



LOS ANGELES COUNTY AFFORDABLE HOUSING SOLUTIONS AGENCY

REQUEST FOR PROPOSALS

FOR:

ENTERPRISE RESOURCE PLANNING SELECTION

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Key Dates:

RFP Release date	April 24, 2026
Bidders Conference	April 30, 2026
Deadline Questions/Clarification Requests	May 5, 2026
Responses to Questions Posted	May 8, 2026
Deadline for Submitting Complete Proposals	May 15, 2026
Vendor Demonstrations, if applicable	May 19-26, 2026
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LACAHSAs Board Meeting for Final Selection and Approval	June 10, 2026
Anticipated Contract Start Date	August 1, 2026

These dates may be changed at the discretion of LACAHSAs. Changes to the due date for questions or due date for proposal submittal will be made by written addendum.

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**LOS ANGELES COUNTY AFFORDABLE HOUSING SOLUTIONS AGENCY
BENCH REQUEST FOR PROPOSALS**

1. INTRODUCTION

1.1 General

Los Angeles County Affordable Housing Solutions Agency (“LACAHSAs” or the “Agency”) is requesting proposals from qualified vendors with demonstrated experience in providing Enterprise Resource Planning solutions for:

LACAHSAs Enterprise Resource Planning (“ERP”) Vendor Selection

Agency is a newly formed regional governmental entity that is charged with increasing the production of affordable housing, preserving existing affordable housing stock, and protecting low-income tenants from eviction and displacement. Agency was created by the California Legislature in 2022 through the Los Angeles County Regional Housing Act (Senate Bill 679, codified at Cal. Government Code section 64700 et seq.) (the “Act”), which establishes legal requirements for the distribution of Agency’s revenues. In November 2024, the voters of Los Angeles County (“County”) passed Measure A, a half-cent sales tax to fund homelessness and homeless prevention programs. Measure A is anticipated to raise about \$1.1 billion in annual revenue, and 35.75% of that revenue must flow to Agency.

Measure A’s transactions and use tax became effective on April 1, 2025, and Agency has begun to receive monthly tranches of revenue from the tax. The Agency’s portion of Measure A funds must be allocated to programmatic uses as follows: 60% for affordable housing production, preservation, and ownership (“PPO”) (Gov. Code, § 64830(d)(1); Measure A, § 29(B)); 5% for technical assistance, research, and policy development (“Technical Assistance”) (Gov. Code, § 64830(d)(4)); 5% for Agency administration; and 30% for Renter Protection and Homelessness Prevention (“RPHP”) (Gov. Code, § 64830(d)(2)). This request for proposals (“RFP”) reflects funding available from the portion allocated for Agency administration.

The Agency is governed by a Board of Directors (“Board”) consisting of twenty-one (21) voting members, who have each been appointed to represent various geographic or subject-area constituencies. The Agency is led by a Chief Executive Officer, and its financial system is managed by the Agency’s Chief Financial Officer.

1.2 Agency Resources

All services funded by Agency are subject to the legal requirements of SB 679 and Measure A. Agency cannot grant exceptions under any circumstances. Applicants should familiarize themselves with SB 679 and Measure A. Even if not set forth in this RFP or in an eventual contract, the requirements will nonetheless apply to the use of Agency funds. The Board has adopted Program Guidelines (“Program Guidelines”) that contain additional LACAHSAs policies and guidance. The Program Guidelines are available on LACAHSAs’s website at www.lacahsa.gov.

The Board has also adopted an Annual Expenditure Plan, which sets forth the eligible uses of LACAHSAs’s revenues. The Annual Expenditure Plan is also available on LACAHSAs’s website.

1.3 Description

To support the existing operational landscape, LACAHSAs seeks a modern system capable of managing the full ERP environment including system and data governance, accounting and finance, planning, budgeting, forecasting, governmental accounting, project management, compliance, and reporting. The envisioned system will streamline internal workflows, reduce administrative burdens, enforce LACAHSAs policies, facilitate high-quality monitoring and compliance, and enhance visibility for internal and external stakeholders.

This RFP outlines LACAHSAs expectations for technology capabilities, service delivery standards, data governance, vendor required implementation support, and long-term sustainability. The document also provides clear instructions on proposal development, evaluation criteria, timelines, and submission procedures. Vendors are strongly encouraged to review all sections and attachments carefully, as the selected system will become a foundational tool supporting LACAHSAs operational effectiveness and strategic goals.

LACAHSAs intends to select one (1) primary vendor whose proposal best aligns with LACAHSAs technical, functional, budgetary, and organizational needs. LACAHSAs values solutions that demonstrate adaptability, user-centered design, reliability, security, and the capacity to support an independent governmental agency. Primary vendors should provide a list of any services proposed to be provided by any subcontractors.

