

NOTICE OF REQUEST FOR PROPOSAL

Salesforce Implementation for a Housing Information
Management System

Project Number: 2019-50744-3

DEADLINE FOR RECEIPT OF PROPOSALS:

March 29, 2019
2:00 PM

Aspen Pitkin County Housing Authority City of Aspen

Request for Proposals

Electronic proposals will be received through the Bidnet Direct website, www.bidnetdirect.com until **2:00 PM, March 29, 2019**, at which time the proposals will be opened and reviewed, for the following City of Aspen project:

Housing Information Management System (HIMS)

The Aspen Pitkin County Housing Authority (APCHA) is seeking proposals from qualified vendors to implement a Housing Information Management System (HIMS) for the City of Aspen and Pitkin County. APCHA manages all aspects of affordable, workforce housing in Aspen and Pitkin County, including, but not limited to, property management, real estate procurement, real estate sales, leasing and program compliance. HIMS will integrate the major operational components of APCHA into a cohesive information management system with an external user portal.

Proposed solutions should include a commercial off-the-shelf (COTS) software product which is configurable or customizable to meet the HIMS requirements. The technology platform must be user-friendly, contain a robust declarative toolset for configurations, be customizable through the tools set and/or custom development and contain ad-hoc reporting capabilities. HIMS will be built using the software's native toolset capabilities to the greatest degree possible, whereby minimizing the need for custom code without compromising the requirements. The system must provide staff with the ability to manage work electronically in an integrated central system, where all information can be easily reviewed, queried, edited and stored. A user portal is required for 24/7 access by third parties including citizens who lease, own or are looking for housing units. Reporting capabilities must be simple-to-use, ad-hoc and enable non-technical staff to access data as needed in varying formats.

Complete proposal packages are available to download from www.bidnetdirect.com Vendors must be registered to view the bid packages. There is no charge to register. Call 800-835-4603 if you need assistance registering for free access.

The City reserves the right to reject any or all Proposals or accept what is, in its judgment, the Proposal which is in the City's best interest. The City further reserves the right, in the best interests of the City, to accept a late submittal or to waive any technical defects or irregularities in any and all Proposals submitted.

Pursuant to the Colorado Open Records Act, C.R.S. Section 24-72-200.1 (CORA), any and all of the documents that are submitted to the City of Aspen may be deemed public records subject to examination and inspection by third parties. The City of Aspen reserves the right, at its sole discretion,

to release for inspection or copying any document, plan, specification, proposal or other writing submitted pursuant to this request.

To submit, an electronic copy of the Proposal as a PDF or Word file, must be uploaded to the Bidnet Direct website, www.bidnetdirect.com. The City cannot accept faxed or emailed proposals.

Discussion may be conducted with responsible offerors who submit Proposals determined to be reasonably susceptible to be selected for award for purpose of clarification to assure full understanding of, and responsiveness to the solicitation requirements.

In addition to price, the criteria set forth in the Instruction to Offerors and any specific criteria listed below, may be considered in judging which Proposal is in the best interests of the City: company reputation and relevant experience; strength of proposed project team, project approach and management, software solution and functionality, responsiveness, and value for price.

BY ORDER OF THE CITY OF ASPEN, COLORADO

Rebecca Hodgson, Procurement

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1. ADMINISTRATIVE INFORMATION

Electronic proposals will be received through the BidNet Direct website, www.bidnetdirect.com until **2:00 PM, March 29, 2019**, at which time the proposals will be opened and reviewed, for the following Aspen/Pitkin County Housing Authority project: **Housing Information Management System, (HIMS)**.

Complete proposal packages are available to download from www.bidnetdirect.com. You must be registered to view the RFP documents. There is no charge to register. Call 800-835-4603 if you need assistance registering for free access.

All inquiries about this RFP must be submitted via the BidNet Direct website, www.bidnetdirect.com. Answers are posted online for all interested parties to review and consider. It is the Offeror's responsibility to check the website for Q&As, addendums, and other important information. Offerors may not contact APCA staff with inquires and questions.

