Notice of Request for Proposals ("RFP")

Human Resource Information / Management System ("HRIS")

October 21, 2019

Alameda Alliance for Health
1240 South Loop Road
Alameda, CA 94502
vendormgmt@alamedaalliance.org

Timeline

ITEM	DUE DATE
RFP Issued	October 21, 2019
RFP Responses Due (*no exceptions*)	November 18, 2019
Finalist Selection	December 6, 2019
Finalist Interviews and Presentations	December 9, 2019 – December 13, 2019
Vendor Selection	December 20, 2019
System Concurrent Testing	July 1, 2020 – December 31, 2020
System "Go Live" Date	January 1, 2021

I. About Alameda Alliance for Health

Alameda Alliance for Health ("Alliance") is a local, public, not-for-profit managed care health plan committed to making high-quality health care services accessible and affordable to Alameda County residents. Established in 1996, the Alliance was created by and for Alameda County residents. The Alliance Board of Governors, leadership, staff, and provider network reflect the county's cultural and linguistic diversity. The Alliance provides health care coverage to more than 250,000 income children and adults through National Committee on Quality Assurance ("NCQA") accredited Medi-Cal and Alliance Group Care programs (an employer-sponsored plan that provides affordable comprehensive health care coverage to In-Home Supportive Services ("IHSS") workers in Alameda County).

a) Programs

Medi-Cal

Medi-Cal is a state-sponsored health insurance program administered through the Alliance. Medi-Cal provides comprehensive health care coverage for those who meet income guidelines, including:

- Families and children;
- People with disabilities; and
- Seniors.

Alliance Group Care

Alliance Group Care provides affordable health care coverage to IHSS workers in Alameda County. Benefits include routine care from a primary care physician, specialty care, hospital care, and other services.

IHSS home care workers may qualify for Alliance Group Care through the Alameda County Public Authority for IHSS.

b) Employees

The Alliance employs 330 professionals both non-exempt and exempt employees. Employees are offered many health, wellness, and retirement options (including California Public Employee Retirement System, "CalPERS").

II. Project Description and Vendor Questions

a) Project Description

The Alliance is seeking proposals from qualified vendors to provide turnkey electronic Human Resource and Payroll operations, including: hiring, recruitment, applicant tracking, onboarding, employee self-service, time keeping, payroll, learning and development, performance management, benefits, retirement (including multiple pension plans) administration services and reporting. The Plan has had an HRIS system in place for three years, but finds the current program to be limiting, requiring many manual processes and workarounds, so seeks to automate and eliminate duplicative and manual processes.

The selected bidder will be tasked with reviewing current internal processes; creating a project plan for implementation; testing (including allowing systems to run concurrently in multiple environment (test and production); conducting power user training; providing regularly scheduled status reports; and providing all system related documentation. Bidders should submit qualifications that demonstrate their ability to support this approach throughout all phases, including: Project Initiation, Planning, Development, Testing, Implementation, Training and Handoff.

b) Vendor Questions

i. Time entry solution should provide the following payroll and benefits related functions:

- Electronic time collection, payroll (both routine and after-the-fact), tax processing (tied to earning codes), benefits and human resources management, employee self-service, recruitment, applicant tracking, reporting, and ongoing training.
    - Time clock solution for time collection. Web based time capture system utilizing secure network time stamp from desktop and mobile devices (PC, iPhone, iPad, etc.).
        - Systems must have security/authentication to affirm "punches" for certain employee user levels.
            - Ability to capture multiple time clock entries per day (in and out punches).
            - Ability to keep track of changes/edits to time clock entries (add, delete, insert).
            - Ability to display time and attendance hourly, daily, weekly, bi-weekly, monthly and annually.

- Ability to utilize assigned project codes. Project codes should have assigned dates where the project code is valid to be charged against. Start and stop dates could be mid-pay period.
- Configuration that only allows time charged to project codes that have been administratively assigned to employee.
- Reporting of labor charges by employee and project code viewable online.
- Employee work hours must total 40 hours per week for overtime calculation.
- Provide management overtime approval process for hours in excess of 40 worked hours per week.
- Tiered approval of time sheets. Tiered approval of time sheets managed administratively when employee is added or transferred.
- Ability for department directors to administratively approve time entries for all staff below them organized by departmental groups.
- Automated rule reminders to employees of pending due dates and missed time entry data.
- Automated rule notifications to supervisors of pending due dates and time sheet approval deadlines.
- Ability to manage multiple employee categories (permanent, temporary, part-time, fulltime, seasonal, consultants, etc.).
- Ability to manage time reporting categories (regular, overtime, shift differential, call back, wellness credit, standby, etc.).
- Ability to manage paid leave categories (paid time off (“PTO”) including accrual during Family Medical Leave Act (“FMLA”)/intermittent FMLA, major illness leave (“MIL”), holiday, floating holiday, jury duty, bereavement, etc.).
- Ability to track and manage unpaid leave categories (FMLA, maternity/paternity, leave, etc.).

