



REQUEST FOR PROPOSAL

PWC22-23-063

**ORACLE FUSION CLOUD SYSTEM INTEGRATOR
SERVICES**

Date of Issue: July 7, 2023

**Proposal Submission Deadline: August 16, 2023, at
2:00 P.M. EST**

Direct all inquiries concerning this RFP to:

Shelby Lesane

Procurement Advisor II

shelbylesane@faypwc.com

(910) 223-4429

Proposal Submission

Proposal Due Date: Submit to PWC by August 16, 2023, by 2:00 PM EST

Submit to PWC: One (1) printed, signed, original proposal and signed addenda.

Nine (9) copies of original proposal and any supporting documentation including the following files:

- Attachment A – Oracle Fusion Cloud System Integrator Services - Requirements.xlsx
- Attachment B – Oracle Fusion Cloud System Integrator Services - Pricing Forms.xlsx
- Attachment C – Oracle Fusion Cloud System Integrator Services – Service Provider Forms.docx

A copy of the attachments can be obtained by emailing a request for PWC22-23-063 Attachments A, B, and C to Shelby Lesane, Procurement Advisor at Shelby.Lesane@faypwc.com. If you do not receive a copy of the attachments within 24 hours of your request, please contact Shelby Lesane at 910-223-4429 to verify that she has received the request.

Proposals should be sent to:

Fayetteville Public Works Commission
Attn: Shelby Lesane, Procurement Advisor
955 Old Wilmington Road
Fayetteville, NC 28301

Additionally, original proposals with all the supporting documentation should be electronically submitted through the following link:

https://faypwc-my.sharepoint.com/:f:/g/personal/scriptuser_faypwc_onmicrosoft_com/EtlpKgg1hWxNr-bGPkoispMBoa6_1K9K70CAyMZPW__Rg?xsdata=MDV8MDF8fDBmOTRINTRjOTI1ZDQ0ZDM1OTg3MDhkYjdkOGY4ZDQ3fGYxNGNIZjViZDA0ZTQ1M2Y5OWQyNmExNTU1Yjg0YzRjfDB8MHw2MzgyNDE4Mjc3MDcxMTU5MTF8VW5rbm93bnxWR1ZoYlhOVFpXTJfJbWwwZVZObGNuWnBZMIY4ZXIKV0lqb2INQzR3TGpBd01EQWIMQ0pRSWpvaVYybHVNeklpTENKQIR

pSTZJazkwYUdWeUlpd2IWMVFpT2pFeGZRPT18MXxMMk5vWVhSekx6RTVPalkyTORKbU1qSTRMVOV5TkdVdE5EUTNPuZAOTURabExXSTBNMkUxTWpBM05HSTRaVjlsTURBMk1qUXdNeTA0TkdGbUxUUTRNemtOT0dZMk9DMWINakEyTVRZMk56ZzRaalJBZFc1eExtZGliQzV6Y0dGalpYTXZiV1Z6YzJGblpYTXZNVFk0TORVNE5UazNNREI5TkE9PXxhNDA2NDMzODIkNTg0ZjY2NTk4NzA4ZGI3ZDhmOGQ0N3wyNGZjNjBIOTQyNTU0Y2EzOTU5Mzg0MDBmMTQyMjFkZA%3D%3D&sdata=NExiZzJDcjNCNnc3K2IkYWQ5c1BSbFR5aVV2WkxtVHBOcFVXLzZ5bzBCRT0%3D&ovuser=f14cef5b-d04e-453f-99d2-6a1555b84c4c%2Ckevin.hopkins%40faypwc.com

- All the documents should be prefixed by the company name before uploading to the site.
- You are able to upload multiple documents at the same time. Please upload all the proposal documents and supporting documentation at the same time.
- Please enter the primary contact's name at the prompt when uploading the proposal documents.
- Please notify the procurement contact after you have successfully uploaded all the documents with the date/time of when the upload was done.

PWC is not responsible for submissions not received by the deadline due to technical failures of it's or the proposer's systems.

Important Notice:

Effective immediately upon release of this request for proposal (RFP), and until notice of contract award, all official communications from proposers regarding the requirements of this RFP shall be directed via email to:

Shelby Lesane (shelby.lesane@faypwc.com)

PWC or designee, shall distribute all official changes, modifications, responses to questions or notices relating to the requirements of this RFP. Any other information of any kind from

any other source shall not be considered official, and proposers relying on other information do so at their own risk.

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1. Anticipated Timeline Overview

Listed below are specific and estimated dates and times of actions related to this request for proposal (RFP). The milestones with specific dates must be completed as indicated unless otherwise changed. If it is necessary to change any of the specific dates and times in the calendar of events listed below, an addendum to this RFP will be issued.

Milestone	Timeframe
RFP issuance	July 7, 2023
Deadline for clarification questions / Intent to propose	July 26, 2023
PWC provides responses for service provider RFP clarification questions	August 2, 2023
Service provider proposals due	August 16, 2023, 2:00 PM
Demonstrations of software (subject to change and will vary based on the number of responsive vendors)	October 2 – October 20, 2023
Contract negotiations and award	December 1, 2023
Estimated start date of contract	February 1, 2024

2. Introduction

2.1 Intent of RFP

The Public Works Commission of the City of Fayetteville (hereafter referred to as PWC) is seeking proposals from certified implementors for the migration of their current Oracle EBS (v12.1.3) to Oracle Fusion Cloud.

2.2 Definitions

The following definitions are used in the RFP:

- **Availability** in section 4.5 System Requirements means how the requested functionality is addressed to the selection software solution.
- **Business Function** means business functional areas such as finance, budget, procurement, human resources, and payroll.
- **Change Order** means a written document signed by PWC, and issued to the service provider, which alters the scope of the work to be performed by the service provider, changes of the schedule for performance of the work, increases or decreases the service provider's compensation, or any other change to the Contract.
- **Client or PWC** means Fayetteville Public Works Commission.
- **Completion** means fulfillment of all the service provider's obligations under the Contract.
- **Confidential Information** means information that may be exempt from disclosure to the public or other unauthorized persons under city, state or federal statutes and regulations. Confidential Information includes, but is not limited to, any information identifiable to an individual that relates to a natural person's health, finances, education, business, use or receipt of governmental services, names, addresses, telephone numbers, email addresses, social security numbers, driver license numbers, financial profiles, credit card numbers, financial identifiers and any other identifying numbers, law enforcement records, PWC source code or object code, or PWC security information.