1.4 Minimum Qualifications

To be considered for selection, proposing organizations must meet at minimum the qualifications set out in the scope of required services in Section 2 hereof.

2. SCOPE OF REQUIRED SERVICES

2.1 Summary of Services

The Agency is requesting proposals from qualified vendors that have demonstrated their ability to provide a comprehensive, modern ERP capable of supporting their full accounting and finance, compliance, and operational needs across the organization. As an independent governmental agency operating within Los Angeles County, LACAHSAs requires a system that strengthens operational consistency, promotes transparency, reduces administrative burden, and supports monitoring and compliance aligned with federal, state, and local requirements.

The ERP will serve as a central platform for LACAHSAs connecting internal teams and users across the platform. LACAHSAs aims to improve the efficiency, quality, and accountability of activities throughout the organization.

The Scope of Work described in this section outlines the expected capabilities and responsibilities of the selected vendor. Additional comprehensive functional and technical specifications can be found in Attachment 3: Business Requirements.

2.2 Integration with LACAHSAs Technology Ecosystem

The ERP must operate effectively within LACAHSAs broader enterprise ecosystem. LACAHSAs currently utilizes a variety of platforms to support their financial management, loan lifecycle, human resources, compliance, grants management, operational reporting, and expense

processes. As these systems are central to how data flows across the organization, the ERP must either support a flexible, secure, and scalable integration strategy or replace the function.

The ERP must have the ability to integrate with LACAHSAs enterprise systems, including but not limited to:

- Bill.com
- RAMP
- Moody's
- Neighborly
- BambooHR
- Bank Feeds (PNC, Western Alliance, KeyBank)
- PowerBI

While these systems represent LACAHSAs current environment, the ERP must be adaptable to future changes in enterprise platforms without requiring system replacement or major redevelopment.

Vendors must describe in detail how their ERP will support:

- API-based interoperability with Bill.com, BambooHR, RAMP and other enterprise platforms
- Bi-directional data exchange where appropriate
- Automated import/export functions for financial, vendor, purchasing, and compliance data
- Synchronization of vendor profiles, organizational records, users, and related master data
- User provisioning and updates that align with BambooHR
- Expense and reimbursement data alignment with Bill.com, ensuring accurate mapping of spend and reconciled data across all systems

Vendors must also address integration maintenance, version management, error handling, and long-term support.

2.3 Data Governance

The ERP will maintain a single, authoritative source of master data, including vendors, customers, accounts, funds, projects, and other core entities. Master data changes will be governed through standardized processes and controls to reduce duplication, errors, and inconsistent reporting.

2.4 Chart of Accounts

The ERP will provide a structured process for managing the Chart of Accounts (CoA) to ensure compliance and alignment with GASB reporting requirements. CoA changes should be initiated through formal requests that clearly document the business need for the account. All CoA changes must be routed through automated approval workflows requiring at least two levels of review, centralized within the Finance function. The ERP should maintain visibility into all historical CoA changes to support governance, oversight, and auditability.

2.5 Fund Accounting

The dimensional structure within the ERP must be scalable to accommodate increasing complexity as the organization expands its fund and jurisdictional reporting needs. The system also supports interfund activity, including interfund transactions, true-ups, adjustments, and cross-fund loans.

2.6 Approvals

The ERP must ensure that no single user can initiate, post, and approve the same transaction, and that approval responsibilities are clearly defined and enforced by system controls.

2.7 Accounting and Finance Capabilities

The ERP must include features that help LACAHSAs create and process journal entries more efficiently and effectively, process AP invoices, and perform monthly and year-end close capabilities. The ERP capabilities must be able to accelerate review and approval processes, reduce manual data entry, enhance oversight, and strengthen compliance practices with its tools. The system must support core budgeting and forecasting capabilities, either natively or through integration with external tools. The ERP must support configurable mapping rules that translate external account codes, funds, and attributes into the ERP's general ledger structure. The system will also support travel and expense management capabilities either directly or through integration.

The system must also enable the creation and tracking of interfund and intercompany journal entries to support accurate allocation of financial activity across organizational entities. The system will support invoice processing to facilitate the distribution of funds to the applicable jurisdictions on behalf of LACAHSAs. The system will support automated bank integrations to capture and record cash movements directly from financial institutions, eliminating manual entry or file-based imports.