    - Ability to manage holiday and floating holiday application including the addition of ad hoc holiday postings and the ability to write rules for when holidays are approved and paid.
    - Ability to manage, track and report multiple accruals.
    - Complete leave request with multi-level approval process.
    - Ability to create, change and view employee schedules.

ii. **Payroll and Tax Processing should include the following functionality:**

- Bi-monthly payroll processing that includes a schedule with critical due dates for on time payroll processing (i.e., timekeeping upload deadlines, check delivery, direct deposit access). Employees are currently paid on the 15th and last day of every month with payroll period end dates of the 9th and 24th of each month.
- Process and maintain multiple pay codes and shift differentials, and calculate overtime based on 5 CFR Part 551, Pay Administration under the Fair Labor Standards Act ("FLSA").
- Manage employee deductions and its limits (i.e., health insurance, dental insurance, voluntary life insurance, retirement (including CalPERS), deferred compensation (457), Money Purchase Pension Plan ("MPPP"), expense reimbursements, garnishments, wellness and anniversary (grossed up for taxes), etc.).
- Direct deposits posted to bank accounts by pay date.
- Payroll checks securely processed with electronic signatures and delivered on pay date to location(s) as designated.
- Employee notification for pay stubs and direct deposit information.
- Complete all approved banking uploads.
- Prepare payroll journal and required files for integration with Microsoft Dynamics SL.
- Procedures for processing manual and off-cycle pay checks.
- Procedure for managing payroll arrears.
- Remit all payroll taxes/deductions to required agencies.
- Procedure for processing final year end payroll at fiscal year-end.
- Functionality to manage and report employee salaries and pay grades.
- Functionality to manage and report employees over pay grade.

- Functionality to manage and report employee status changes (i.e., new hire, transfer, termination, reclassification, etc.).
- Prepare and submit all federal and state agency reports and forms.
- Provide W-2 forms for all employees by second week of January.
- Provide 1095-C forms for all employees by the second week of January.
- Procedure for emergency payroll processing.
- CalPERS compliant at the time of implementation – create file for automatic upload to CalPERS for both payroll and enrollment changes.
- Ability to process employee expense reimbursement.
- Functionality to calculate retro pay for exempt and non-exempt employees.
- Ability to process COLA/merit increase through a compensation module.

iii. **Benefits Administration should include the following functionality:**

- Ability to track benefit eligibility.
- Ability to administer employee benefits and open enrollment process.
- Provide online benefit enrollment (open enrollment, new hire and qualifying events).
- Ability to track COBRA benefits (including notification) and coordinate billing options.
- Provide FMLA administration and reporting.
- Ability to notify required vendors of new hires, terminations, reclassifications, etc.
- Tracking of garnishments/repayment of benefits loans.
- Workers' compensation reporting.
- Tracking pension administration.
- Custom benefits through company (e.g. mobile phone reimbursement and wellness reimbursement).
- Provide quarterly benefit reporting for reconciliations.

iv. **Human Resources Administration should include the following functionality:**

- Provide compliance reporting (workers compensation, workplace accidents, etc.).
- Ability to track employee salary and compensation changes over time.
- Ability to run reports for budget, compensation, and market rate studies.
- Provide salary and benefits reporting and total cost analysis.
- Ability to manage mandatory correspondence (Medicare, HIPAA, etc.).
- Payroll/new hire reporting.