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- **Configuration** means the use of application features to establish business rules in the application to meet PWC's business needs.
- **Contract** means the written agreement entered between the State and the Bidder evidencing the terms and conditions related to the Project. The Contract includes the Bidder-submitted Response, including executed bid/Response forms, pricing, specifications, and other attachments; Notice(s) to Proceed; and all Amendment(s) issued prior to and all Modifications (Change Orders) issued after execution of the Contract.
- **Holdback** means the payment amounts held back by PWC from each Deliverable's Charges.
- **Key Staff** means the service provider's personnel or subcontractor staff whose experience, skills, abilities, or background make them uniquely valuable to PWC and who are named as Key Staff in this Contract or a Statement of Work.
- **Outside Agency/3rd Party Interface** is an interface desired with an outside agencies or organization.
- **Plante & Moran, PLLC** is the PWC's ERP System Integrator Procurement Assistance consultant for the project.
- **Price** means charges, costs, rates, and/or fees charged in United States dollars for the Services under this Contract.
- **Project** means PWC's overall objective or endeavor of which this RFP document forms a part.
- **Proprietary Information** means information owned by the Contractor to which the Contractor claims a protectable interest under law. Proprietary Information includes, but is not limited to, information protected by copyright, patent, trademark, or trade secret laws.
- **Service Provider, Integrator, or Proposer** means a firm, company, or organization responding to the RFP to provide services to implement the software selected by PWC.
- **Software** means the licensed software application, including third-party software applications that are intended to be implemented by PWC.

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- **Software as a Service (SaaS)** means the software vendor's supported and managed software solution provided as a remote service to the client. The software implementer will work with the software vendor to implement the software solution chosen by PWC.
- **Software Integrator** means the service provider selected through this RFP process to implement the software solution chosen by PWC.
- **Software Vendor or Provider** means the company providing the software to PWC.
- **Subcontract** means any agreement, including purchase orders (other than one involving an employer/employee relationship), entered between the service provider and a Subcontractor calling for services, labor, equipment, and/or materials required for the performance of the work required by the RFP document, including any modification thereto.
- **Subcontractor** means any individual, firm, partnership, corporation, joint venture, or other entity, other than an employee of the service provider, which contracts with the service provider or a Subcontractor to furnish services, labor, equipment, or materials required for the performance of the work required by this RFP document, including any modification thereto.
- **Supplies, Materials, and Equipment** as used herein shall include, without limitation, all items, tangible or intangible, to be incorporated in the work or otherwise delivered to PWC hereunder.
- **System** means the fully installed, configured, and implemented software application(s), including any third-party software, necessary to meet PWC's requirements and defined work.
- **System Interfaces** defines where PWC has identified an integration is needed.
- **System Requirements** means all functionality requested in the new system. System Requirements are available in Attachment A – Oracle Fusion Cloud System Integrator Services – Requirements.xlsx.

2.3 PWC and Project Background

PWC operates as a public authority owned by the City of Fayetteville and is governed by four Commissioners appointed by Fayetteville City Council. PWC manages, operates, and

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supervises three utilities – electric, water, and sanitary sewer services – with a staff of approximately 650 employees, serving more than 118,000 customers daily. See Section 2.8 for more information about PWC’s staff, organization, and other key facts.

PWC is currently in the process of implementing Oracle Work and Asset Management Cloud and Oracle Human Capital Management including Oracle Time and Labor. The implementation of Oracle Fusion Cloud is a means to solve multiple current financial system deficiencies and challenges throughout the organization. It is PWC’s desire to leverage PWC’s selected Oracle Fusion Cloud components to the greatest extent possible. Proposals shall contain evidence of the service provider’s experience and abilities in the services associated with the implementation of Oracle Fusion Cloud. Details of responsibilities are described in Section 2.7 Scope of SaaS ERP System Integrator Services in this RFP.



2.4 Current Application Environment

Legend for Current Applications		
Legend Code		Description
R	Replacement	PWC intends to replace this application.
C	Consider	PWC will consider replacing this application, based on the strength of the finalist service provider offering and cost / benefit of the replacement module.
M	Maintain	PWC intends to retain the application, not replace it through this effort.
I	Interface	PWC intends to keep the application and interface/integrate it with the selected solution.



Current Application	Application Notes/Description	Migration plan
Adobe Sign	Document reading and signing	M
Anyconnect	VPN	M
BarTender	Barcode labeling	M
Cobblestone	Contract maintenance and archiving	C/I
EAS	Capital budget codes	R
EBS Mailer	Email approvals	R
GeoNexus, GeoWorx, GeoSync	GIS data	M
GIS/Webview	GIS data	M
GovDeals	Asset disposal	M
Hyperion	Budget software	R
iCard	pCard management	R
iExpense	Travel expenses	R
iSupplier	Invoice submission	R
MedCom	ACA reporting	I



Current Application	Application Notes/Description	Migration plan
ODI	Capital budget codes	C
Oracle BIP	Reporting	M
Oracle C2M	Customer billing	I
Oracle EBS	ERP	R
Oracle EBS Payroll	HR/Payroll functions	R
Oracle WACS/WAM	Work order management and timekeeping	I
Query Designer	Ad-hoc C2M queries	M
Sisense	EOM AR reports	R
Sisense	WO fill rate forecasting/procurement cycle time	R
SmartSafe	Deposits	M
Smartview Excel add on	Budget management	R
SOA/OIC	Middleware	M
Spreadsheet Server	Financial statements	R
SymPro Debt	Debt data	M
SymPro Investment	Investment data	M

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Current Application	Application Notes/Description	Migration plan
SynSuite	Receiving	I
Zywave	Benefits management	M

2.5 Current Technical Environment

As part of the proposal process, all service providers will be required to comment on their adherence to the technical requirements, included in **Attachment A – Oracle Fusion Cloud System Integrator Services – Requirements.xlsx**, and call out specifically any, and all exceptions or clarifications to that end. PWC has established technology standards and would prefer to adhere to them as part of the implementation of the ERP Software, where applicable for a public service provider Cloud solution.