The City reserves the right to amend this RFP at any time for our own convenience. If it is amended or altered, an addendum to the RFP will be posted on www.bidnetdirect.com.

Proposal Target Dates:

Item	Date
Proposers' Conference Call and Meeting	March 15, 2019 @ 10:00 AM
Questions Due	March 22, 2019
Question Responses Posted to BidNet	March 25, 2019
Proposal Due	March 29, 2019 @ 2:00 PM
Proposals Reviewed	April 1 – April 5, 2019
Demos and Initial Meetings with Vendors	April 8 - 12, 2019
Notification of Award	April 17, 2019
City Council Approval of Contract	May 13, 2019
Project Start Date	June 3, 2019

1.1 A pre-proposal conference call will be held at 10:00 AM, March 15, 2019.

APCHA HIMS Proposers' Conference Call:

Friday, March 15, 2019 10:00 AM - 12:00 PM MDT

Please join my meeting from your computer, tablet or smartphone.

<https://global.gotomeeting.com/join/366810589>

You can also dial in using your phone.

United States: +1 (646) 749-3112

Access Code: 366-810-589

First GoToMeeting? Let's do a quick system check:

<https://link.gotomeeting.com/system-check>

2. PROJECT BACKGROUND

2.1 Overview

The Aspen Pitkin County Housing Authority, or APCHA (pronounced App-cha) is seeking proposals from qualified vendors to implement a Housing Information Management System (HIMS) for the Authority on behalf of the City of Aspen and Pitkin County. APCHA manages the affordable workforce housing program for the City of Aspen and Pitkin County, including, but not limited to, property management, real estate sales transactions, leasing, and program compliance. HIMS will integrate the major operational components of APCHA into one cohesive information management (enterprise) system with an external user portal.

Proposed solutions should use the Salesforce platform to meet the HIMS requirements. HIMS will be built using the software's native toolset capabilities to the greatest degree possible, whereby minimizing the need for custom code without compromising the requirements. A user community is required for 24/7 access by third parties including citizens who lease, own, or are looking for housing units.

Once developed, HIMS must:

- Streamline all tasks for internal and external system users
- Improve staff efficiency and productivity
- Provide a central data hub for collecting, storing and accessing integrated data
- Integrate with existing systems (Appendix 6)
- Allow citizens to securely perform all activities via a 24/7 self-service community to improve customer service, privacy, and productivity
- Enable mobility for all system functionality including self-service
- Provide extensive reporting and analytics capabilities which are simple to use for non-technical staff and policy makers

Ideally, respondents will have a proven track record in designing, implementing and supporting Salesforce applications for municipal government or public housing authorities. The goal is to build a high-quality fully functional system. Assurances to that end are expected as a part of any proposals and will be incorporated into the final contract.

The requirements and scope contained within are preliminary and are subject to change through the design phase of the project.

2.2 Why HIMS is Needed

In 2011, the Wall Street Journal called Aspen "The Most Expensive Town in America" because of its astronomical average and median housing prices. Aspen remains one of the most expensive

housing markets in the country making it difficult to attract and retain seasonal and year-round labor.

In the 1970s, as Aspen transformed from a little-known ski town into a worldwide destination resort, local leaders anticipated the risk of rising real estate prices, making the community too expensive for all but very wealthy second homeowners. To preempt the increasing scarcity of affordable free market housing, the community created a deed restricted, price-controlled housing market now managed by APCHA.

APCHA is a multi-jurisdictional housing authority under Colorado law. Started in the 1980s, APCHA now oversees the largest affordable workforce housing program in North America relative to population (per capita). The program includes approximately 3,000 deed-restricted housing units (rental and for-sale housing) with an underlying “free market” property value well over \$3 billion.