- Attendance Tracking: Ability to do customized absence reporting to track frequency and type of absences within specific time parameters. Includes ability to benchmark notification triggers, and automatically produce notification letters listing absence dates.
- Should consider the following functionality:
    - Provide I-9 tracking and reporting.
    - Provide background check administration.
    - Provide Equal Employment Opportunity ("EEO") tracking and reporting for Affirmative Action Plan.
    - Ability to track safety and worker's compensation information.
    - Ability to track applicants via online hiring.
    - Employee screening to include background, license, education, and language assessments.
- Leave Request should include the following functionality:
    - Employee access to submit online leave requests based on available leave balances.
    - Multi-level approval process by designated approval groups.
    - Automatic posting of approved leave (PTO or LOA) to time and attendance solution.
    - Ability to accurately manage employee hours for reporting, administration, and tracking.
    - Ability to perform necessary compliance, reporting, and tracking requirements.
    - Applicant tracking pre-screening candidates in/out of process internal and external applicants.
    - Push postings to external sites: LinkedIn, Glassdoor, Facebook, Indeed, Twitter.
    - State disability coordination of benefits.
    - Report workers' compensation accidents with DWC-1.

v. **Employee Self-Service: Employee should have the following functionality:**

- Ability to log into one self-service portal for time keeping, payroll and benefits management.
- Access to manage and view leave balances and submit leave requests.
- Access to view, download and print prior period pay stubs.
- Access to view, download and print W-2s and 1095s on demand.
- Ability to view and change current deductions within approved time periods with a set cut off in the system.
- Ability to view and change pay distributions. Changes to deductions and pay distributions must be approved before becoming effective (Loan/Voya).

- Access to select benefit elections during open enrollment time period.
- Ability to submit benefit changes based on qualifying events.
- Ability to view and update contact and emergency information.
- Automated update available to identified external systems with employee contact changes.
- Ability to submit W-4 changes.
- Integration with HR and Payroll processing and software.
- Ability to set up employee email alerts when nearing thresholds for PTO accruals or unused floating holiday.
- Ability for ex-employees to be able to access prior year W-2s and 1095-C.

vi. **Reporting should have the following functionality:**

- Predefined and ad hoc / customizable reporting options.
- Ability to export reports into Excel, CSV, and PDF.

vii. **Ongoing training should have the following functionality:**

- Provide ongoing webinar training offerings for new hires and refresher training for existing users (end users, supervisors and administrators).

viii. **Technical Requirements and Security - The following technical requirements should be considered:**

- Process to protect against unauthorized access to any preprinted check stock.
- Security measures to protect against unauthorized access to electronic signatures, PINs, intrusion, access, data corruption, against issuance of unauthorized payments, bank credits, etc.
- Security measures in place to ensure payroll information is secure within the vendor's system. Describe if cloud based services are available or if physical services are required.
- Analytics.
- Provide single sign on ("SSO") authentication; integration into Microsoft Active Directory.
- IP address reporting features.

  The access Plan IT staff may have to the back end and front end of the HR/Payroll system.

III. Solicitation Terms and Conditions

a) Questions About This RFP

Vendors may submit questions regarding this RFP via email to the Alliance Vendor Management Department at **vendormgmt@alamedaalliance.org**. The Alliance will reply as appropriate.

b) Amendments to This RFP

The Alliance retains the right to amend this RFP by a written amendment posted on the Alliance website at **www.alamedaalliance.org**.

c) Option to Reject Proposals

The Alliance may, at its sole discretion, reject any or all proposals submitted in response to this RFP at any time, with or without cause. The Alliance shall not be liable for any costs incurred by the bidder in connection with the preparation and submission of any proposal. The Alliance reserves the right to waive immaterial deviations in a submitted proposal.

IV. General Vendor Information

In a separate attachment, please provide the following information about your organization.

a) Vendor Primary Contact Information

- Name
- Title
- Address, City, State, Zip
- Phone Number
- Alternate Phone Number
- Fax Number
- Email
- Vendor Website URL

b) Vendor Locations (Please include city and state)

Please include the city and state for each department/entity below:

- Corporate Headquarters
- Support Personnel
- Client Education Personnel
- In what state(s) is the vendor incorporated?

c) Vendor Employee Details

Please provide the number of employees for each department/entity below:

- Total Employees
- Client Education Personnel
- Installation

- Ongoing Survey Support
- Technical Support and Hours Available

d) **Vendor Background and Customer Base**

Please provide a response for each criteria outlined below:

1. How long has your company been in business?
2. Has your company received notice of violation of, or been convicted of a violation of any federal, state or local law? If yes, please explain. Please provide additional attachments, if necessary.
3. Has your company been listed as an excluded vendor by any federal or state agency or convicted of a criminal offense related to healthcare? If yes, please explain. Please provide additional attachments, if necessary.
4. Has your company been cited for or does your company have business activities that contribute to the violation of human rights? If yes, please explain. Please provide additional attachments, if necessary.
5. Does your organization offshore any obligations which requires access, use or disclosure of protected health information ("PHI"), as such term is defined by the Health Insurance Portability and Accountability Act of 1996 (HIPAA), to any subcontractor that is not located in the United States, or is not subject to the jurisdiction of a court in the United States. If chosen, vendor shall not fulfill any obligation of this agreement through such means.