In summary, PWC's network infrastructure is comprised of node sites interconnected via redundant fiber links to the main data center. PWC has a primary on-premises data center, on-premises backup data center, and reportedly utilizes cloud-based resources as backup environments for different types of workloads. PWC uses both Active Directory and Azure Active Directory for identity management.

Additionally, there is a single-sign-on (SSO) solution in place that is utilized for the majority of applications in the environment as well as multi-factor authentication (MFA). The security needs of modern cloud-based solutions (that are accessible from any location or device) are being addressed through an Identity and Access Management (IAM) solution that makes use of API based cloud access service brokers (CASB), in addition to the monitoring of ERP and SaaS applications and services, utilizing native log reporting capabilities.

2.6 Other Planned PWC Initiatives

The service provider should be aware that PWC is currently working on other initiatives, listed below, that may have an impact of staff availability or other components associated with the implementation of Oracle Fusion Cloud:

- OMS Upgrade
- SharePoint Enhancement
- C2M Improvements

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- Replacement of Oracle Mobile Workforce Management (MWM) to Oracle Field Services (OFS)
- GIS Upgrade
- ILM – Integration Lifecycle Management
- OAC - Oracle Analytics Cloud and Data Warehouse
- SOA to OIC conversion

2.7 Scope of SaaS ERP System Integrator Services

PWC requires that responding service providers propose implementation services for the complete scope of Oracle Fusion Cloud modules purchased by the organization and listed below:

- Enterprise Resource Planning
- Procurement, including Contract Management
- Financials (all modules)
- WebCenter Forms Recognition
- Supply Chain Execution
- Human Capital Management (all modules)
- Payroll
- Policy Automation for Workers
- Workforce Health and Safety Incidents
- Enterprise Performance Management

For specific functionality expected in each business function, please refer to Attachment A. Instructions for responding to the requirements are in Section 4.5 System Requirements of this proposal document. The requirements provided will allow the service provider to provide any updates to the requirements based on their expertise in implementing the software solution, as well as inform the overall response to this proposal.

Desired functionality has been broken into the following business function areas:

- Finance
 - Accounts Payable

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- Accounts Receivable
- Bank Reconciliation
- Budgeting (EPM)
- Fixed Assets
- General Ledger
- Grant and Project Accounting
- Procurement
- Contract Administration
- Inventory
- Travel & Expenses
- Human Resources
 - Payroll
 - Time and Attendance (revalidation)
- General and Technical
- Reporting, Dashboards, and Data Analytics Tools

Desired implementation services include:

- Project Management
- Software Set-up / Access / Roles and User Role/Access Matrix
- Security Design and Configuration and Documentation
- Business Design / Software Configuration and Documentation
- Technical Design and Standards
- Functional Design/Documentation
- Data Conversion and Migration
- Business Analytics, Report and Form Development

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- Integration and Interface Development
- Software Modifications, if applicable
- Testing Services and Automated Testing Scripts
- Training Services/Training Manuals
- Change Management Services
- Knowledge Transfer to Staff
- System Documentation Development
- Deployment Services
- Ongoing Managed, Support, and Maintenance Services

Additional details and descriptions related to the specifics of the expected scope can be found in Proposal Response Format – Section 4 in this RFP.

2.8 Overall Evaluation Process

PWC shall be the sole judge of its own best interests, the proposal, and the resulting negotiated agreement. PWC reserves the right to investigate the financial capability, reputation, integrity, skill, business experience and quality of performance under similar operations of each Proposer, including stockholders and principals, before making an award. Awards, if any, will be based on both an objective and subjective comparison of Proposals and Proposers. PWC's decisions will be final.

PWC will use the following process to reach a finalist decision:

2.8.1 Minimum Criteria: As part of the service provider's RFP response, the following minimum criteria must be met for a proposal to be considered for further evaluation. Failure to meet all criteria will automatically disqualify the response from further consideration:

Minimum Criteria Checklist

Minimum Client Software Installations

Must have a proven record of accomplishment in software installations for government installations of comparable size. Experience with a utility organization is desired. Installations referenced must currently be using the software in production and be of comparable size and complexity. Installation must have occurred for at least one site within the last five years.

Financial Stability

Audited financial statements are required for the last two years.

RFP Response

RFP response is submitted by the due date and time.

Response Authorization

The RFP response is signed by an authorized company officer.

Minimum Criteria Checklist

Response Completeness

Service provider complied with all instructions in the RFP and provided a response to all items requested with sufficient detail, which provides for the proposal to be properly evaluated. Any deficiencies in this regard will be determined by PWC’s Director of Supply Chain or Procurement Manger to be either a defect that the Director will waive or that the proposal can be sufficiently modified to meet the requirements of the RFP.

2.8.2 Round 2 Evaluation: For those service providers whose proposals pass the minimum criteria, the following categories of criteria will be used to further evaluate the proposals in the following order of preference from high to low:

Round 2 Evaluation Criteria	
Ability to meet functional requirements	30%
Ability to meet technical requirements	20%
Implementation requirements, plan, conversion strategy, and timeline	20%
Service and support	10%
Cost including both initial and recurring	10%
General service provider to include number and size of comparable municipal references, completeness of response, and quality of proposal response	10%
Total	100%

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2.8.3 Round 3 Evaluation: The top service providers in the second-round evaluation will then proceed to an additional level of due diligence that may include the following activities:

- Follow-up questions and answers with the service providers.
- Service presentations and/or other due diligence.
- Reference checking or potential site visits with comparable entities using the service provider's product.

At any point in time during the third round of evaluation, a service provider may be eliminated from further consideration. At the conclusion of the round three activities, the finalist service providers will be evaluated on all information collected to date against the following criteria in order of preference:

Round 3 Evaluation Criteria	
Functionality	30%
Technical requirements	25%
Service and support	20%
Investment and costs	15%
Vendor viability	10%
Total	100%

2.8.4 Final Round Best and Final: PWC may choose to request a Best and Final Offer during the proposal evaluation process.

