REQUEST FOR PROPOSAL

RFP NO. US0422_EARO PAYROLL SERVICES

SaaS PAYROLL SERVICES

CATHOLIC RELIEF SERVICES

BALTIMORE, MARYLAND
July 20, 2022

Dear Prospective Vendors:

Your company is invited to participate in this Request for Proposal (RFP) for Payroll Services. Catholic Relief Services – USCCB (CRS) is requesting proposals from suppliers that will allow us to evaluate experiences with similar clients, and, strategic and tactical approaches to a cloud based SaaS Payroll Services solution for our EARO locations.

As the Procurement professional responsible for facilitating this process, the rules of engagement are for you to contact me via e-mail at Regina.Hill@crs.org, with CC to FY20RFPMail@crs.org. Please include RFP #0422 EARO Payroll Services on the subject line.

CRS will accept questions through 12 p.m. EDT on Wednesday, July 27, 2022. Interested Bidders can submit their questions to the email addresses above. CRS will provide answers to all relevant questions by email to all known participants.

Please refrain from communicating with other staff of CRS in regard to this RFP. Any communication outside of this process may result in disqualification. Please follow the instructions provided in this document for your responses to the RFP. CRS looks forward to working with you throughout the RFP process.

Sincerely,
Regina Hill
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INTRODUCTION AND BACKGROUND

Catholic Relief Services – United States Conference of Catholic Bishops (CRS) was founded in 1943 to serve World War II survivors in Europe. Since then, CRS has expanded in size to reach more than 130 million people in more than 100 countries on five continents.

For over 75 years, our mission has been to assist impoverished and disadvantaged people overseas, working in the spirit of Catholic social teaching to promote the sacredness of human life and the dignity of the human person. Although our mission is rooted in the Catholic faith, our operations serve people based solely on need, regardless of their race, religion or ethnicity. CRS engages Catholics to live their faith in solidarity with the poor and suffering people of the world.

In EARO, CRS works in nine (9) countries with a physical presence in six countries, namely, Ethiopia, Kenya, South Sudan, Sudan, Tanzania and Uganda. In these countries, staff are remunerated in local currency adhering to the local labor and tax laws.

Currently each country program has an independent payroll solution locally domiciled in their servers in their respective offices. With the roll out of the new ERP that has a HR module but without a payroll component and also with retirement of the local servers agency wide, a cloud based solution that is scalable to accommodate the different country program payroll solutions is desirable.

I. CURRENT CAPABILITIES

1. Country program generates payroll – Each CP is currently able to generate their monthly payroll documentation which enables disbursement of remunerations as per the available local payments’ methodologies. The effort required in generation of the monthly payroll is not the same across the different country programs.

2. Existing Payroll Solutions – Some Country programs have SQL based solutions that are supported by external vendors at an annual fee. Some of the vendors are one-man institutions thus placing the country program at risk in case of vendor unavailability or downtime, coupled with slow turn around by vendor due to competing requests from other clients. Other country programs are currently using a hybrid of Access data base and excel workbooks, which do attract audit queries.

II. SCOPE OF WORK

CRS EARO is seeking a full-service Software as a Service (SaaS) or integrated systems solution provider for payroll services with the following capabilities:

- Provide interfaces to synchronize data with the CRS ERP (Insight) in real-time through a robust API supporting both queries and updates.
• Have a mature Access Control List for the different Country Programs including select Regional Staff.
• Scalable to accommodate the various currencies used in the EARO Country Programs.
• Capacity to convert basic pay to local currency for taxation purposes, and then reconvert to dollars for salary disbursement.
• Compute the respective statutory contribution as per each country program adhering to the local laws.
• Publish reports for the various statutory deductions for disbursements.
• Ability to send individual staff pay slips via mail.
• Ability to function in an occasionally connected environment.

OVERVIEW OF PAYROLL PROCESS
III. ACTIVITIES

CRS EARO is seeking services for a cloud based/ SaaS payroll solution for South Sudan and Sudan, and possible onboarding of the rest of EARO Country Programs after the performance review of the solution.

The specific activities required for this effort will vary slightly based on the bidder's proposed solution.

Table 1 identifies the activities for bidders.