e) **Subcontractors**

Any use of subcontractors by a proposer must be identified in this proposal. During the contract period use of any subcontractors by the selected proposer(s), which were not previously identified in the proposal, must be approved in advance in writing by the Alliance.

f) **Conflict of Interest**

Proposer(s) must be free of any obligations and interests, which might conflict with the interests of the Alliance. Any conflict or potential conflict must be described in the proposal. This statement combined with the prior work performed listed in the proposal along with any additional due diligence review of the proposer's independence deemed appropriate by the Alliance will be used to determine whether the proposer(s) has a potential conflict of interest. This decision is solely the responsibility of the Alliance. By submitting a proposal, the proposer(s) agrees to these terms.

V. RFP Submission Responses

In a separate attachment, please provide a response for each question outlined below:

TOPIC	QUESTION	
Executive Summary	1.	Bidder(s) shall provide a high-level description of how their proposal will meet the project requirements.
Experience	2.	Please describe your experience implementing your HRIS software. We are particularly interested in your experience with the following:
	2a.	Working with any **Medi-Cal health plans**. If yes, which plans and what services did you perform?
	2b.	Working with other **commercial health plans**. If yes, what services did you perform and for which plans?
	2c.	Please provide three (3) to four (4) brief client references from current clients that can describe your relationship. Please provide the contact information of a specific person for each reference that the Alliance can contact. We prefer to hear about clients in California with similar employee structure (particularly ones participating in CalPERS).
Implementation	3.	Please describe the implementation process used by your company to implement HRIS.
	3a.	Please detail all required tasks and the relative sequence of tasks and any key dependencies between tasks. Include responsible parties for each task (vendor and the Alliance). Also include, estimated time to complete each task.
	3b.	Are there any unique or unusual network requirements? Please describe them.
	3c.	Please include major areas of subcontractor work, if any.
	3d.	Please describe the process when implementation timelines are not met.
	3e.	What are the defined project milestones?
	3f.	Please list all required Alliance resources.
	3g.	Please describe the most successful process for user testing during implementation. How many testing environments are permitted?
Workflows	4.	How do the workflows within the application operate out of the box? How much customization is needed? Are there an unlimited amount of workflows? If not, how many are users limited to?
	4a.	Does the application provide a user friendly workflow configuration tool without the need for vendor support or services? Does the system have the ability to export?

TOPIC	QUESTION
Workflows (cont.)	4b. Are the forms submitted through workflows instantly and automatically routed to the appropriate supervisor? Can workflows be configured with unlimited approval levels? Can the application support conditional workflow (e.g. salary increase less than 3% does not require additional approval, but salary increase over 3% requires additional approval level)? Are exceptions routed automatically for further review?
	4c. Does your workflow tool have the ability to send different notification to various users at any stage during the workflow (e.g. notify IT new hire requires tablet on approval). Please describe how this operates.
	4d. Does the system have workflows to address personnel change request forms, position requisition forms? Can multiple groups be in the approval process? Can the process be customized? Does it have the ability to send notification on the status of the hiring process?
Hiring and Onboarding	5. Is there an electronic approval process and workflow to hire applicants? If so, can this workflow be customized based on individual program needs? Does it have the ability to send notification on the status of the hiring process?
	5a. Are we able to enter a new hire with a future dated start date, with the ability to access the system from the hire date? What happens if the candidate decides to not come on board?
	5b. Is employee data pulled from the application to eliminate duplicate data entry? If not all data is collected, please describe how much and what duplication is needed?
	5c. Does the system automatically generate employee numbers for new hires based on client-defined numbering rules?
	5d. Can a new hire access the system and start the onboarding process prior to their first day?
	5e. Does the system prevent multiple record creation for a rehire? If so, please describe how this operates.
	5f. Does the system support a paperless onboarding process with W-4, I-9 documents, electronic signatures, and the generation of the ongoing unique employee ID numbers?
	5g. Can new hires correct previously submitted information?
	5h. Does the system generate an offer letter? Can the letter be signed electronically?
	5i. Can the onboarding process and workflow vary according to multiple factors such as position and program? Can we customize the onboarding process with our own content (e.g. documents/videos)?