3. Service Provider Proposal Guidelines

3.1 Intent

It is the intent of PWC, through this request for proposal and the contract conditions contained herein, to establish, to the greatest possible extent, complete clarity regarding the requirements of both parties to the agreement resulting from this request for proposal.

Before submitting a proposal, the service provider shall be thoroughly familiarized with all contract conditions referred to in this document, any additional documentation (e.g., questions and answers), and any addenda issued before the proposal submission date. Such addenda shall form a part of the proposal and shall be made a part of the contract. It is the service provider's responsibility to ascertain that all addenda issued were received prior to the proposal submission date. The terms of the RFP and the selected service provider shall determine by personal examination and by such other means as may be preferred, the conditions and requirements under which the agreement must be performed.

3.2 Deadline for Proposals

Proposals must conform to the requirements set forth in the RFP. Proposals not conforming to these guidelines may be rejected as non-responsive.

Proposals must be submitted by the date specified in **Section 1. Timeline Overview** in this RFP.

Hard copies and electronic submissions will be received at the physical address and through the site specified in the **Proposal Submission** section in this RFP.

Proposals received after the deadline will not be accepted. PWC is not responsible for submissions not received by the deadline due to technical failures of it's or the proposer's systems or delivery services.

All proposals should also include the following files:

- Attachment A – Oracle Fusion Cloud System Integrator Services – Specifications.xlsx

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- Attachment B – Oracle Fusion Cloud System Integrator Services – Pricing Forms.xlsx
- Attachment C – Oracle Fusion Cloud System Integrator Services – Service Provider Forms.docx

A copy of the attachments can be obtained by emailing a request for PWC22-23-063 Attachments A, B, and C to Shelby Lesane, Procurement Advisor at Shelby.Lesane@faypwc.com. If you do not receive a copy of the attachments within 24 hours of your request, please contact Shelby Lesane at 910-223-4429 to verify that she has received the request.

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The service provider's proposal response shall include the completed specification worksheets and pricing worksheets that have been provided in Microsoft Excel. All the filenames should be prefixed with the proposer's company name.

3.3 Preparation of Proposals

Proposals shall be prepared in accordance with the proposal response format, provided in Section 4 Proposal Response Format. Proposals not complying with this format may be considered non-responsive and may be removed from consideration on this basis.

3.4 Requirements for Signing Proposal

- Each service provider, by making a proposal, represents that this document has been read and is fully understood.
- The proposal must be signed digitally by an individual authorized to legally bind the person, partnership, company, or corporation submitting the proposal.
- All manual signatures must have the name typed directly under the line of the signature.
- The above requirements apply to all RFP addenda.

3.5 No Ex-Parte Communications during Competitive Bidding Period

To insure the proper and fair evaluation of a response, PWC prohibits ex-parte communication (e.g., unsolicited) initiated by the proposed service provider to a PWC official, PWC Commission members, or an employee evaluating or considering the responses prior to the time a formal decision has been made. Questions and other communication from service providers will be permissible until 4:00 pm on the day specified as the deadline for questions. Any communication between responder and PWC after the deadline for questions will be initiated by the appropriate PWC official or employee to obtain information or clarification needed to develop a proper and accurate evaluation of the response. Ex-parte communication may be grounds for disqualifying the offending responder from consideration or award of the solicitation then in evaluation, or any future solicitation.

3.6 RFP Clarifications and Questions

If any person contemplating submitting a proposal is in doubt as to the true meaning of any part of this RFP, he/she may submit a written request to PWC for an interpretation thereof. The person submitting the request will be responsible for its prompt delivery.

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Any interpretation will be made only by an addendum. Failure on the part of the prospective proposal responder to receive a written interpretation before the submission deadline will not be grounds for withdrawal of proposal. The service provider will acknowledge receipt of each addendum issued by stating so in his/her proposal. No oral explanation or instruction of any kind or nature whatsoever given before the award of a contract to a service provider shall be binding.

All inquiries regarding this proposal must be submitted to the site listed in **Section 1 – Timeline Overview** by the date listed as the deadline for clarification questions. Responses to questions will be posted to the bid site are also listed in **Section 1**.

3.7 Basis for Award, Evaluation Criteria and Questions

The qualification of proposal responders on this project will be considered in making the award. PWC is not obligated to accept any proposal if deemed not in the best interest of PWC to do so. PWC shall grant award to the qualified proposal responder based on fees submitted and responses to this RFP.

Failure to include in the proposal all information outlined herein may be cause for rejection of the proposal.

PWC reserves the right to accept or reject any and all proposals, in whole or in part, that are deemed to be in the best interest of PWC at its sole discretion.

A proposal may be considered non-responsive at any time during the solicitation if conditions change.

PWC reserves the right to waive any informalities or irregularities in proposals.

PWC reserves the right to negotiate separately the terms and conditions or all or any part of the proposals as deemed to be in PWC's best interest at its sole discretion.

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Information and/or factors gathered during interviews, negotiations and any reference checks, and any other information or factors deemed relevant by PWC, shall be utilized in the final award. The final award of a contract is subject to approval by PWC.

3.8 Advice of Omission or Misstatement

In the event it is evident to a service provider responding to this RFP that PWC has omitted or misstated a material requirement to this RFP and/or the services required by this RFP, the responding service provider shall advise the contact identified in on page 2, **Proposal Submission** of such omission or misstatement.

3.9 Confidential Information

Information contained in the service provider's proposal that is company confidential must be clearly identified in the proposal itself. PWC will be free to use all information in the service provider's proposal for PWC's purposes. The Proposer understands that any material supplied to PWC may be subject to public disclosure under PWC's public records statute (G.S. 132-1, 132-6, 143-131).

3.10 Confidentiality Statement

Any information, including materials, drawings, designs, documentation, and other property or data, disclosed to the proposal responder shall not be used, reproduced, appropriated, or otherwise disseminated to anyone other than PWC.

3.11 Award of Contract

The service provider shall be deemed as having been awarded a contract when the formal notice of acceptance of the service provider's proposal has been duly served upon the intended awardee by an authorized agent of PWC. Note that the successful service provider, at the time of contract execution, must be licensed to do business in the State of North Carolina.