APCHA was one of the first resort-based workforce housing programs in North America. Its mission is *Strengthening Community through Workforce Housing*. Most housing inventory, outside of seasonal housing, serves permanent residents working and living full-time in Aspen or Pitkin County. The program also serves a variety of working households up to 240% of Area Median Income (AMI). 2018 AMI in Pitkin County was \$107,900 – the highest in Colorado.¹ Because of the wide range of income levels served, APCHA’s housing program is unlike any other in the U.S.

Since the 1980s, APCHA’s inventory has grown exponentially to 3,000 deed restricted units and approximately 6,500 bedrooms. Despite an extensive and diverse inventory, management and oversight of that inventory has been difficult, if not impossible, to monitor and track with any certainty or reliability. APCHA’s systems are mostly outdated and unautomated (i.e. paper-based).

APCHA cannot efficiently or effectively manage the housing program without real-time information and statistics. It is next to impossible to demonstrate the housing program’s value to the community without key performance indicators and data. Automating APCHA is the key to the success and sustainability of the program and will help build accountability and public trust.

The Housing Information Management System (HIMS) is not only intended to transform the way APCHA conducts its day-to-day business but is meant to improve the quality and certainty of information that market participants and policy makers must have to make more informed decisions.

2.3 APCHA Structure & Functions as Related HIMS

APCHA is governed by an intergovernmental agreement (IGA) between the City of Aspen and Pitkin County, Colorado. The APCHA staff are employees of the City of Aspen and include the following immediate internal user count for the Salesforce system:

¹ AMI is based on a four-person household.

1. Executive Director
2. Deputy Director
3. Compliance Manager
4. Business Analyst
5. Sales Administrator/Manager
6. Program Qualifications Specialist
7. Tax Credit Qualifications Specialist
8. Senior Property Manager
9. Assistant Property Manager
10. Maintenance Supervisor
11. Maintenance Technician #1
12. Maintenance Technician #2
13. Maintenance Technician #3
14. Administrative Assistant (Truscott Office)
15. Administrative Assistant (Main Office)

APCHA's responsibilities include:

- Advertising and managing the sale and purchase of deed-restricted affordable housing units as the “transactional broker”
- Advertising and managing City, County, and APCHA-owned affordable rental units, including Low Income Housing Tax Credit (LIHTC) properties
- Advertising available, but privately-owned, deed restricted affordable rental units (i.e. rent controlled units)
- Working with lenders, realtors, title companies, and others involved in the purchase transaction for a deed restricted affordable housing unit
- Determining initial and on-going eligibility and compliance of tenants, owners, and landlords using or operating within affordable housing program
- Developing and implementing affordable workforce housing policies and processes
- Partnering with the City, County and other public/private entities to develop new affordable housing units

Residents of Aspen and Pitkin County who work at least 1500 hours and whose primary residence is in Pitkin County at least nine months out of the year are eligible for workforce housing under APCHA.

A resident's income, net assets, and household size will determine which category and type (size) of housing they qualify for. Multiple applications are often received for every unit and priorities are awarded to certain applicants, mainly those with the longest local work history. An automated

lottery system is used to select qualified purchasers while most qualified renters are selected by landlords/property managers. APCHA averages over twelve hundred new housing applications per year.

For additional information, see:

- APCHA's website - www.apcha.org/sitemap
- The City of Aspen website - www.cityofaspen.com
- Pitkin County website - www.pitkincounty.com

The APCHA Board of Directors provides governance and policy oversight. The Board includes citizen appointees selected by City and County elected officials. The Fifth Amended and Restated IGA under which the Board and Administration currently operates can be found at:

- <https://www.apcha.org/DocumentCenter/View/97/Fifth-Amended-and-Restated-Intergovernmental-Agreement-PDF?bidId=>

The APCHA Employee Housing Guidelines (i.e. Rules and Regulations) will be of interest to proposers. HIMS must embody and assist in the administration of the terms of the Employee Housing Guidelines:

- <https://www.apcha.org/sitepages/pid4.php>

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3. USER COUNT

The system will have approximately 15 internal users comprised of the APCHA staff including:

- 1) Executive Director
- 2) Deputy Director
- 3) Compliance Manager
- 4) Business Analyst
- 5) Sales Administrator/Manager
- 6) Program Qualifications Specialist
- 7) Tax Credit Qualifications Specialist
- 8) Senior Property Manager
- 9) Assistant Property Manager
- 10) Maintenance Supervisor
- 11) Maintenance Technician #1
- 12) Maintenance Technician #2
- 13) Maintenance Technician #3
- 14) Administrative Assistant (Truscott Office)
- 15) Administrative Assistant (Main Office)

The external community users will include:

- 1) The public (e.g. applicants and media)
- 2) Current users (owners and renters)
- 3) Property managers or landlords of properties not managed directly by APCHA
- 4) Businesses (e.g. businesses looking for workforce housing or contractors doing business with APCHA)

APCHA anticipates anywhere between 20,000 – 30,000 external logins per year. However, it is unknown how many external users would use the system. APCHA's goal is for every customer to use its system.

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4. PROPOSAL SUBMISSION

Offerors must submit proposals via the Bidnet site. The following instructions provide specific information for submitting your proposal. Failure to follow instructions may result in disqualification.

Proposals must be compiled into a single PDF or Word document and submitted on the BidNet Direct website, www.bidnetdirect.com. The document must be named using the company name, City project number and project name. For example: John Doe Company 2019-091 HIMS.

Proposals must be submitted by 2:00 PM MST, March 29, 2019 to be considered. If you are new to BidNet Direct, please allow ample time to upload your proposal.

If you experience any issues uploading your response, please call 1-800-835-4603. The City will not accept faxed or emailed proposals.

The City and APCHA reserve the right to reject any or all Proposals or accept what is, in its judgment, the Proposal which is in APCHA's best interests. The City further reserves the right, in the best interests of APCHA, to accept a late submittal or to waive any technical defects or irregularities in any and all Proposals submitted.

Pursuant to the Colorado Open Records Act, C.R.S. Section 24-72-200.1 (CORA), any and all of the documents that are submitted to the City of Aspen may be deemed public records subject to examination and inspection by third parties. The City of Aspen and APCHA reserve the right, at their sole discretion, to release for inspection or copying any document, plan, specification, proposal or other writing submitted pursuant to this request.

5. EVALUATION AND SELECTION PROCESS

A selection committee comprised of APCHA, City, and County staff, a project committee of subject matter experts, and the RFP coordinator will evaluate proposals. Proposals must be responsive to the requirements of the RFP and complete for consideration. Proposals deemed incomplete or non-responsive will not be evaluated and will be removed from further consideration.

Evaluators will consider how well the vendor's proposed solution meets the requirements of APCHA as described in this document. Responses must be clear and complete. APCHA may require finalists to participate in an interview and product demonstration. The selection committee reserves the right to conduct independent research and use subject matter experts to evaluate responses and proposed solutions.

A discussion may be conducted with responsible offerors with Proposals determined to be reasonably qualified for award for get further clarification to assure full understanding of, and responsiveness to, the solicitation requirements. The APCHA reserves the right to reject any or all Proposals or accept what is, in its judgment, the Proposal which is in the APCHA's best interest.

The following criteria and weights will be applied in selecting a successful vendor:

- Company reputation and relevant experience: 20%
- Strength of proposed project team: 20%
- Project approach and management: 20%
- Software solution/functionality: 20%
- Value for price: 20%

Company reputation and relevant experience: Number of years of experience on other similar projects; demonstrated success with similar projects; reference feedback; company stability.

Strength of proposed project team: Project manager and staff assigned to project; experience and qualifications; resource sufficiency (level of staffing); staff availability during the project term.

Project approach and management: Project management; understanding of goal and requirements; methodology; post implementation maintenance and support; schedule and workplan; functionality; system and user documentation; testing, training and knowledge transfer; and warranty.

Software solution/functionality: System analysis and requirements: overarching system; housing management; customer portal; compliance, enforcement and watchlist; sales, finance, reporting, data conversion, integration, and GIS.