TOPIC	QUESTION	
Employee Self-Service	6.	Can employees list multiple address types? If so, can employees have only one (1) primary residence at a time? How does the system handle out-of-state residents?
	6a.	What information can employees update on their own?
	6b.	Does the system allow employees to provide electronic signatures for company specific HR policies (i.e. employee handbook)?
	6c.	Can we configure which HR forms employees have access to by the following: Role? Program?
Open Enrollment	7.	Does the software provide an intuitive, online self-service tool for employees to perform enrollments that can be accessed from home?
	7a.	Describe how employees view current benefits and related information during enrollment?
	7b.	How do employees choose to keep existing elections with no changes if eligible?
	7c.	Can employees select to waive or decline benefits?
	7d.	Can clients specify a list of profile forms to be updated during enrollment (e.g. address, marital status, dependents)?
	7e.	Can employees only see options that they are eligible for? Is employee eligibility dynamically updated based on information entered on profile form during enrollment (i.e. if employee changes marital status from married to single during enrollment, employee does not see any benefit options that require the employee to be married)?
	7f.	Can clients configure unlimited number of comparison points between options for employee to view during enrollment?
	7g.	Can enrollments be made subject to a configurable approval workflow?
	7h.	Can employees view total per pay period (based on program number of pay periods) and annual cost of elections as they make their selections?
	7i.	Can clients use rich text editing options to configure text to appear throughout the enrollment wizard? Can we add Employee Option Update (EOU) forms and process for individual benefits? Can the system have different rates for the same plan? (E.g. Legal Shield and AFLAC enrolled at date of hire, during open enrollment they want to continue on the same plan and re-enroll, will the system be able to keep the old rate?)

TOPIC	QUESTION	
Employee Records and Maintenance	8.	What are the different categories employees can be sorted by?
	8a.	What are the different categories we can search by to find employees?
	8b.	Can we upload employee photos? Does the system have the ability to create employee ID badges with photos?
	8c.	What kind of tables are housed in the system?
	8d.	How are tables created and modified in the database? Do these tables establish parameters that ensure consistency (i.e. job code = Worker's Compensation, EEO, pay grade)?
	8e.	During entry, is information populated based on the tables housed in the system?
	8f.	Does the system allow for multiple compensation structures (e.g. mid – max, step structure) specific to individual programs?
	8g.	What are system's different possibilities for calculating overtime? Is there the ability to elect which jurisdictions to comply with?
	8h.	Does the system allow for electronic filing of all HR files? What does the document retrieval process look like?
	8i.	Does the system have the capability to use email to alert Managers of upcoming key data -- including paid time off balances? Can these alerts be sent to multiple levels (e.g. direct managers and their managers)?
Performance Management	9.	Does the software provide a central dashboard view of all performance-related activities?
	9a.	Explain the process for employees and managers to create, monitor, and update progress on goals.
	9b.	How does the software provide the ability to cascade organizational and team goals down to employee level, and align employee contributions to the success of these goals? Can you add organizational goals to cascade down to the department and employee level?
	9c.	Describe the configurable review forms, rating scales, and approval paths to mirror client-specific HR processes.
	9d.	How does the software facilitate continuous, year-round feedback to aid in development? How does the software provide the ability to identify and develop core strengths and proficiencies to drive business outcomes? Does the software come with a standard library of core competencies?

TOPIC	QUESTION	
Leave Administration	10.	Is real-time leave usage information from timekeeping shared with HR system to determine remaining leave of absence (LOA) balance?
	10a.	Can HR system calculate how much leave has been used/remaining?
	10b.	Can system generate standard LOA forms to provide to staff?
	10c.	Can approved LOA time be recorded in the HR system that Managers can view in manager self-service (e.g. staff member is approved for up to 2 hours off per month for reasons related to leave)?
	10d.	Does the system send alerts to managers when LOA has been approved by HR?
	10e.	Does the software support complex rules for accruing leave balances? Please describe. What about part-time leave status (intermittent)?
	10f.	Does the software provide configurable rules for how to carry over leave balances? Is the software able to track benefit loans (for situations when an employee has been on leave and needs to pay back their portion of a benefit)? Does the software allow tracking of retro employee payments?
Termination	11.	Does the system allow for configurable termination workflows based on program needs?
	11a.	Can users view terminated employee HR records?
	11b.	Can user accounts be automatically disabled after a defined timeframe upon termination?
Organizational Administration	12.	How are employee-manager relationships defined and maintained?
	12a.	Can the system provide for client defined organizational levels? Does the system have the ability to show and record indirect reporting relationships?
	12b.	Does the system support an unlimited number of agencies? Programs? Departments/cost centers? Jobs?
	12c.	Does the system support management structures derived by organization hierarchy and direct employee to manager reporting relationships in the same instance?
	12d.	Does the system use effective dating for all changes made to the organization's hierarchy?
	12e.	Describe the system's analytical capabilities. For instance we would like to be able to use the system to present prepackaged and the Alliance developed dashboards for displaying data (tracking things like number of open positions, salary range).

