weight of 1.0.

B) Requirement Priority

Requirement priority will be given the following weight:

Requirement Priority	Weight
A. Must Have	1.0
B. Should Have	.6
C. Could Have	.3

C) The following weighting system will be applied for each requirement:

Response Classification	Scoring Scale
M1 - Meets Requirement Out of Box	4
M2 - Meets Requirement with Configuration	3
M3 - Meets Requirement with Customization	1
N - Cannot meet requirement – does not exist	0
N/A – Not Applicable	0

The Proponent should perform a self-evaluation on each requirement. Each requirement score is calculated as: Phase Weight X Priority Weight X (Response Score ÷ 4).

Examples:

- A Phase 1 functional requirement marked as “Should Have” and “M1 - Meets Requirement Out-of-Box” will be scored as $1 \times .6 \times (4/4) = 0.6$ points

- A Phase 2 functional requirement marked as “Could Have” and “M1 – Meets Requirement Out-of-Box” will be scored as $.4 \times .3 \times (4/4) = 0.12$ points
- A Phase 1 functional requirement marked as “Could Have” and “M2 - Meets Requirement with Configuration” will be scored as $1 \times .3 \times (3/4) = 0.225$ points
- A non-functional requirement marked as “Should Have” and “ M3 – Meets Requirement with Customization” will be scored as $1 \times .6 \times 1/4 = .15$ points

The Proponent should also take into consideration the following definitions:

- **Configuration:** Configuration means that any changes to the proposed ERP System can be made using configuration tables, standard user interfaces or other similar tools that are included in the proposed ERP System to modify the presentation or behavior of the product, such as adding or removing fields, enabling or disabling functionality or deploying optional components. Configuration should not be impacted by software upgrades.
- **Customization:** Customization means any changes or additions to the proposed ERP System that are custom developments for the County only that modify the underlying code of the proposed ERP System or create new code to be included with the proposed ERP System, other than as part of any upgrade, update, patch, fix or other release of the proposed ERP System provided as part of Support Services.

5.3.6 The following scale will be applied to the requirements related to “System Integrations” tab, listed in Schedule E – Requirements Worksheet.

Priority	Scoring Scale
A. High	1.0
B. Medium	.6
C. Low	.3

The following weighting system will be applied for each data integration identified:

Response Classification	Scoring Scale
F1 - Meets Frequency “Out of Box”	4
F2 - Meets Frequency with Configuration	3
F3 - Meets Frequency with Customization	1

Response Classification	Scoring Scale
N - Cannot meet requirement – does not exist	0
N/A – Not Applicable	0

The evaluation committee reserves the right to review, validate, and adjust all self-assessed responses based on the information provided in the Proposal, demonstrations, and any subsequent clarifications.

5.4 **Proponent Shortlist**

- 5.4.1 The County anticipates that three (3) Proponents will be shortlisted based on the evaluation of submissions for the criteria outlined in the sections above. The County reserves the right to shortlist any number of Proponents.
- 5.4.2 Shortlisted Proponents may be required to undergo further information gathering, interview(s) and/or demonstration(s) prior to the identification of a Lead Proponent and the final selection of the Successful Proponent.
- 5.4.3 Proponents should have no expectation of receiving any work or compensation from the County due to being shortlisted under this NRFP.

5.5 **Confidentiality of Evaluation**

- 5.5.1 Evaluation scores and rankings are confidential, and apart from identifying the top-ranked Proponent, no details of the submission, score or ranking of any Proponent will be released to any Proponent.

5.6 **Stages of the NRFP Process**

The NRFP Process will have three stages. Below is a high-level overview of the activities to be undertaken in each stage of the NRFP Process:

5.6.1 Stage 1 Initial Written Proposal and Evaluations

Stage 1 of the NRFP Process begins with issuance of the NRFP and the Proponents' submissions of Proposals in response to the NRFP. Proposals must be received by the County by email before the closing date and time. Proponents are responsible for submitting Proposals in time to make the deadline for receipt. Email records showing time received will prevail over records showing time sent. In the event of a dispute

regarding the time a Proposal is received, the Proposal receipt time as recorded by the County will prevail.