3.12 Reserved Rights

PWC reserves the right to waive any irregularities; accept the whole, part of, or reject any or all proposals; and to select the service provider which, in the sole opinion of PWC, best meets PWC's needs. PWC also reserves the right to negotiate with potential service providers so that PWC's best interests are served.

3.13 Advertising

Proposer shall not advertise or publish the fact that PWC has placed this order without prior written consent from PWC, except as may be necessary to comply with a proper request for information from an authorized representative of a governmental unit or agency.

3.14 Trademarks

PWC warrants that all trademarks PWC requests the service provider to affix to articles purchased are those owned by PWC and it is understood that the service provider shall not acquire or claim any rights, title, or interest therein, or use any of such trademarks on any articles produced for itself or anyone other than PWC.

3.15 Right to Request Additional Information

PWC reserves the right to request any additional information that might be deemed necessary during the evaluation process.

3.16 Proposal Preparation Costs

PWC accepts no liability for the cost and expenses incurred by the Proposer in response to this RFP, including preparing requests for clarification. Each Proposer that prepares a Response shall do so at its own expense and with the express understanding that they cannot make any claims whatsoever for reimbursement from PWC for the costs and expenses associated with the Response.

3.17 Pricing Eligibility Period

All proposals are required to be offered for a term not less than 180 calendar days in duration. A proposal may not be modified, withdrawn, or cancelled by a service provider during the 180-day time period following the time and date designated for the receipt of proposals. It is PWC's intent to procure the SaaS ERP Integrator services that meet the long-term criteria for PWC. PWC, during the selection process, may decide to purchase a subset of the service provider's proposal components with the initial contract. PWC requires that service providers agree for a period of (3) years from the date of the service provider's proposal to honor software and services pricing established within the service provider's proposal response for proposed components which are not included in PWC's initial purchase. The price of the proposed components can only be increased by the Proposer during such time by an amount equal to the annual CPI-U adjustment for the region or 3%, whichever is less.

3.18 Rights to Pertinent Materials

All responses, inquires, and correspondence relating to this RFP and all reports, charts, displays, schedules, exhibits and other documentation produced by service providers that are submitted as part of the proposal shall become the property of PWC upon receipt, a part of a public record upon opening, and will not be returned.

PWC reserves the right to accept any proposal, to reject any or all proposals, to waive any irregularities in the proposal process, and to accept any proposal in the best interest of PWC.

3.19 Insurance Requirements

PWC will require the finalist service provider to retain insurance coverage in amounts and kinds to be negotiated with the finalist. In addition to the insurance coverage required by the Service Agreement, the selected service provider at its sole cost and expense shall procure and maintain Cyber Liability insurance coverage acceptable to PWC that provides adequate coverage for Data Breach and Privacy Management, Breach Response, Business Interruption,

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Fiduciary Liability, Media Liability, and Professional Liability with limits of \$2,000,000 per occurrence and \$3,000,000 aggregate.

4. Proposal Response Format

To facilitate the analysis of responses to this RFP, the proposer is required to prepare their proposal in accordance with the instructions outlined in this section. Proposers must respond in full to all RFP sections and follow the RFP format (section numbering, etc.) in their response. Failure to follow these instructions may result in rejection.

For each question asked in the RFP, the proposer shall provide in their response, the question asked and their answer using the section numbering of the RFP.

Proposals shall be prepared to satisfy the requirements of the RFP. *EMPHASIS SHOULD BE CONCENTRATED ON ACCURACY, COMPLETENESS, AND CLARITY OF CONTENT.* All parts, pages, figures, and tables should be numbered and labeled clearly. The proposal should be organized as follows:

Heading	Title	In addition to specified content, provide
	Proposal Signature Form	
1	Executive Summary	
2	Service Provider Background	Form 4.1 in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx
3	Relationship with Oracle	
4	Implementation Plan	Form 4.2, Form 4.3, Form 4.4, Form 4.5, and Form 4.6 in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx

Heading	Title	In addition to specified content, provide
5	System Requirements	Excel spreadsheet Attachment A to this RFP
6	Staffing Plan	Form 4.5 in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx
7	Client References	Form 4.7 in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx
8	Exceptions and Deviations	
9	Other Required Forms and Attachments	
10	Addenda	
11	Pricing Forms	Excel pricing forms Attachment B to this RFP

Instructions relative to each part of the response to this RFP are defined in the remainder of this section.

Section references below (in parentheses) refer to the section numbers for your proposal submission.

4.1 Executive Summary (Section 1)

This part of the response to the RFP should be limited to a brief narrative not to exceed two (2) pages describing the proposed solution. The summary should contain as little technical jargon as possible and should be oriented toward non-technical personnel. The executive summary should not include cost quotations.

4.2 Service Provider Background (Section 2)

Service providers must provide information about their company so that PWC can evaluate the service provider's stability and ability to support the commitments set forth in response to the RFP. In addition to providing responses to the following items, the service provider must complete the **Service Provider Background Form 4.1** found in **Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx** to this RFP. Information that service providers should provide in this section are as follows:

- The service provider's background including a brief description (e.g., past history, present status, future plans, company size, etc.) and organization charts.
- Audited financial information for the past TWO (2) completed fiscal years that includes income statements, balance sheets, and statement of cash flows.
- Privately held companies wishing to maintain confidential financial information must provide information detailing the service provider's long-term stability. Please provide a current Dunn & Bradstreet report (D&B) as part of the service provider's proposal response.
- If the service provider is proposing to use subcontractors on this project, provide a response to the **Service Provider Background Form 4.1** for each subcontractor including their number of years of experience with Oracle Fusion Cloud implementations, the service provider's relationship with that firm, and the specific services and/or products that the subcontractor will be providing on the project. A complete list of subcontractors is required. Proposals should include all labor necessary to complete the Oracle Fusion Cloud implementation by using the service provider's own forces and/or subcontractors. PWC has the right to approve all subcontractors of the service provider at any time.

4.3 Relationship with Oracle (Section 3)

The service provider shall provide the information described in this section. The information will be used in the evaluation process.

PWC has selected the Oracle Fusion Cloud modules outlined in **Section 2.1 Overview**.