<table>
<thead>
<tr>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Detailed review and confirmation of CRS requirements</td>
</tr>
<tr>
<td>• Development of project plans including management, implementation, testing, data migration, training, deployment, transition and change management plans</td>
</tr>
<tr>
<td>• Definition of the services that will be provided to meet CRS requirements</td>
</tr>
<tr>
<td>• Specification and/or design of an application system to meet CRS requirements</td>
</tr>
<tr>
<td>• Specification of the development, test, and production platforms required to support the system</td>
</tr>
<tr>
<td>• Configuration of software services</td>
</tr>
<tr>
<td>• Configuration, and/or development of the application</td>
</tr>
<tr>
<td>• Configuration of CRS provided operating platform</td>
</tr>
<tr>
<td>• Initiation of software services</td>
</tr>
<tr>
<td>• Initiation of hosting services</td>
</tr>
<tr>
<td>• System integration and acceptance testing</td>
</tr>
<tr>
<td>• Data migration</td>
</tr>
<tr>
<td>• User and administrator training</td>
</tr>
<tr>
<td>• Modification of system as required in response to pilot results</td>
</tr>
<tr>
<td>• On-going software services and technical support</td>
</tr>
<tr>
<td>• On-going hosting services, application maintenance services and technical support</td>
</tr>
<tr>
<td>• On-going application maintenance services and technical support</td>
</tr>
</tbody>
</table>
IV. DELIVERABLES

Table 2 Identifies the required deliverables for bidders.

<table>
<thead>
<tr>
<th>Category</th>
<th>Deliverable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Plans and Reports</td>
<td>• Management Plan and Status Reports</td>
</tr>
<tr>
<td></td>
<td>• Implementation Plan</td>
</tr>
<tr>
<td></td>
<td>• Test Plan and Results</td>
</tr>
<tr>
<td></td>
<td>• Data Migration Plan</td>
</tr>
<tr>
<td></td>
<td>• Deployment, Training, Transition and Organizational Change Management Plan</td>
</tr>
<tr>
<td></td>
<td>• Pilot Results and Recommendations</td>
</tr>
<tr>
<td>Software Service</td>
<td>• Software Service Agreement</td>
</tr>
<tr>
<td></td>
<td>• Hosting Agreement</td>
</tr>
<tr>
<td></td>
<td>• Software application and configured to support the SaaS payroll</td>
</tr>
<tr>
<td>Documentation and Training</td>
<td>• Service configuration specifications</td>
</tr>
<tr>
<td></td>
<td>• Application and database specifications</td>
</tr>
<tr>
<td></td>
<td>• EARO SaaS/Cloud based policies</td>
</tr>
<tr>
<td></td>
<td>• User and system administrator guides</td>
</tr>
<tr>
<td></td>
<td>• User and system administrator training</td>
</tr>
<tr>
<td>Support</td>
<td>• On-going software/hosting services</td>
</tr>
<tr>
<td></td>
<td>• Application maintenance Services</td>
</tr>
<tr>
<td></td>
<td>• Technical support</td>
</tr>
</tbody>
</table>

V. REPORTING REQUIREMENTS

The selected vendor will attend weekly meetings with the project team to discuss project status, issues, risks, and mitigation actions during system implementation and deployment. In addition, the vendor will submit a written report weekly that discusses progress against the project plan, identifies any variances to the plan, impact on project cost and schedule, and planned mitigation actions. The report will also highlight project risks and issues and track the status of actions taken to address them.

VI. PROPOSAL INSTRUCTIONS

Overview

The bidder’s proposal must be limited to 35 8.5 x 11 pages of text not including the required attachments as indicated in Table 3.
Table 3. Page Limitations

<table>
<thead>
<tr>
<th>Proposal Volume</th>
<th>Page Limitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>5 pages</td>
</tr>
<tr>
<td>Technical Proposal</td>
<td>25 pages</td>
</tr>
<tr>
<td>Business Proposal</td>
<td>10 pages</td>
</tr>
<tr>
<td>Attachment 1: Requirements Mapping</td>
<td>Unlimited</td>
</tr>
<tr>
<td>Attachment 2: Cost Detail</td>
<td>Unlimited</td>
</tr>
<tr>
<td>Attachment 3: Resumes</td>
<td>Unlimited</td>
</tr>
</tbody>
</table>

Responses should be succinct, accurate, and complete. Responses must be organized in accordance with the outline given in Appendix A.