The County evaluates Proposals using the matrixes and criteria outlined above.

5.6.2 Stage 2: Solution Demonstrations / Identification of Lead Proponents – Optional

Stage 2 of the NRFP Process is Optional. Stage 2 begins with the County selecting the three highest scoring Proponents that have met the mandatory requirements. In the event that multiple Proponents tie for the three highest scores, all of the Proponents tied for the three highest scores will be Shortlisted Proponents. If fewer than three Proponents meet the mandatory requirements, then the County may proceed through Stage 2 with fewer than three Shortlisted Proponents. The County may interview and/or invite each Shortlisted Proponent to prepare a demonstration of its ERP System (“Solution Demonstration”). The Solution Demonstrations will either be held in-person or virtually and will be held separately for each Shortlisted Proponent. Shortlisted Proponents will be provided with a script at least 2 weeks in advance of their scheduled Solution Demonstration. Each Solution Demonstration will be scheduled for up to three partial days to demonstrate the functionality in the script across multiple modules. Proponents should anticipate presenting across the three days.

5.6.3 Stage 3: Best And Final Offer (BAFO) /Negotiation and Contract Finalization

During Stage 3 of the NRFP Process, at the County’s discretion, the County may proceed with either a BAFO or a Formal Negotiation Process.

Best and Final Offer (BAFO)

Selected Shortlisted Proponents may be invited to revise their initial Proposals and submit a Best and Final Offer (BAFO) to the County. Shortlisted Proponents may not be invited to submit a BAFO if the demonstration(s) and/or live sandbox test environment do not meet the County’s expectations for a new system in its sole discretion. Specific instruction regarding the submission of the BAFOs will be provided to the Shortlisted Proponents. If a BAFO fails to satisfy any mandatory submission requirements, the County will issue the Proponent a rectification notice identifying the deficiencies and providing the Proponent with an opportunity to rectify the deficiencies.

If the Proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its BAFO will be rejected. The Rectification Period will begin to run from the date and time that the County issues a rectification notice to the Proponent.

Each BAFO will be re-evaluated against the rated criteria set out below and will be assigned a final ranking, and the formal negotiation process will begin.

Formal Negotiation

The County will select the highest combined scoring Shortlisted Proponent (or BAFO resubmission) as the Lead Proponent. In the event that multiple Shortlisted Proponents

tie for the highest score, the Shortlisted Proponent with the highest combined score for ERP Capability to Meet Requirements and Solution Demonstrations will be the Lead Proponent.

The formal negotiation process will begin with the County notifying the Lead Proponent. The County may then conduct additional due diligence not conducted in the previous stages with the Lead Proponent, including additional testing of the ERP System to confirm functionality stated by the Lead Proponent as included, verifying vendor stability, and reviewing detailed costing information.

Concurrently, the County and Lead Proponent will enter into Contract negotiations with the aim of concluding a Contract. Stage 3 will conclude with the announcement of an executed Contract in a form approved by the County.

In the event that the County determines that any additional due diligence, including the proposed ERP System testing and/or references check, is not satisfactory or that Contract negotiations are not successful, the County may cease negotiations with the Lead Proponent and may re-commence Stage 3 with the next highest ranking Shortlisted Proponent. Subject to the County's right to cancel this NRFP, this process may continue until the successful execution of a Contract. There will be no legally binding relationship created between the County and a Proponent prior to the execution of a Contract.

Schedule “B”

Negotiated Request for Proposals Enterprise Resource Planning System Replacement

PRICING FORMS

Section 1 – Pricing Detail Form – Implementation Services Costs

Please indicate your pricing model (e.g. fixed price, time & material, etc.), as well as cost estimates for each item below. Please identify all the deliverables you intend to deliver per Project phase, based on the details provided in Section 3.0 “Scope of Work”, and Section 4.0, Project Tasks. Row(s) to the following table should be added as required. If a “Notes & Assumptions”, column is required, it should be added as the last column or using a separate sheet.