The system will support end-to-end loan lifecycle management, including integration of loan data from external systems, maintenance of a loan subledger, tracking of funding and construction draws, and approval controls over loan draw changes. The system will support project-based program management to track individual applications or cases, including budgets, funding draws, expenditures, milestones, and performance metrics against LACAHSAs' goals and requirements. The system will support secure, standardized financial reporting and disclosures to enable transparent, compliant, and audit-ready financial statements and performance reporting.

The system will support automated, rule-based allocation methodologies for distributing costs and revenues across funds, programs, jurisdictions, and other dimensions. The system will support comprehensive asset lifecycle management for housing assets and related infrastructure. The

system will support an automated requisition process that centralizes purchase requests, enforces procurement policies, and routes requests through configurable review and approval workflows.

The system will contain both capital asset and depreciation features, lease and Subscription-Based Information Technology Arrangements (SBITA).

2.8 Grants Management

The system will support a centralized grants management capability to enable LACAHSAs to define, monitor, and enforce regulatory and funding requirements associated with grants and public-sector programs either through integration with existing third-party systems (e.g., Neighborly) or through native ERP functionality. This includes:

- Tracking funding sources, eligibility rules, and statutory/regulatory requirements (e.g., Measure A, SB679)
- Management of grant program lifecycles
- Configurable workflows for grant-related approvals, funding requests, and payments
- Financial and programmatic reporting

2.9 Data, Security & System Administration

LACAHSAs requires an ERP that supports enterprise-level data governance, privacy protections, and administrative controls. The system must meet organizational standards for reliability, confidentiality, and data integrity while remaining adaptable to programs and system changes over time. The system must support:

Data Governance & Control

- Role-based access permissions reflecting LACAHSAs's organizational structure and program hierarchy, including administration and security roles assigned outside of the finance function
- Granular permission settings for read, write, approve, and administrative actions
- Ability to restrict access to sensitive information based on user roles
- Clear audit trails documenting user activity, record changes, and system actions

Data Quality & Validation

- Field-level validation rules to prevent incomplete or invalid submissions
- Deduplication tools that identify potential duplicate applicants, organizations, or documents
- Data verification that compares entries across forms or data sources for consistency

Hosting, Reliability & Performance

- Cloud-based hosting located in the continental United States with strong uptime guarantees (>99.5%) and robust disaster recovery point objectives (RPO) and recovery time objectives (RTO) for resiliency
- System performance capable of supporting peak periods such as application deadlines
- A scalable infrastructure that supports increased user volume or program expansion

Security & Privacy

- Encryption of data in transit and at rest
- Compliance with industry standards for confidentiality, privacy, and data retention
- Intrusion detection systems and periodic penetration testing
- Incident response protocols and vendor policies for addressing data breaches (with breach notification to LACAHSAs within 24 hours)
- Compatibility with LACAHSAs identity and authentication systems, including but not limited to BambooHR or other single sign-on solutions

Administrative Configuration

- Ability for LACAHSAs staff to configure forms, workflows, dashboards, and reporting tools without vendor intervention
- Tools for creating new programs, adjusting requirements, or modifying workflows as the organization grows
- Logging and visibility into configuration changes

This section supports LACAHSAs enterprise security posture and long-term system sustainability.

2.10 Cyber Security Requirements

Because LACAHSAs is funded by Los Angeles County and is responsible for safeguarding sensitive applicant, subrecipient, programmatic, and financial data, the ERP must meet or exceed federal cybersecurity requirements. These standards apply to the system’s hosting environment, data flows, access controls, encryption, logging, monitoring, and vendor operational practices.

The system must comply with the following mandatory federal security frameworks and controls:

NIST Framework Requirements

The platform must operate in alignment with:

- **NIST SP 800-53** – Security and Privacy Controls for Information Systems
- **NIST SP 800-171** – Protecting Controlled Unclassified Information (CUI) in Nonfederal Systems

These frameworks require extensive controls for access management, auditability, encryption, integrity, monitoring, risk assessment, and incident response.

Encryption and Data Protection

The following encryption standards are **mandatory**:

- FIPS 140-2 validated encryption for data in transit and at rest
- Encrypted backups
- Secure key management
- TLS 1.2 or higher for all data transfers

Identity & Access Management

The ERP must support:

- Multi-factor authentication (MFA) for all users
- Role-based access that follows least-privilege principles
- Secure onboarding/offboarding workflows compatible with LACAHSA's identity systems, including but not limited to BambooHR
- Session management controls that prevent unauthorized access

Audit Logging & Monitoring

The system must provide a comprehensive audit trail of:

- Logins and authentication events
- Record creation, modification, and deletion
- Workflow actions
- Administrative configuration changes
- Data exports or integrations

Logs must be retained in alignment with federal record retention requirements under 2 CFR 200.334. Additionally, the logs must support public-sector audit and reporting requirements, including Single Audit expectations.