Proposals should be provided in Microsoft Word compatible format and adhere to the outline provided in Appendix A. Attachments 1 and 2 should be provided in Microsoft Excel compatible format.

VII. PROCUREMENT PROCESS AND DATES

The major steps of the procurement process are listed below. The entire selection process is expected to take 12 weeks and will begin on the day of RFP distribution. The project will culminate with a decision announced by the CRS EARO payroll solution selection committee. Table 4 identifies the chronological order of the RFP process. Any changes to the dates of the RFP will be posted on CRS.org.

i. Table 4. Procurement Due Dates

<table>
<thead>
<tr>
<th>Activity</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP Launch and Posting</td>
<td>July 21, 2022</td>
</tr>
<tr>
<td>Bidders’ Questions Due to CRS</td>
<td>July 27, 2022, 11:59 p.m. EDT</td>
</tr>
<tr>
<td>CRS Responses Distributed to Bidders</td>
<td>August 1, 2022</td>
</tr>
<tr>
<td>Bidders Complete Proposals Due to CRS</td>
<td>August 15, 2022, 11:59 p.m. EDT</td>
</tr>
<tr>
<td>CRS Review of Proposals</td>
<td>August 17 - 22, 2022</td>
</tr>
<tr>
<td>Clarification Questions to Bidders (if applicable)</td>
<td>August 22, 2022</td>
</tr>
<tr>
<td>Bidders Invited to Present/Demo</td>
<td>August 24, 2022</td>
</tr>
<tr>
<td>Bidder Presentations/Demonstrations to CRS</td>
<td>August 29 - 31, 2022</td>
</tr>
<tr>
<td>Finalists Announced</td>
<td>September 12, 2022</td>
</tr>
<tr>
<td>Contract Negotiations</td>
<td>September 14 - 20, 2022</td>
</tr>
</tbody>
</table>

Proposals must be valid for a period of 120 calendar days following RFP close date. All proposals will be treated as bidders’ proprietary data and not subject to disclosure beyond CRS and CRS consultants supporting the procurement process without bidder permission.
VIII. PROPOSAL SUBMISSION

Bidders will submit one electronic copy of their proposal materials to:
Regina Hill, regina.hill@crs.org with CC to FY20RFPMail@crs.org.

Proposals are due on **August 15, 2022, 11:59 p.m. EDT.**

IX. Proposal Evaluation Criteria

Responses to this proposal will be evaluated using the following criteria.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Points Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bid Submission</td>
<td></td>
</tr>
<tr>
<td>a. Bid submission.</td>
<td></td>
</tr>
<tr>
<td>b. Completed Annex and Attachment forms.</td>
<td></td>
</tr>
<tr>
<td>c. References.</td>
<td></td>
</tr>
<tr>
<td>d. Legal standing.</td>
<td></td>
</tr>
<tr>
<td>e. Bidder certifications.</td>
<td>Pass/Fail</td>
</tr>
<tr>
<td>Expertise, Capabilities, Experience, Methodology, International</td>
<td>60</td>
</tr>
<tr>
<td>Capabilities, Work Plan, Implementation.</td>
<td></td>
</tr>
<tr>
<td>Portfolio Review/Samples of Previous Work</td>
<td>30</td>
</tr>
<tr>
<td>Financial Proposal</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total Possible Points</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

a. Functional Fit

- The functional fit will be determined by evaluating the extent to which the solution meets or exceeds CRS’ functional requirements.
  - Solution minimizes custom software development.
  - Solution is easy to use.
  - Solution is available in the various countries where CRS is present.

b. Technical Fit

- The extent to which the bidder’s solution meets or exceeds CRS’ Cloud based / SaaS technical requirements.
  - Minimization of the need for in-house hardware and in-house IT maintenance staff.

c. Implementation Methodology

- The extent to which proposed implementation plan minimizes CRS risk.
• Feasibility of completing the implementation plan within proposed cost and schedule.
• Qualifications of the implementation team.

d. **Total Cost of Ownership**

• Cost of implementation, operations, and maintenance of the Service/Solution over a three (3) year window of time including bidder provided hardware, software, services, and required in-house CRS labor and materials.
• The extent to which the proposed pricing model favors an incremental rollout and reduces CRS risk.