Value for price: Overall value when looking at total price, match to requirements, and overall proposal offering. **Note:** May not be the lowest cost proposal.

6. APCHA OWNER'S REPRESENTATIVE

APCHA hired an Owner's Representative (Antero Inc.) to help define requirements and build this RFP. Antero is a certified Silver Salesforce consulting partner. All submitted proposals will be considered public record and reviewed by the selection committee and various subject matter experts, including Antero. If necessary, APCHA reserves the right to retain Antero to represent APCHA as part of the ongoing project team to provide professional guidance, project management, and general Salesforce knowledge.

7. REQUIRED PROPOSAL RESPONSE FORMS

The following sections provide templates for Forms A-S below. Vendors must structure their responses in the following manner and include all forms (A-S) in their responses:

- A. Cover Letter
- B. Company Qualifications
- C. Acceptance of Terms and Conditions
- D. General Vendor Information
- E. Customer Reference Form
- F. Solution Overview
- G. Project Methodology
- H. Project Management Approach
- I. Systems Analysis & Requirements Design & Architecture Approach
- J. Data Conversion Approach
- K. Integrations Approach
- L. Testing Approach
- M. Training and Knowledge Transfer Approach
- N. Details on System & User Documentation
- O. Detailed Requirements Response
- P. Initial Warranty Description
- Q. Post Implementation Maintenance and Support Services Description
- R. Project Schedule, and Preliminary Work Plan
- S. Cost and Fee Proposal for Project

FORM A: COVER LETTER

All proposals must include a cover letter signed by an official of the business who is legally authorized to bind the applicant to both its proposal and cost schedule.

At a minimum, the cover letter must contain the following statements and information:

- Acknowledge “all of the documents that are submitted may be deemed public records subject to examination and inspection by third parties pursuant to the Colorado Open Records Act, C.R.S. Section 24-72-200.1 (CORA). APCA and the City of Aspen reserve the right, at its sole discretion, to release for inspection or copying any document, plan, specification, proposal or other writing submitted pursuant to this request”.
- Proposal and cost schedule shall be valid and binding for ONE HUNDRED EIGHTY (180) days following the proposal due date.
- Company name, address, website, and telephone number of the vendor submitting the proposal.
- Name, title, address, e-mail address, and telephone number of the person or persons who are authorized to represent the vendor and to whom correspondence should be directed.
- Proposals must state the proposer’s federal and state taxpayer identification numbers.

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FORM B: COMPANY QUALIFICATIONS

Provide an executive summary of no more than four (4) pages. The summary should include at a minimum:

- An overview of your firm's proposed solution
- The vendor's unique qualifications to perform the work

As an attachment/addendum, offerors may provide a preliminary architecture diagram for the requirements listed. APCHA recognizes this diagram is subject to change based upon the finalization of the requirements.

Finally, provide details on the proposed project team including the following:

- The anticipated members that will be part of the project team, their roles and a description of what they will be responsible for on the project.
- Where the project team members are located and if any resources that will be used are off-shore or sub-contractors.
- Specific individuals and resumes for project team members. APCHA recognizes that project staffing is dependent upon the timeline of a signed contract. APCHA would expect that if a resource needs to be replaced that it is done so with a person of equivalent skill set and resume.

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FORM C: ACCEPTANCE OF TERMS AND CONDITIONS

2019-50477-2 Housing Information Relationship Management System & Customer Portal

Name: _____

Address: _____ City: _____ State: _____

Zip: _____

Telephone: _____ E-Mail: _____

The undersigned hereby affirms that:

- ◆ Is a duly authorized agent of the offeror;
- ◆ Has read the Request for Proposals documents including the Terms and Conditions and Legal sections that outline the legal and contractual basis for participating in the City of Aspen’s procurement process and doing business with APCA.
- ◆ The Proposal is being offered independently of any other Proposer and in full compliance with the collusive prohibitions specified in the request for proposal documents; and
- ◆ Offeror will accept any awards made to it because of this solicitation for a minimum of one hundred and eighty (180) calendar days following the specified due date and time of this Request for Proposal opening.