Incident Response, Continuity & Risk Management

The vendor must supply:

- A documented Incident Response Plan aligned with NIST IR-family controls

- A Disaster Recovery (DR) and Business Continuity (BC) plan
- Description of escalation steps in case of breach
- Timelines and communication expectations for LACAHSAs notifications

Vendor Documentation Requirements

The following documents **must be submitted with the proposal**:

- Penetration testing summary from past 12 months
- Vulnerability scan summary
- System security architecture diagram
- Data flow diagram
- Incident Response Plan
- Business Continuity/Disaster Recovery Plan
- Written attestation of compliance with:
 - o NIST SP 800-53
 - o NIST SP 800-171
 - o FIPS 140-2
 - o FedRAMP Moderate–equivalent controls

This subsection establishes the minimum cybersecurity standard for vendor eligibility.

2.11 Federal Uniform Guidance (2 CFR 200) Compliance

LACAHSAs may in the future be required to comply with 2 CFR 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards). The ERP must support LACAHSAs’s ability to meet these obligations across financial management, internal controls, performance reporting, documentation, and audit readiness.

The system must provide tools, workflows, audit trails, and documentation features that support compliance with the following areas of the Uniform Guidance:

Financial Management — 2 CFR 200.302

The system must support:

- Accurate tracking of expenditures by cost category, funding source, and period of performance
- Budget-to-actual comparisons

- Documentation of allowable/allocable costs
- Segregation of duties and appropriate approval workflows

Internal Controls — 2 CFR 200.303

The system must facilitate:

- Defined approval rules and workflow routing
- Role-based permissions that prevent unauthorized access
- Activity logging for all important transactions
- AI-supported detection of anomalies or potential fraud indicators

Internal control documentation must be exportable for audit purposes.

Performance & Financial Reporting — 2 CFR 200.328–329

The system must:

- Track required programmatic and fiscal reporting deadlines
- Store and categorize reports and supporting documentation
- Provide dashboards for reporting and analysis
- Allow LACAUSA to export required data for federal reporting portals

Record Retention & Access — 2 CFR 200.334–337

The system must provide:

- Configurable record retention settings aligned to federal requirements (minimum 3 years after final expenditure report, unless otherwise required)
- Ability to restrict and grant access for audits, monitoring, and investigations
- Metadata tagging and search functions to retrieve records efficiently

Cost Principles — 2 CFR 200 Subpart E

The system must support:

- Tracking of allowable vs. unallowable costs
- Documentation of cost allocation methodologies
- Attachments for cost justification materials
- Audit defensibility for expense and reimbursement reviews

Audit Readiness Support

The system must:

- Provide complete audit trails
- Retain all relevant documentation
- Support sampling for auditors
- Export data in machine-readable formats

2.12 Vendor Consulting Services during Implementation and Post Go-Live Support

The selected vendor will provide consulting and support services to LACAHSAs during implementation and post go-live operations. Implementation services may be led by a separately procured implementation partner; however, the vendor is expected to collaborate closely with LACAHSAs and the implementation partner to support a successful deployment. The vendor's role includes providing product expertise, guidance, and best practices to support system configuration, integration, and adoption. The vendor shall also support LACAHSAs in building the knowledge, tools, and capabilities required for long-term system sustainability.

Implementation Planning

- Support implementation discovery and design sessions to provide product specific guidance on workflows, integrations, and data structures
- Provide guidance and validation on system configuration based on product best practices

Data Migration

- Provide guidance and best practices to support mapping, cleansing, and migrating data into ERP system
- Support validation of data migration approaches and participate in testing to ensure data integrity and completeness

Integration Development

- Provide technical documentation, APIs, and product specific guidance to support integration design and development
- Support testing and validation of integrations to ensure compatibility with ERP platform

User Acceptance Testing

- Develop a plan for acceptance testing of ERP platform by LACAHSAs staff with acceptance requirements for all major and minor deliverables and milestones
- Verify that all functional requirements for the ERP platform are working properly and accurately prior to transition to live production

- Provide timely error-correction for non-conforming deliverables at no additional cost

Training & Change Management

- Provide standard and role-based training resources for administrators, end users, and stakeholders
- Provide optional tools (e.g., guided help, onboarding prompts) to support user adoption
- Provide a Service Level Agreement (SLA) with defined Service Level Targets (SLTs)

Ongoing Support & System Sustainability

- Provide ongoing product support through a helpdesk or support team with defined service levels
- Provide enhanced post-live production support from the implementation team for at least ninety (90) days
- Deliver regular product updates, enhancements, and maintenance
- Offer opportunities for LACAHSAs to provide feedback on future product development
- Provide support for system optimization as programs evolve

This section sets expectations for a long-term, collaborative vendor relationship. The vendor is not expected to serve as the primary implementation provider; implementation services will be procured separately. Vendors should clearly distinguish between services required as part of the software offering and any optional consulting services for support during implementation and post-go live.