**ADDITIONAL TERMS**

CRS is not bound to accept the lowest or any proposal and reserves the right to accept any proposal in whole or in part and to reject any or all proposals.

CRS shall not be legally bound by any award notice issued for this RFP until a contract is dually signed and executed with the winning offeror.

CRS reserves the right to cancel this solicitation at any point and is under no obligation to issue a contract as a result of this solicitation.

CRS will not reimburse any expenses related to the preparation of any proposal related materials or delivery.
Appendix A - Proposal Outline

1.0 Executive Summary

Provide a brief overview of your solution and explain why that solution is a good choice for CRS.

2.0 Technical Proposal

Provide a detailed technical requirement that are required for your solution to function.

2.1 Functional Description

Provide a functional overview of the solution you are proposing.

2.1.1 API integration with existing ERP (Insight)

Describe in detail the proposed solution methodology on synchronizing with CRS’ Oracle Cloud ERP to collect onboarding and disengaging staff data, passing salary and other information to and from Oracle’s Human Capital Management, Time and Labor, and financial modules to properly calculate gross and net pay. This is a critical component of our envisioned solution; CRS will heavily weigh their selection based on the vendor’s proposed integration approach.

2.1.2 Payroll Provision

Briefly describe the payroll output your solution provides for more than one Country.

2.1.3 Access Control List

Briefly describe the list of permissions associated with the proposed solution based on different countries and the regional office.

2.1.4 Currency conversion

Briefly describe the ability your solution provides for currency conversion from local to USD and vice versa.

2.1.5 Statutory computation

Briefly describe the ability for the proposed solution to compute statutory deduction based of respective countries in EARO.
2.1.6 Pay slip generation

Briefly describe the support your solution provides for individual pay slip distribution and management.

2.1.7 User Management

Briefly describe the support your solution provides for user management at different functionality levels. User management should detail password security requirements, segregation of duty management, user access roles and access role hierarchies.

2.1.8 Reporting

Briefly describe the support your solution provides for generating reports and analytics that enable CRS to remit statutory government deduction as per respective countries.

Also describe support your solution avails for staff to generate reports for annual taxation returns (where applicable).

Identify the tools your solution provides for ad-hoc reporting. Identify any third-party reporting tools that can be used to extend the reporting capabilities you propose.

2.1.9 Labor Cost Allocation

Briefly describe your reporting abilities to generate the attached Labor Cost Allocation file, which is a standard salary extract used to support our post-payroll Labor Cost Allocation month-end close process.

Also, briefly describe any built in Labor Cost Allocation functionalities available in your solution, as CRS may seek to implement those functions in a later phase.

2.1.10 Miscellaneous

Briefly describe the support your solution provides for miscellaneous options not included in our requirements but is beneficial and offered by your solution.

2.2 Architecture

Provide an overview of the architecture that you are proposing for implementation of CRS EARO Cloud based/ SaaS solution.

2.2.1 Solution Components

Specify the custom and commercial-off-the shelf applications, databases, and the operating platforms that comprise your solution, their purpose, proposed hosting locations and interfaces. Describe how users will access your solution, the types of user
interface devices your solution supports, and the software required on those devices to use your solution.

2.2.2 Solution Database

Describe the database components of your proposed solution and their purpose. If the solution requires multiple databases, identify the mechanisms that will be used to keep them synchronized. Indicate whether or not a standard data model exists for your solution and your commitment to allow CRS to review it post award. Indicate whether or not the solution offers API or web service interfaces that facilitate real-time data retrieval and update of the database and describe those capabilities. Indicate whether or not the solution provides facilities for batch update of the database and describe those capabilities. Also describe how data storage levels (both for database rows and non-standard data storage) are charged and may be tracked by CRS, and how data may be archived either within your solution or by CRS.

2.2.3 Support for Standard and Mobile Devices

Describe minimum end user device requirements for your proposed solution. These requirements should include elements like desired laptop configurations, preferred browsers, and other guidance that would inform our hardware requirements for your solution. Also briefly describe the support your solution provides for supporting mobile devices. Has your solution ever been deployed in this manner? Please elaborate on what type of devices was used, what type of data was captured or exchanged, and how was it incorporated into your proposed payroll data structure.