By: _____
Signature Date

Printed Name Title

FORM D: GENERAL VENDOR INFORMATION

Provide the following information for the offeror and any partners or subcontractors of the offeror who will be working on this project:

Corporate Name	
Federal Employer Identification Number (EIN)	
State of Incorporation	
Years in Business	
Total Number of Employees	
Address of Colorado Office (if applicable)	

In addition, please provide the following details:

1. Where is the location of the office that will provide the project manager and senior staff for this project?
2. If the vendor has had a contract terminated for default during the past five years, all such incidents must be described. Termination for default is defined as notice to stop performance due to the vendor's nonperformance or poor performance; and the issue was either (a) not litigated or (b) litigated, and such litigation determined the vendor to be in default.
 - a. Submit full details of all terminations for default experienced by the vendor during the past five years, including the other party's name, address, and telephone number. Present the vendor's position on the matter. The City and/or APCHA will evaluate the facts and may, at their sole discretion, reject the vendor's proposal if the facts discovered indicate that completion of a contract resulting from this RFP may be jeopardized by selection of the vendor.
 - b. If no such terminations for default have been experienced by the vendor in the past five years, state so in the proposal in this section.
3. If the vendor has had a contract terminated for convenience, nonperformance, non-allocation of funds, or any other reason which termination occurred before completion of the contract during the past five years, describe fully all such terminations, including the name, address, and telephone number of the other contracting party.
4. Be prepared to provide, but do NOT include as a part of the BidNet submission, a copy of the company's annual report for the past two years and the current year-to-date. Should this information be requested, the City's procurement officer will provide instructions on how to submit it separately, such that confidentiality is maintained. Such a request may include audited financial statements (meaning a Certified Public Accountant has audited

the financial statements and related footnotes and has expressed an opinion regarding the information audited). If subcontractors or partners are included on the project, proposers may be asked to include this information for each. Should proposers wish to provide a non-confidential summary of financial qualifications as a part of their submissions through BidNet, they may do so.

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FORM E: COMPANY REFERENCES

For Section E of your proposal, provide the information below for three (3) to five (5) references where you have implemented similar solutions to that proposed ideally other government agencies. Provide the information below for each reference:

Organization Name	
Organization's Website	
Organization's Address	
References Name	
Reference's Job title	
Reference's Direct Phone	
Reference's Email Address	
Description of Project Completed	
Project Start & End Dates	

[Remainder of page intentionally left blank]

FORM F: SOLUTION OVERVIEW

Please provide a summary of the overall solution your company is proposing. This section should be at most one (1) page long and provide a brief description of:

- The overall components that will comprise the system
- A description of what each component is intended for
- Any high-level details that will help the APCHA selection committee understand the solution the Offeror is recommending
- Should include all products, 3rd Party Apps or plug-in's that are used as part of the overall project.

[Remainder of page intentionally left blank]

FORM G: OFFEROR'S PROJECT METHODOLOGY & APPROACH

Please provide details on your overall project methodology. The response should include details pertaining to:

- The phases of the project and a detailed description of the phase
- Tasks that are completed during each phase of the project
- Description of what the Offeror does during the phase and what APCA does during the phase.

[Remainder of page intentionally left blank]

FORM H: PROJECT MANAGEMENT APPROACH

Provide details pertaining to your project management methodologies and approach including:

- Communication plans and how the Offeror will communicate throughout the project with APCHA
- Key project management processes
- Risk Mitigation methodology
- Status Reports and/or Status Calls
- General project management approach
- How project quality, budget & schedule will be monitored and maintained

[Remainder of page intentionally left blank]

FORM I: ANALYSIS, REQUIREMENTS DESIGN & ARCHITECTURE APPROACH

APCHA has undergone an initial discovery phase to gather and consolidate the requirements as seen in Section 9. APCHA fully anticipates the Offeror completing a “Design” phase of the project to further develop these requirements and to design/architect the requirements. Provide details on how you will approach the “Design” phase including:

- Offeror’s approach to conducting user interviews and gathering the details needed. Be as specific as possible outlining how many rounds of interviews are expected/included in the proposal.
- Documentation that will be completed as part of this Design (ex: Technical or Functional Specifications, Process Flows, etc.). Please be explicit about what the different documents entail and which documents APCHA will be responsible for signing off on.