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- Describe the service provider's relationship with the selected software provider and experience with products that PWC has chosen to implement.
- Describe the service provider's approach to designing and managing the configurations within the ERP software.
- Describe the coordination and communication process that will exist between the ERP Software Provider and the service provider during implementation. Please include a detailed escalation process for actions, issues, risks, and decisions identified during implementation.
- Describe the service provider's approach to managing the conversions necessary for the implementation of the solution.
- Describe the process of managing upgrades and patches during implementation activities.

4.4 Implementation Plan (Section 4)

The service provider is to provide an implementation plan in narrative format supported by an activity-level project plan (e.g., Microsoft Project, or Microsoft Excel work breakdown structure) that details the tasks and activities for implementation of the selected solution. This implementation plan should include a narrative on the following elements using the subsection reference numbers below:

- Subsection 4.1: General Implementation Approach
- Subsection 4.2: Project Management Approach (as well as Form 4.2 Project Management Approach and Form 4.5 Staffing Plan in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx)
- Subsection 4.3: Data Conversion and Migration
- Subsection 4.4: Data Analytics, Report, and Form Development (as well as Form 4.3 in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx)
- Subsection 4.5: Integrations and Interfaces
- Subsection 4.6: Training (as well as Form 4.4 Training in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx)

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- Subsection 4.7: Organizational Change Management Approach
- Subsection 4.8: Testing
- Subsection 4.9: Operational Redesign Approach
- Subsection 4.10: System Documentation and Manuals
- Subsection 4.11: Disaster Recovery Plan
- Subsection 4.12: Ongoing Support Services (as well as Form 4.6 Ongoing Support Services in Attachment C – Oracle Fusion Cloud System Integrator Services – Service Provider Forms.docx).

The service provider should include additional elements in their proposal response if the service provider feels it may add value to the overall implementation.

It is expected that the service provider will lead the efforts in each of the implementation areas unless stated otherwise. Further details on what is to be provided as part of the service provider's proposed implementation plan are included in the following subsections.

4.4.1 General Implementation Approach (Subsection 4.1)

Provide a general overview of the implementation approach you plan to use for PWC that includes addressing the following items:

- Provide a detailed work plan or schedule in a work breakdown structure format as part of the proposal response.
- Describe key differentiators of the approach as it relates to implementing the selected solution on time, within budget, and with the ability to meet the needs of PWC.
- Describe how you conclude on a preferred implementation phasing of software modules. What is your recommended approach for this implementation?
- Describe your approach towards running parallel systems, if necessary.
- Any unique tools, techniques, or methods that you use should be described in this section.

4.4.2 Project Management Approach (Subsection 4.2)

As part of any significant engagement, PWC desires a project management approach based on the Project Management Institute's *Project Management Body of Knowledge* (PMBOK). PWC would expect responding service providers to adhere to PMBOK standards as part of the project. PWC expects the service provider to provide project management resources leading to the successful deployment of the selected system.

Briefly describe the contents and approach of each of these components:

- Project management plan
- Resource management plan
- Quality assurance plan
- Scope management plan
- Risk management plan
- Budget management plan
- Change control plan
- Describe the approach to managing the project, such as a collaboration tool for document management.

The project manager will work as a team member with PWC's project management office ("PMO"). The costs and time allocations for the project manager should be clearly denoted in the pricing section of this RFP. If the service provider is using a subcontractor, PWC will require the primary service provider to manage any subcontractors.

In addition to providing responses to the following items, the service provider must complete the **Project Management Approach – Form 4.2, in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx** and include it in this section of the response.

- Provide an overall description of the service provider's project management approach towards this type of engagement and projected timing for major phases.
- Provide a high-level work plan for achieving the successful deployment of the selected system.

4.4.3 Data Conversion and Migration (Subsection 4.3)

It is anticipated that data conversion will occur when migrating to the new application. The service provider is expected to assist PWC in the conversion of both electronic and manual data to the new ERP system. It is expected that PWC will be responsible for data extraction from current systems and will require assistance with data scrubbing and data pre-processing as identified and required by the service provider, and that the service provider will be responsible for overall data conversion coordination, definition of file layouts, data mappings, and data import and validation into the new ERP solution. Please provide pricing for data conversions in the associated Microsoft Excel pricing spreadsheet.

- Describe your general approach towards data conversion and how you would work with PWC to conclude on the data structure for the new system including what should be converted, based on industry standards and best practices.
- Please describe your organization's recommended approach toward retention of legacy data and recommended routine data specific purge, retention, and archival guidelines.

4.4.4 Data Analytics, Report, and Form Development (Subsection 4.4)

For specific reporting requirements, it is anticipated that the service provider will take the lead on developing any reports required as part of the initial deployment of the system. The service provider is expected to provide specialized knowledge and information to PWC staff during the development of needed reports, forms, interfaces via technical training on the tools used for report/form/interface development, database schema and architecture, etc. In addition to providing responses to the following items, the service provider must complete the Report Development Form 4.4 in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx of this RFP and include it in this section of the response.

Provide information on your reporting approach including:

- A representative list of out-of-the-box reports and definitions relevant to PWC implementation/business processes

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- Description of various methods of reporting including Business Intelligence, and criteria for method/tool selected per use case
- Methods for PWC to identify, specify, and develop required custom PWC reports in preparation for development/acceptance prior to go live

4.4.5 Integrations and Interfaces (Subsection 4.5)

It is expected that information generally would need to be entered only once into the system. Modules within the system should be integrated in real-time with each other such that batch processes are not required to transfer information from one area of the system to another unless that is the preference of PWC. Existing PWC interfaces between modules that may currently exist (e.g., AP posting to GL) or shadow systems that will likely be replaced are not included as they are assumed to be included in an integrated ERP System.

The Microsoft Excel pricing spreadsheet contains a listing of desired PWC application interfaces and their likely need in a future integrated environment. Provide pricing for interfaces in the associated Microsoft Excel pricing spreadsheet and explain how the integration maps the data from the old system to the new system.

In addition:

- Describe the service provider's approach towards interfacing and integrating with other solutions including use of specific tools, methods, and standards.
- Describe the service provider's approach to establishing and maintaining crosswalks.
- Describe how the service provider will manage the data exchange standards (e.g., XML, Web Services, or EDI) supported in the software solution.
- As it pertains to PWC's current technical environment described previously, identify potential issues for integrating with specific technologies that are used within PWC.