3. SCHEDULE OF EVENTS

Timetable for Reviewing and Evaluating Proposals:

RFP Release date	April 24, 2026
Bidders Conference	April 30, 2026
Deadline Questions/Clarification Requests	May 5, 2026
Responses to Questions Posted	May 8, 2026
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These dates may be changed at the discretion of LACAHSAs. Changes to the due date for questions or due date for proposal submittal will be made by written addendum.

3.1 Bidder's Conference

An optional bidder's conference will be held remotely on April 30, 2026 at 11:00 a.m. PT.

To register to attend, go to www.lacahsa.gov.

During the bidders' conference, vendors will have the opportunity to share interest in partnering and to describe the roles they are seeking within a collaborative application.

4. PROPOSAL REQUIREMENTS

4.1 Proposal Format

Applicant's proposal shall be clear, accurate, and comprehensive. Excessive or irrelevant materials will not be favorably received. The proposal shall be signed by an individual or individuals authorized to execute legal documents on behalf of the applicant.

Proposals shall be organized in the order presented below:

4.1.1. Cover letter identifying applicant's legal name, background, and contact information, along with a brief summary of the key elements of the proposal.

4.1.2. Narrative proposal that concisely demonstrates applicant's understanding and approach to delivering an ERP solution.

a. Professional Qualifications and Specialized Experience (maximum 4 pages)

Applicants must provide the following:

- Summary of the lead organization and any subcontractors, including mission, services, years in operation, and geographic coverage.
- Experience delivering similar ERP solutions, including scope, outcomes, and demonstrated ability to meet comparable requirements.
- Experience implementing ERP systems for local, state, or other governmental entities, including contract management and regulatory/compliance environments.
- Key staff assigned to the project, including roles, qualifications, and relevant experience.
- Prior collaboration between proposed subcontractors and the lead organization, including examples of successful delivery.

b. Scope of Work (maximum 6 pages)

Provide a detailed description of what system capabilities will be provided. This should address the following:

- How the proposed ERP will meet each functional requirement outlined in **Attachment 3** and **Section 2: Scope of Required Services**
- Proposed integration approach, including interoperability with existing systems,

data exchange methods, and long-term integration maintenance

- Support for data governance, Chart of Accounts, fund accounting, and approval workflows
 - Capabilities for core financial operations, reporting, allocations, project/loan tracking, and GASB compliance
 - System architecture, access controls, audit trails, and compliance with required cybersecurity standards
 - Support for 2 CFR 200 requirements, including financial management, controls, reporting, and audit readiness
 - Implementation approach, data migration, integrations, training, and ongoing support
 - Additional capabilities such as AI features, reporting and analytics, user roles/permissions, and system configurability
- c. Timeline** - Provide a clear implementation timeline with key activities and deadlines. Do not include dates or intended calendar milestones. Instead, propose key milestones in the development of the core package requirements, with a rough amount of time, measure in weeks, necessary to achieve the deliverables. This is intended to give reviewers a better understanding of the pace at which respondent believes work must proceed to achieve full system functionality.
- d. Pending Litigation** – Provide a description of all pending or threatened civil or criminal litigation, administrative proceeding, examination, or investigation undertaken within the past ten years to which the applicant is the subject of, is a party to, or has been notified that it may become a party to. Provide a description of all administrative, civil, or criminal settlements, decisions, or judgments against the applicant within the past ten years.
- e. Security Documentation** - Because LACAHSAs are funded by Los Angeles County and must comply with strong internal controls, all vendors are required to submit security documentation at the time of proposal. Proposals that do not include the required documents will not advance to evaluation. The following documentation is mandatory:
- Summary of most recent penetration test (within the last 12 months)
 - Summary of most recent vulnerability scan
 - System security architecture diagram
 - Data flow diagram(s) showing handling of restricted and sensitive data
 - Incident Response Plan
 - Disaster Recovery & Business Continuity Plans
 - Written attestation of compliance with:
 - NIST SP 800-53
 - NIST SP 800-171
 - FedRAMP Moderate–equivalent controls

- FIPS 140-2 validated encryption
 - Encryption standards overview
 - Access control and MFA configuration documentation

f. Proposed Contracts – Provide copies of proposed contracting documents, including all proposed legal terms related to cloud hosting services, software licensing and use, implementation services and support and maintenance services.