TOPIC	QUESTION
Software Hosting, Capabilities, and Requirements	13. Please describe the hosting and platform/hardware requirements for your application. What are the 'offline' capabilities where internet may not be available?
	13a. May the Alliance host your software in-house? If so, please describe the required technical resources and estimated resource usage for our internal Information Technology ("IT") staff to support this option.
	13b. If hosted, what is vendor's regular maintenance and upgrade schedules? Are these performed on weekends? Is the system available during these periods? How are users and in what advanced time period informed of system down time? What is your guaranteed uptime?
	13c. What is the process of providing a new user with log-in information?
	13d. What are the possible ways to authenticate users? What are the technological requirements for this functionality? (The Alliance currently restricts logins to office computers for compliance reasons.) What technology is available to restrict, track, and audit logins?
	13e. What audits or reports are available for system administrators to review access and activity?
	13f. What parameters can be used when establishing user access throughout the application?
	13g. Can an unlimited number of access levels be established?
	13h. Does the system use role-based security to determine user privileges throughout the application?
	13i. How does the system interact with Single Sign-On access?
	13j. What data can be exported from your system?
	13k. Please describe what differentiates your software from that of your top three (3) competitors.
	13l. Does your product require any third party licensed software to operate (SQL, Crystal Reports, Oracle)? If yes, what versions?
	13m. Please describe the infrastructure requirements for your software.
	13n. Do you have an application ("App")? Can users be authenticated for time card purposes using the Application based on location?

TOPIC	QUESTION
Alliance Staff Training	14. Please describe your training services that are offered for a client of similar size to the Alliance (webinars, on-site, etc.). (The Alliance has approximately 330 employees.)
	14a. How much system user training is recommended during implementation? Is there separate training offered to "power users" and regular end users?
	14b. How often do your existing customers need to retrain staff on your product? Is any training and re-training included in your standard service offering?
Disaster Recovery ("DR")	15. Does your company have a formal business continuity ("BC") and disaster recovery ("DR") program, policy and procedure? Have you had to implement either of these policies?
Help Desk	16. Please describe your Help Desk capabilities and support, policies/procedures, and hours of operation.
Service Level Agreements ("SLAs") and Performance Guarantees ("PGs")	17. Please describe your standard Service Level Agreements ("SLAs") regarding software availability, critical and non-critical bug fixes, and Help Desk response times. Do you offer any system uptime guarantees?
Offshoring	18. Please identify and quantify any offshore resources engaged on behalf of your company.
Pricing	19. Please provide the pricing methodology and structure (e.g., time and materials, fixed price, milestones, licensing fees, etc.), including any expenses. Please include any variables, performance incentives, etc. Please provide a budget sheet, which must match the proposed staffing plan.
Value-Added Services	20. Do you provide any value-added services at no charge to the Alliance? Please list any other value-added services or any other services provided (e.g., risk adjustment, off-season chart review, etc.).
Miscellaneous	21. Please include any details pertinent to your organizational capabilities and the topics of this RFP.

VI. Requested Attachments

The table below indicates required and optional supplemental attachments. Please include the names of all additional documents returned with your response to this RFP. If there are attachments other than those required below you would like the Alliance to consider, please include them when submitting your proposal. Attachments are not to be used in lieu of answering the questions included in this RFP.

ATTACHMENT TYPE	REQUIRED (Y/N)	NAME OF FILE SUBMITTED
Three (3) to four (4) client written references. We would like the ability to telephone them for questions, but also request respondents provide written letters describing their experiences with implementation and working with your software.	Y	
Implementation plan and timelines	Y	

VII. Return Instructions

Please submit your responses to this RFP electronically via email to the Alliance Vendor Management Department at **vendormgmt@alamedaalliance.org**.

Please include the following in the subject line in your email:

Human Resource Information and Management System ("HRIS")

In order to be considered, all submissions must be received by **Monday, November 18, 2019.**