4.4.6 Training (Subsection 4.6)

In addition to providing responses to the following items, the service provider must complete the Training Form 4.3 in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx and include it in this section of the response.

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- **End User Training Approach:** All end-user and technical training will be performed through implementation and be performed by the service provider. End user training will be provided by the service provider and include joint participation by the relevant PWC process owner team leads supporting the process areas in the new software system. Technical training will include training for PWC IT staff on the technologies required to support the new ERP system.
- **Train the Trainer Approach:** The service provider will incorporate a “train the trainer” approach where key PWC team leads will be trained through implementation on their modules and then they will train the remainder of PWC staff in their respective areas.
 - Specify expected number of training documents to be created
 - Specify responsibility of producing training materials, including both manuals, on-site help, and video support.

The service provider should provide an overall description of the proposed training approach, including the following:

- Suggested timeframes in which training will be conducted
- The service provider must list the nature, level, and amount of training to be provided for options in each of the following areas:
 - Technical training (e.g., programming, operations, etc.)
 - User training
 - Train-the-Trainer
 - Other staff (e.g., executive level administrative staff)
 - Types of training documentation to be developed
 - Opportunities for on-going training

4.4.7 Organizational Change Management Approach (Subsection 4.7)

PWC recognizes that a movement from the current environment to the new solution will require an active change management program. The service provider should clearly identify their approach towards Organizational Change Management including any unique

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approaches, staffing, or tools that will be used. The service provider is expected to work closely with PWC's certified Organizational Change Manager for the duration of the project.

4.4.8 Testing (Subsection 4.8)

The service provider should describe their recommended approach to the following types of testing that are anticipated to be performed on the project and the type of assistance they anticipate providing to PWC related to such testing:

- ERP solution and 3rd party testing
- Integration testing
- Stress/performance testing
- User acceptance testing (UAT)
- Creation of automated testing scripts or available tools

4.4.9 Operational Redesign Approach (Subsection 4.9)

With the deployment of the new ERP system, PWC wishes to take advantage of capabilities within the software that provide support for operational improvements. Service providers are requested to describe their approach towards operational redesign including discussion on the optimal time in which to conduct redesign as it relates to implementation of the new system.

In addition, describe your organization's capabilities to assist in an organization-wide redesign of the chart of accounts to best leverage the capabilities of the system in order to meet PWC's overall financial tracking and reporting objectives.

4.4.10 System Documentation and Manuals (Subsection 4.10)

The service provider is expected to provide user manuals and online help for use by PWC as part of the initial training and on-going operational support. Additionally, the service provider is expected to provide technical documentation.

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- Describe what documentation (user guide, technical guide, training materials, etc.) is available on the system proposed and any related costs.
- Describe what types of documentation you anticipate developing during the project.

4.4.11 Disaster Recovery Plan (Subsection 4.11)

Please describe the services you provide around disaster recovery, as part of the new solution.

4.4.12 Ongoing Support Services (Subsection 4.12)

In addition to providing responses to the following items, the service provider must complete the Ongoing Support Services Form 4.6 in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx to this RFP and include it in this section of the response.

Please specify the nature and conditions of any post-implementation support options including:

- Post-go live support that is included in the proposal, including transitioning support to the software vendor, internal support staff and/or managed service provider. Please note that PWC requires three months of post-go live support.
- Onsite support (e.g., software infrastructure tuning, application configuration, interface management and issues, report development, form template development, network optimization, and user training and tips to optimize the user experience).

Please note that this does not mean that service providers will be hired for managed services after implementation. Instead, proposers should describe their support options during warranty period/operational transition.

4.5 System Requirements (Section 5)

The requirements in this section contain the desired functionality of the requested software solution. Service providers will use the attached Microsoft Excel spreadsheet, **Attachment A - Oracle Fusion Cloud System Integrator Services – Specifications.xlsx** to provide responses to the requirements of this RFP. Please include any costs associated with modifications in the Microsoft Excel pricing spreadsheet.

Service providers must replace cells G2 in the instructions tab with the service provider's **Company Name** which will be repeated for each subsequent module.

Service providers should review the specifications listed and respond with their availability to fulfill that requirement with the selected solution. The responses should be entered under the **Availability** column of each form as follows:

Y Functionality is provided out of the box through the completion of a task associated with a routine configurable area that includes, but is not limited to, user-defined fields, delivered or configurable workflows, alerts or notifications, standard import/export, table driven setups and standard reports with no changes. These configuration areas will not be affected by a future upgrade. The proposed services include implementation and training on this functionality, unless specifically excluded in the Statement of Work, as part of the deployment of the solution.

R Functionality is provided through reports generated using proposed Reporting Tools. Any required costs for report creation that cannot be performed by users must be included in the pricing forms.

T Functionality is provided by proposed third-party functionality (i.e., third-party is defined as a separate software service provider from the primary software service provider). The pricing of all third-party products that provide this functionality **MUST** be included in the cost proposal.

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M Functionality is provided through customization to the application, including creation of a new workflow or development of a custom interface, that may have an impact on future upgradability.

F Functionality is provided through a future general availability (GA) release that is scheduled to occur within 1 year of the proposal response.

N Functionality is not provided.

Use the Cost column for “M” or “T” responses to estimate the cost to be incurred by PWC to secure the specification, if necessary. Use the Comment column to provide additional comments pertaining to your response for that item.

Please note: The response to these requirements should be submitted in the exact format as provided (e.g., no additional macros, formulas, new columns, modifications, passwords, etc.). Failure to do so will significantly impact the scoring of the proposal.

4.6 Staffing Plan (Section 6)

In addition to providing responses to the following items, the service provider must complete the Staffing Plan Form 4.5 in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx to this RFP and include it in this section of the response.

- PWC has determined that the expected level of service provider versus PWC effort during system implementation is 80/20. The service provider must detail the type and amount of implementation support to be provided (e.g., number of personnel, level of personnel, time commitment, etc.). Include resumes for all personnel that will be assigned to the project. If the service provider is using a subcontractor, include information on subcontracting staff being used, their specific role on the project, and the subcontractor’s approach to on-site vs. offsite work.
- Please provide an overall project organizational structure for PWC staff involvement during the project. Identify the roles and responsibilities and time commitment estimated.