These materials will be reviewed as part of LACAHSAs security and risk assessment process.

4.1.3. Cost Proposal

Applicants must submit a detailed and transparent cost proposal outlining all costs necessary to support the vendor’s ERP solution, including licensing, vendor provided services, and ongoing operation and maintenance of the system throughout its anticipated lifecycle.

The cost proposal must include a distinct, detailed budget for the lead agency and for each subcontractor. All costs must be inclusive of vendor provided services, including but not limited to licensing, subscriptions, hosting, infrastructure, security, training, maintenance, support, upgrades, and any subcontracted services.

At a minimum, the cost proposal shall:

1. Clearly distinguish between:

- One-time vendor costs (e.g., implementation support, configuration guidance, onboarding) vs. ongoing/recurring costs
- Capital expenditures (CAPEX) vs. operating expenditures (OPEX)
- Subscription-based costs vs. perpetual licensing (if applicable)
- Baseline/core functionality vs. optional or upgraded modules

2. Provide Total Cost of Ownership (TCO) over a five (5) year period, including:

- Vendor related implementation support costs (if applicable)
- Annual subscription or licensing fees, with escalations not to exceed 3% per annum during the initial term and any optional renewal period
- Ongoing maintenance and support
- Hosting or cloud service fees
- Upgrade and enhancement costs
- Estimated escalation rates

3. **Identify subscription-based arrangements** in sufficient detail to support the Agency's evaluation under applicable governmental accounting standards (including GASB 96, as applicable), including:
 - Term length
 - Renewal structure
 - Payment schedules
 - Components that may constitute Subscription-Based Information Technology Arrangements (SBITAs)
4. **Break out costs by module and functional area**, clearly identifying:
 - Required/base system components
 - Optional modules
 - Add-on functionality
 - Third-party integrations
5. **Describe pricing assumptions and cost drivers**

Vendors must clearly describe all assumptions used in developing their pricing. In addition, vendors are required to base their pricing on the standardized assumptions outlined below:

Number of users: 10 full users + 15 limited users

Transaction volumes (e.g., invoices, journal entries): ~5,000 – 7,500 transactions annually

Data storage: 50 - 100 GB with ~5-10% annual growth

Number of integrations: 5

Support level: Standard

Vendors may provide alternative pricing scenarios but must clearly distinguish them from the required baseline assumptions.

6. **Identify future cost impacts**, including:
 - Scalability pricing
 - Cost implications of adding users or modules
 - Data storage growth
 - Major version upgrades

All budgets shall be prepared in a format substantially consistent with the template provided in Attachment 2.

4.1.4. References

Provide three (3) references that are of similar size and scope of service utilization as the Agency. Please note that evaluation preference will be given to California references. Include the following information for each reference:

- Contact Name & Title
- Name and Address of Government
- Telephone Number
- E-mail address
- Number of Years as Customer
- Total Contract Amount
- Description of services provided

The Agency reserves the right to contact each of the references listed for additional information regarding your organization's qualifications.

If applicable, describe fully the last three contracts performed by your organization that have been terminated with or without cause. Please include the following information:

- Contact Name & Title
- Name and Address of Government
- Telephone Number
- E-mail address
- Description of services provided
- Time period of contract
- Explanation for contract termination

If applicable, describe fully the last three contracts performed by any proposed subcontractor that have been terminated with or without cause. Please include the following information:

- Contact Name & Title
- Name and Address of Government

- Telephone Number
- E-mail address
- Description of services provided
- Time period of contract
- Explanation for contract termination

4.1.5. Conflict of Interest Statements

Applicants must submit completed and signed conflict of interest forms with their application, including a Levine Act Compliance Form and a Statement of Conflict of Interest/Confidentiality provided in Attachment 1. An applicant’s failure to submit these forms with their application may disqualify the application from further consideration.

4.1.6. Business Requirements

Vendors are required to complete Attachment 3 – Business Requirements. For each requirement, vendors must indicate whether the proposed solution supports the requirement (Yes/No) and provide additional detail where applicable (e.g., configuration, customization, or third-party dependency). The completed matrix must be submitted as part of the proposal.