Section	Deliverable	Description	Estimated Hours	Hourly Rate	Total Price Excluding GST
Phase 1 - Project Initiation & Kick-Off					
	Example: Project Kick-Off Slide Deck	Complete Project Kick-Off presentation done in PPT, identifying Project Scope, Project Background, Project Team, Project Governance structure, Project Milestones & Timeline, Project Risks, Project Critical Success Factors...	24 hrs	\$150.00	\$ 3,600.00
Phase 2 - Detailed Implementation Planning & Analysis					
Phase 3 - Execution / Implementation and Configuration					
Phase 4 - Testing, Validation & Control					
Phase 5 - Stabilization, Optimization & Continuous Improvement					

Change Management, Training, Communications					
Travel Costs*					

***Travel costs** shall be charged on an as-incurred basis. Where more than one (1) trip is proposed, Proponents must identify the cost per trip, per resource, and the expected duration of each trip. All travel costs must be quoted exclusive of GST.

Section 2 – Pricing Detail Form – Software, Licensing and other related costs

Proponents are expected to complete the following:

- **Detailed Pricing** – The Proponent shall complete each of the tables within this section; 2.1 Implementation Costs, 2.2 Optional Costs Details and 2.3 User Role Details. All professional services costs should be included in Section 1. All sections below are mandatory except Section 2.2, which is optional.
- **Optional Pricing Details** – Any pricing details related to “optional” components of the Proponent’s bid (section 2.2, Optional Costs Details).
- **Number of licenses** - Proponents must provide licensing information. Indicating basic user licenses is a minimum requirement, but additional details are encouraged in order to provide a clear understanding of the licensing structure. For instance, details on per user, concurrent licenses, per site licensing, etc., is encouraged.
- **User Role Information** – The Proponent shall complete the table detailing all expected system User Roles and any restrictions that may apply (Section 2.3, User Role Details).
- **Licensing Structure and Additional Information** – This section is a free text section for the Proponent to provide any additional information regarding system licensing structure that the Proponent feels would be beneficial for the County to be aware of. This section is mandatory.

2.1 IMPLEMENTATION COSTS

Implementation Costs	
Function	Total
Software and Licensing Cost:	
Module 1:	
Module 2:	
Module 3:	
<i>Other Modules (Add as needed)</i>	
<i>Other Modules (Add as needed)</i>	
Hardware Costs:	
Hosting Costs:	
Other Costs*:	
Total	

* Please identify any additional costs related to the initial acquisition & implementation of services

2.2 OPTIONAL COSTS DETAILS

Where such options are expected to deliver additional value or benefits, the Proponent may propose optional modules and alternative support models for the County's consideration.

Item	Cost	Comments
Additional Module(s) proposed		
Ongoing enhanced Support Contract (Application Management Support)		
<i>Others (Add as needed)</i>		
<i>Others (Add as needed)</i>		
<i>Others (Add as needed)</i>		
<i>Others (Add as needed)</i>		
<i>Others (Add as needed)</i>		

2.3 USER ROLE DETAILS

Proponents must provide details on the number of licenses included in the stated implementation and any ongoing licensing costs.

User Role	Included Quantity (or maximum)	Cost Per Unit	Comments
Basic license*			
<i>Other roles (Add as needed)</i>			
<i>Other roles (Add as needed)</i>			
<i>Other roles (Add as needed)</i>			
<i>Other roles (Add as needed)</i>			
<i>Other roles (Add as needed)</i>			
<i>Other roles (Add as needed)</i>			

<i>Other roles (Add as needed)</i>			
<i>Other roles (Add as needed)</i>			

* Mandatory field

2.4 Licensing Structure Information

To be completed by the Proponent.

Section 3 – Pricing Detail Form / Ongoing costs (post go-live).