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- The project team that is included in the proposal should be the one present during the final presentation, and also the team that would be committed to the implementation. Any substitutions must be approved by PWC.
- Any project team member working remotely must be able to work in the same time zone that PWC operates under. No data is to be stored outside United States. Strong onshore presence is required with excellent communication skills.

4.7 Client References (Section 7)

The service provider must provide at least five references from clients implementing the Oracle Fusion Cloud solution, preferably industry specific. The format for completing the client references is provided in Client Reference Form 4.7 in the Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx. In addition, PWC requests a listing of other government clients where the service provider has implemented the Oracle Fusion Cloud solution.

4.8 Other Required Forms and Attachments (Section 9)

This section contains various forms for submission with the service provider's proposal. The intent of providing such forms is to ensure comparability between proposals. The following forms are included in Section 5 Proposal Forms and Documents at the end of this RFP document.

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

Included in Attachment C – Oracle Fusion Cloud System Integrator Services - Service Provider Forms.docx:

- Service Provider Background Form*
- Project Management Approach Form
- Report Development Form

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- Training Form
- Staffing Plan Form
- Ongoing Support Services Form
- Client Reference Form
- Pricing Forms

* If a service provider includes a sub-contractor in their proposal response, each sub-contractor must complete this form.

4.9 Addenda (Section 10)

Include all original, signed copies of addenda in this section.

4.10 Pricing Forms

Costs for the service provider's proposed services should be submitted on the proposal pricing forms provided in the associated Microsoft Excel pricing spreadsheet, **Attachment B – Oracle Fusion Cloud System Integrator Services – Pricing Forms.xlsx**. The pricing forms should remain in the original Excel format.

- PWC will not consider time and materials pricing. Service providers shall provide firm and fixed pricing based on the functionality described. For each item, indicate if the cost is one-time, annual, or other.
- The service provider shall provide price information for each separate component of the proposed solution implementation, as well as the costs of any modifications necessary to fully comply with the proposal specifications.
- In the event the product or service is provided at no additional cost, the item should be noted as "no charge" or words to that effect.
- In the event the service is not being included in the service provider's proposal, the item should be noted as "no bid".
- Service providers shall provide all pricing alternatives in these cost sheets.

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- Service providers shall provide prices in U.S. dollars.
- Service providers shall make clear the rationale and basis of calculation for all fees.
- Service providers shall show separate subtotals for the services associated with the required elements of the selected solution, and for any layers of optional elements.
- To the extent possible, service providers shall show any applicable discounts separately from the prices for services.
- Service providers' proposed pricing should remain valid for 180 days after opening of the proposals.

Please note: The response to the pricing forms should be submitted in the exact format as provided (e.g., no additional macros, formulas, new columns, modifications, passwords, etc.). Failure to do so will significantly impact the scoring of the proposal.

5. Proposal Forms and Documents

5.1 Proposal Signature Form

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

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

State payment terms:

State term proposal is held firm for:

State warranty on equipment:

State maximum time required for shipping,

F.O.B. Fayetteville Public Works

Commission:

PROPOSAL: Oracle Fusion Cloud System Integrator Services

\$

\$

(Total price written)

(Total figure – as noted on the Proposal Pricing Forms - Subtotal (Required Components))

Firm Name:

Date:

Address:

Telephone:

Signature:

(Person executing response and official capacity)

(Names of principal officers: designate official capacity)

(If partnership or assumed name, indicate name of owners)

5.2 Non-Collusion Affidavit

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

NON-COLLUSION AFFIDAVIT

STATE OF: _____

CITY OF: _____

TAX ID NUMBER: _____

_____, being duly sworn, deposes and says he/she is the _____
(Name) (Title)

Of _____ the proposal responder that
has (Company)

submitted to PWC a proposal for an Oracle Fusion Cloud System Integrator Services all as fully set forth in said proposal and that except as specified below, the aforementioned proposal responder constitutes the only person, firm, or corporation having any interest in said proposal or in any contract, benefit, or profit which may, might or could accrue as a result of said proposal, said exceptions being as follows:

(If no exceptions, state)

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

(Affiant)

Oracle Fusion Cloud System Integrator Services



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

this _____ day of _____, _____(Day) (Month) (Year)

(Notary Public)

5.3 Minimum Criteria

As noted in Section 4 of this RFP, proposals **MUST** meet all the following requirements. Proposals not meeting these requirements will be rejected. Service providers should acknowledge acceptance of these terms and include the following checklist in their RFP response.

Minimum Criteria	Yes/No
<p>Minimum Client Software Installations</p> <p>Must have a proven track record in software installations for government installations of comparable size. Experience with a utility organization is highly desired. Installations referenced must currently be using the software in production and be of similar size and complexity. Installation must have occurred for at least one site within the last five years.</p>	<p>Choose an item.</p>
<p>Financial Stability</p> <p>Audited financial statements are required for the last two years.</p>	<p>Choose an item.</p>
<p>RFP Response</p> <p>RFP response is submitted by the due date and time.</p>	<p>Choose an item.</p>
<p>Response Authorization</p> <p>The RFP response is signed by an authorized company officer.</p>	<p>Choose an item.</p>
<p>Response Completeness</p> <p>Service provider complied with all instructions in the RFP and provided a response to all items requested with sufficient detail, which provides for the proposal to be properly evaluated. Any deficiencies in this regard will be determined by PWC’s Director of Supply Chain to be either a defect that the Director will waive or that the proposal can be sufficiently modified to meet the requirements of the RFP.</p>	<p>Choose an item.</p>



6. Contract Terms & Conditions

Upon delivery of a notice of award, the successful bidder and PWC agree to promptly initiate good faith negotiations to establish a mutually acceptable form of contract, which will govern the contractual relationship, including but not limited to, commercial terms, scope of work, pricing, vendor indemnification, dispute resolution, termination, and other pertinent provisions. The negotiation process shall be completed within 30 days from the commencement of negotiations unless otherwise extended by mutual written agreement. The parties shall diligently work to finalize the contract within this timeframe.