5. SUBMITTAL INSTRUCTIONS

To be considered, an applicant must submit its proposal to the Agency via email to the address set forth below, no later than **May 15, 2026 at 5:00 p.m. PT.**

ERP-RFP@LACAHS.A.GOV

6. EVALUATION

6.1 Evaluation Criteria and Selection

A selection committee will review for responsiveness, evaluate responsive proposals and rank the proposals. Proposals will be evaluated according to the following criteria:

Proposal Evaluation Criteria:	%
Functional Fit - Finance, accounting, compliance, data & system capabilities; ability to support business requirements outlined in Attachment 3	25
Implementation Feasibility - Timeline, complexity, resource requirements, vendor methodology	20
Cost & TCO - Subscription, implementation, add-ons, 5-year total cost of ownership (TCO)	20
Risk & Compliance - Stability, cybersecurity, audit trail, public sector readiness	15
Scalability & Flexibility - Ability to grow with agency, configuration options, integration breadth	10

Vendor Experience & Qualifications – Prior public sector/government experience, track record, references, and team qualifications	10
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Applicants should note that lowest cost proposals are not the sole determining factor in the final selection of vendors. The Agency reserves the right to consider other relevant factors in reaching a determination. An application’s score and ranking will not compel a specific outcome or in any way obligate the Agency to select a specific vendor.

The Agency intends to invite a shortlist of two to four applicants to participate in demonstrations of each of the selected ERP’s capabilities. The Agency shall decide in its sole discretion whether to hold such demonstrations, the number of demonstrations to hold, the applicants invited to participate, and the number of demonstrations the applicants are invited to. No applicant shall be entitled to or otherwise guaranteed a demonstration with the Agency, and participating in a demonstration does not guarantee the applicant will be awarded a contract. The Agency additionally reserves its right to award a contract to applicants who were not invited to or did not participate in a demonstration. In the event that demonstrations are held, the selection committee will re-evaluate the shortlisted vendors on the basis of the demonstrations and prior proposal submissions based on the evaluation criteria below. Agency may, at its discretion, require a pilot of proposed services.

Being invited, failure to be invited, and failure to be re-invited for a demonstration does not give rise to an applicant’s right for Administrative Review, as further defined in Section 8.8 of this RFP.

Post-Demonstration Evaluation Criteria:	%
Functional Fit - Ability to support required business processes as demonstrated through scenarios and alignment to business requirements	25
User Experience & Flexibility – Ease of use, intuitive navigation, and ability to configure and adapt to evolving needs.	20
Cost & Total Cost of Ownership (TCO) – Overall cost including software, implementation, add-ons, and long-term total cost of ownership	20
Reporting, Data & Integrations – Ability to provide real-time reporting, data visibility, and integration with external systems	15
Risk, Compliance & Controls – System stability, security, auditability, internal controls, and alignment with public sector requirements	10
Vendor Experience & Qualifications – Prior public sector/government experience, track record, references, and team qualifications	10

6.2 Term of Contract

The contract term is expected to commence August 1, 2026 and have an initial term of no fewer than 5 years, with one or more optional renewal periods.

6.3 Award of Contract

If awarded, the Agency intends to enter into one or more agreements for the licensing/subscription, implementation, and ongoing support of the proposed ERP solution.

Award(s) will be made on the basis of demonstrated competence, qualifications, technical solution, implementation approach, total cost of ownership, and overall best value to the Agency.

The final scope of work, pricing structure, contract terms, and implementation schedule will be negotiated between the Agency and the selected proposer(s) and may differ from those proposed in the submitted response.

The Agency reserves the right to reject any or all proposals, award a contract in whole or in part, award separate contracts for software licensing/subscription, implementation services, hosting, or support, if determined to be in the best interest of the Agency, negotiate modifications to the proposed scope, pricing, service levels, or contract terms, and conduct demonstrations, interviews, reference checks, and best and final offers (BAFO), if applicable.

The Agency shall not be obligated to accept the lowest priced proposal. Award, if made, will be made to the responsible proposer(s) whose solution is determined to provide the best overall value to the Agency after consideration of all evaluation criteria.

The selection committee will formulate its recommendations for award of contract(s) to the Budget and Administrative Executive Committee for its consideration. The Budget and Administrative Executive Committee will make recommendations for approval by the Board. The final decision to award contract(s) is within the sole and absolute discretion of the Board.

7. REQUESTS FOR CLARIFICATIONS

All questions, interpretations or clarifications, either administrative or technical must be requested in writing and directed to: ERP-RFP@LACAHSA.GOV

All written questions will be answered in writing and conveyed to all applicants on the proposer's list. Oral statements regarding this RFP by any persons should be considered unverified information unless confirmed in writing. To ensure a response, questions must be received in writing by **May 5, 2026 at 5:00 p.m. PT**. Responses to clarification requests will be provided by May 8, 2026 at noon PT or the timetable will be adjusted, if necessary.