2.2.4 Performance

Describe what type of response times we should expect from your solution. Describe how your solution would adapt to a doubling of user, transaction, and/or data load. Also detail the internet connectivity speed requirements for optimal performance of your proposed solution.

2.2.5 Availability

Describe the features of your solution that support high availability. What percentage availability should we expect from your solution? What is the mean time to repair a service disruption? Are there any service disruptions that you envision that could not be repaired within 24 hours? What utilities would be available to CRS to monitor your solution’s availability and capacity?

2.2.6 Hosting Strategy

Describe the key features of your hosting service including service levels, maintenance windows, backups, and disaster recovery strategy.
2.2.7 Product Maturity

Indicate whether all products and release levels referenced in your response are commercially available now. If not, indicate which are not and when you expect them to be released. Indicate how long the products that you have proposed have been in operation and describe your policy regarding support of older versions of your products once new versions have been released.

2.3 Technical and Functional Requirements Mapping

Describe the extent to which your proposed solution meets CRS requirements by

- Indicating whether or not the requirement:
  - Can be met out of the box with user-level configuration.
  - Can be met out of the box with administrator-level configuration.
  - Requires customization or extension with the use of custom code.
  - Is not supported.
- Specifying the solution components that are required to satisfy the requirement.
- Providing an explanation of the manner in which the solution supports the requirement and/or where a proposed alternative or workarounds when appropriate would accomplish the same basic functionality.
- In cases where future releases of your software will allow you to meet currently unattainable requirements, please furnish specific timeline and functional information that you could commit to in a service agreement.

2.4 Management and Implementation Approach

Provide an overview of the management and implementation approach you are recommending for CRS EARO Cloud based / SaaS payroll system.

2.4.1 Management Approach

Describe how you will manage the project. Describe your proposed interfaces with CRS, the forums and communications mechanisms you recommend for engaging CRS stakeholders and staff, and your techniques for remaining on schedule and within budget. Describe the mechanisms you will use for on-going management of risks and issues.

2.4.2 Implementation Plan

Provide a work breakdown structure and notional project schedule for implementation and deployment of CRS EARO payroll system. Identify and describe each major phases of system implementation. Include all activities required to:

- Review and confirm CRS requirements.
- Detail the design of the solution proposed to meet those requirements.
- Establish development, test, and production environments.
• Configure and/or develop CRS EARO payroll software and hardware.
• Complete integration and user acceptance testing.
• Establish and populate the initial CRS EARO payroll database and synchronize it with existing data sources (CRS ERP (Insight)).
• Incorporate CRS specific procedures into user guides and training materials.
• Train system users and administrators and support them during the transition to the system operations.
• Conduct pilots (of certain functionality) and assess results.
• Deploy the CRS EARO payroll solution.
• Manage organizational changes involved.
• Provide on-going support.

For each major phase describe:

• The strategy you recommend and its advantages to CRS.
• Key milestones, deliverables and CRS signoffs.
• Bidder and CRS roles and responsibilities.
• Assumptions and dependencies.
• Required resource levels.

Indicate those tasks which can be undertaken by CRS, particularly post pilot deployment tasks.

2.4.3 Implementation Team

Describe the structure and composition of your implementation team, its members, and their roles and responsibilities. Include a resume for your proposed project managers and sample resumes for implementation team members in an attachment to the proposal (Attachment 3). Indicate the hours per week these individuals will be dedicated to the project. List any third-party companies that will help you in implementation (e.g., implementing partners, software providers, hosting partners, external consultants, external project or change management resources, or third party tool providers). Provide the profiles of resources CRS is expected to assign to the implementation team.

2.4.4 Implementation Risks

Identify the key risks to success of the CRS EARO payroll solution implementation and recommended mitigation strategies.

2.4.5 Support Model

Please share the support model offered with your proposed solution. This model should include (but is not limited to) elements describing the following:

• Support Model and Flow for Incident Management, including standard service requests
• Issue Escalation Policies
• Early Life Support (“HyperCare”)
• Change Management Process for requested product enhancements
• Established Online User Groups and Communities

3.0 Financial Proposal

The financial proposal is used to determine which proposals represent the best value and serves as a basis of negotiation before award of a contract. The financial proposal will include all costs associated with the technical proposal with the exception of travel-related costs or expenses.