Proponents are expected to complete the following table, identifying all costs, on a yearly basis, that are required to maintain the deployed ERP system.

Ongoing Costs (Post Go-Live)						
Function	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Software and Licensing Cost:						
Module 1:						
Module 2:						
Module 3:						
<i>Other Modules (Add as needed)</i>						
<i>Other Modules (Add as needed)</i>						
Maintenance and Support:						
Hosting:						
Other Costs 1:						
Other Costs 2:						
Total						

Schedule “C”

Professional References

The Proponents are required to complete this form and provide at least three (3) references from municipal government clients. If you do not have 3 municipal government clients, references should be from clients with the most similar organization type (e.g., other levels of government, not-for-profits, etc.) and organizational context similar to ours.

Reference 1:

Organization name:	
Contact name:	
Contact phone number:	
Contact email:	
Date service agreement and/or Project began:	
Description or scope of services provided:	

Reference 2:

Organization name:	
Contact name:	
Contact phone number:	
Contact email:	
Date service agreement and/or Project began:	
Description or scope of services provided:	

Reference 3:

Organization name:	
Contact name:	
Contact phone number:	
Contact email:	
Date service agreement and/or Project began:	
Description or scope of services provided:	

Schedule “D”

Signature, Acknowledgment and Waiver Sheet

SIGNATURE, ACKNOWLEDGMENT AND WAIVER SHEET

We hereby acknowledge and declare that:

- (a) we propose to perform the Work as set out in our Proposal;
- (b) no person, firm or corporation other than the undersigned has any interest in this NRFP or in the proposed Work for which this NRFP is made;
- (c) we hereby acknowledge and confirm that the County has the right to accept any Proposal or to reject any or all Proposals in accordance with the Instructions to Proponents;
- (d) this NRFP is open to acceptance for a period of ninety (90) days from the date of NRFP Closing.

Signatures:

Signed, sealed and submitted for and on behalf of:

Company: _____
(Name)

(Street Address or Postal Box Number)

(City, Province & Postal Code)

Signature: _____

Name & Title: _____
(Please Print or Type)

Witness: _____

Dated at _____ this _____ day of _____, 20____

Schedule “E”

Requirements Workbook

The Proponent should perform a self-evaluation on each requirement, as specified in the Instruction worksheet (first tab of the workbook).

The Requirements Workbook Excel file is available on the County's Procurement Opportunities website, under this NRFP. The Requirements Workbook must be filled out by the Proponent and submitted as an Excel spreadsheet, as per instructions described in Schedule A, section 5.1.

Schedule “F”

Definitions

Owner:	Saddle Hills County
Project:	Enterprise Resource Planning System Replacement
Proposal:	a submission to Saddle Hills County in response to this NRFP.
Proponent:	A firm or company that submits a Proposal pursuant to this NRFP.
Shortlisted Proponent:	A firm or company whose Proposal has been evaluated as meeting the requirements of this NRFP to a degree that warrants further consideration, and who may be invited, at the County's discretion, to participate in subsequent stages of the procurement process (including, but not limited to, demonstrations, clarifications, or negotiations).
Lead Proponent:	A firm or company that achieves the highest overall ranking following evaluation of Proposals and is identified as the preferred candidate for progression to final negotiations, subject to successful completion of due diligence and agreement on contract terms.
Successful Proponent:	A firm or company with whom the County has executed a Contract for the Project.
BAFO:	Best and Final Offer: a final revised Proposal submitted by a Shortlisted Proponent, at the County's request, reflecting its best technical, financial, and contractual terms following discussions or negotiations.
Addendum (Addenda):	A written amendment or clarification issued by the County to this NRFP, which forms part of the NRFP and is binding on all Proponents.
Negotiations:	Discussions between the County and one or more Proponents, conducted at the County's discretion, for the purpose of clarifying, refining, or modifying aspects of the Proposal, including scope, pricing, terms, and conditions, prior to contract finalization.