To ensure fairness and avoid misunderstandings, all communications must be in written format and addressed only to the individual set forth above. Any verbal communications will not be considered or responded to. Written communications should be submitted via e-mail to the address provided above. All questions received by the due date will be logged and reviewed and if required, a response will be provided via an addendum to the RFP. Agency is not responsible for and shall not be bound by any representations, statements, or explanations otherwise made by any individual acting or purporting to act on its behalf, other than the Agency representative(s) identified in this RFP. Any communications, whether written or verbal, with any Board Member or Agency staff other than the individual indicated above, prior to award of a contract by the Agency, is strictly prohibited and the applicant may be disqualified from consideration.

8. GENERAL PROVISIONS

Applicant is encouraged to review this RFP carefully in its entirety prior to preparation of its proposal. The Agency reserves the right to verify all information submitted in the proposal.

8.1 Amendments to RFP

The Agency reserves the right to amend or modify any provisions of the RFP by written addendum or issue to all proposers a Notice of Amendment to answer questions for clarification.

8.2 No Commitment to Award

Issuance of this RFP and receipt of proposals does not commit the Agency to award a contract. The Agency expressly reserves the right to postpone the RFP process for its own convenience, to accept or reject any or all proposals received in response to this RFP, to negotiate with more than one applicant concurrently or to decline to enter into negotiations or terminate negotiations with any applicant at any time, to select the proposal(s) most advantageous to the Agency, including awarding more than one contract if desired, or to cancel or withdraw all or part of this RFP at any time.

8.3 Amendments to Proposals

No amendment, addendum or modification will be accepted after the deadline stated herein for receiving proposals. Applicant may modify or amend its proposal only if the Agency receives the amendment prior to the deadline stated herein for receiving proposals. Agency reserves the right to request clarification of information submitted from any one or more of the applicants.

8.4 Non-Responsive Proposals

A proposal may be considered non-responsive if conditional, incomplete, or if it contains alterations of form, additions not called for, or other irregularities that may constitute a material change to the proposal. Agency reserves the right to waive inconsequential disparities and minor irregularities in a submitted proposal.

8.5 Late Proposals

The Agency will not be responsible for proposals that are delinquent, lost, incorrectly marked, sent to an address other than that given herein, or sent by mail or courier service and not signed for by the Agency.

8.6 Costs for Preparing

The Agency is not liable and will not compensate any applicant for the cost of preparing or submitting any proposal or otherwise incurred in responding to this RFP. All materials submitted with a proposal shall become the property of the Agency. The Agency will retain all proposals submitted and may use any idea in a proposal regardless of whether that proposal is selected.

8.7 Alternative Proposals

Only one final proposal is to be submitted by each applicant. Multiple proposals will result in rejection of all proposals submitted by the applicant.

8.8 Administrative Review

Applicants may submit a written request for an administrative review under Agency's procurement policies, if applicable, as follows: for a solicitation requirements review within five (5) business

days of the RFP release date; and for a disqualification review or proposed applicant selection review within the timeframe specified in the notice of non-responsiveness or notice of non-selection, respectively. Applicants must include the grounds for review and provide sufficient information for the Agency's CEO or designee to make a determination and issue a decision. Agency will respond with a decision in writing within a reasonable time after a request for review is submitted and prior to any applicable due dates. The decision shall be final.

8.9 Public Documents

Once submitted, each proposal becomes the property of Agency and becomes a public record at the conclusion of the selection process. The Agency is not liable for the disclosure of any information contained in an application. Any information that applicants do not wish to disclose to the public must be clearly marked "confidential." A blanket statement of confidentiality or the marking of every page of the proposal as confidential shall not be deemed sufficient notice of exception. Applicants must specifically label only those portions of the application that are confidential in nature and notify the Agency that confidential information is included.

8.10 No Exceptions

Submission of a proposal constitutes acceptance by applicants of the conditions contained in this RFP should applicant be selected.

8.11 Compliance With Local, State, and Federal Law

Applicants must be in compliance with all LCAHSA fiscal and programmatic requirements and any and all applicable laws, rules, and regulations.

Attachment 1 – Levine Act Compliance and Conflict of Interest Forms

All proposers must disclose any actual, potential, or perceived conflicts of interest.

Attachment 2 – Budget Template

Vendors must submit pricing using the structure attached.

Attachment 3 – Business Requirements

The Business Requirements define all responsibilities, deliverables, and required system capabilities that the selected Vendor must provide under the resulting contract. The comprehensive functional and technical requirements are categorized as must-have, should-have, and could-have to further clarify solution expectations and scope. The requirements listed as **must-have** are **mandatory**.

The Vendor's system, implementation approach, integrations, security posture, and ongoing support model must meet all specifications outlined in this Attachment.