Supporting information must be provided in sufficient detail to allow for complete analysis of each financial element or line item. CRS reserves the right to request additional financial information if the evaluation committee has concerns of the reasonableness, realism, or completeness of a bidder's proposed cost. All financial information must be expressed in USD.

No financial information or project pricing, whether for deliverables or line items, should be included in the technical proposal.

3.1 Cost Proposal

CRS EARO is interested in understanding the full cost of ownership of a payroll solution. In order for CRS EARO to give due consideration to your proposal, you must provide a cost proposal that describes the cost to procure, operate, and maintain your proposed solution over a five-year window. Costs must be complete reflecting the full scope of the patrol solution specification and statement of work included in this Request for Proposal. Costs must be broken down and explained in sufficient detail to allow CRS to understand:

• Which of the costs are one-time costs and which are recurring?
• How costs are impacted by changes in user counts,
• How costs are impacted by choice of service levels,
• Which costs CRS EARO must estimate to arrive at the full cost of ownership (e.g., cost of CRS' labor for specified activities, cost of CRS' provided hardware).

3.1.1 Assumptions

Provide an overview of the major assumptions that you have made in completing your cost proposal. Identify any implied service levels. Identify any non-profit discounts you have provided.
3.1.2 Price Sensitivity

Clearly specify any pricing that is dependent on project volumes of users. Pricing must support \textit{xxx} named users and \textit{xxx} concurrent users. For such pricing, describe changes in unit costs for the following scenarios:

- 35, 50, and 75 named users
- 35, 50, and 75 concurrent users

Describe any changes in your pricing model based on type of user access to the system.

3.1.3 Restrictions

Describe any restrictions on the use of your solution by CRS EARO and its implementing partners or on CRS’ abilities to transfer licenses to partner organizations.

3.1.4 CRS Labor

Describe the feasibility of using CRS in-house business and/or IT labor to reduce system implementation, operation, and maintenance costs after the initial implementation. Describe your assumptions about the level and type of labor CRS must provide to implement your solution.

3.1.5 Cost Details

Communicate your cost proposal clearly indicating the below:

- Cost element (e.g., license fee, hosting fee, configuration support)
- Cost category (Fixed, Time and Materials)
- Unit measure (e.g., named user, concurrent user, site, consulting hours, travel)

- Unit cost
- Number of units
- Total Cost
- Amount of total cost that constitutes a one-time cost
- Amount of total cost that constitutes a recurring cost

- Year 1 cost
- Year 2 cost
- Year 3 cost
- Year 4 cost
• Year 5 cost
  
• Explanation (identify the basis of estimate, any critical assumptions, implied service levels, restrictions on raising or reducing quantities, and any application of non-profit discounts)

CRS will accept multiple pricing scenarios from bidders who wish to propose different hosting and application solutions: SAAS and integrated system solution. For each pricing scenario proposed, submit a separate excel template.

3.2 Company History/Market Position

Characterize the market position of each company that comprises your bidding team. Indicate:

• The number of years they have been in the payroll provision as a service business,
• The percentage of total company business derived from payroll as a service products and services,
• The percentage of total company business derived from work with non-profit organizations,
• The names of non-profit organizations that currently use your cloud based/ SaaS payroll products and services,
• The number of new cloud based/ SaaS payroll clients gained within the past year,
• The number of clients that have stopped using the cloud based/ SaaS payroll products/services in the last two years and why.

Describe the company’s major competitors and the advantages the company offers to CRS EARO compared to other competitors in the cloud based/ SaaS payroll space with particular attention to requirements of an international non-government charitable organization like CRS.

3.3 Past Performance

Describe three systems similar to the bidder’s proposed solution that each bidding team partner has implemented, the difficulties encountered, and the results achieved. To the extent possible choose systems that have been deployed for clients that are non-profits, have a regional footprint similar to CRS EARO, and/or provided similar payroll challenges. Provide at least one detailed case study of working with an NGO on implementing a system similar to the bidder’s proposed solution. For each system, provide three named references and their contact information. Include one or more individuals with overall management responsibility for the implementation of the system and representatives of the system’s end users.
3.4 Regulatory Conditions

Bidders will be obligated to comply with all applicable federal, state and local laws and regulations, including certification of compliance with the United States PATRIOT Act and Anti-Terrorism laws.