[Remainder of page intentionally left blank]

FORM J: DATA CONVERSION APPROACH

APCHA requires conversion of existing data into the new platform. The Offeror is required to provide professional services in this area to convert historical data to the format required by your system and validate it to confirm the conversion was done correctly. Please include details in your response pertaining to:

- Approach for data conversion
- What is expected of the APCHA team during this process verse the role of the Offeror
- How data validation occurs

It is expected that this may be an iterative process and require close collaboration between your Vendor and APCHA staff.

[Remainder of page intentionally left blank]

FORM K: INTEGRATIONS APPROACH

APCHA requires integration between HIMS and multiple third-party applications. Integration requirements are contained in Appendix 6. Provide details on your approach to integrations including:

- How the Offeror approaches testing the integrations and ensuring the integrations are working 100% at go live.
- How the Offeror plans to develop the integrations (e.g. web services, 3rd Party Tools, etc.) Please be specific for each integration listed in Appendix 6 as to how the integration is handled as part of the proposal. The cost tables must include license costs for any third-party tools or middleware that is needed to perform the integration.

[Remainder of page intentionally left blank]

FORM L: TESTING APPROACH

Proposal responses must include your company's:

- Internal testing methodology and standards prior to releasing code or the system to APCHA.
- User Acceptance Testing (UAT) methodology including how many rounds of testing are permitted, what types of defects or updates are allowed during the user testing phase, and any assumptions that are made around testing.

[Remainder of page intentionally left blank]

FORM M: TRAINING AND KNOWLEDGE TRANSFER APPROACHES

APCHA realizes that even the best systems will fail if users are not trained well and/or if the users do not adopt the system. APCHA desires internal users to be trained on the system. As part of your response provide details on:

- The Offeror's training methodology
- What training structures are recommended
- Who provides the training
- What type of training is included in the proposal & how is it broken down by different users
- What type of documentation is used to support training and any assumptions made around the hours included in the response to create documentation.

APCHA would also like guidance on the best strategy and approach for training and communicating to the community users. APCHA will be responsible for performing the training and the communication for the external community.

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SECTION N: SYSTEM & USER DOCUMENTATION DETAILS

Instead of formal, written user documentation, APCHA's prefers a series of short, recorded how-to videos.

Provide details on the system & user documentation that are included as part of the proposal. At a minimum the proposal should include time for:

- A technical and functional specification with details on how the system is built that is completed as part of the requirements/definition phase.

[Remainder of page intentionally left blank]

SECTION O: DETAILED REQUIREMENTS RESPONSE

HIMS requirements are contained in Appendices 1-9. The Offeror must complete each appendix in its entirety to provide APCA with the information it needs to understand whether the offeror understands and can meet the requirements. In this section of the proposal, insert the lists of the requirements, with your Code descriptions as described in this section. This includes your code descriptions for each element of the following:

- Appendix 1: Overarching System Requirements
- Appendix 2: Housing Management Requirements
- Appendix 3: Compliance, Enforcement & Watchlist Requirements
- Appendix 4: Sales Requirements
- Appendix 5: Integration Requirements
- Appendix 6: Data Migration Requirements
- Appendix 7: Finance Requirements
- Appendix 8: Reporting Requirements

A **WEIGHT** has been supplied to indicate the level of relative importance for each requirement. This is a draft of relative importance and may be subject to change. A final prioritization will be developed as a part of requirements gathering during the project.

The meaning of the relative weights is given below:

	Weight	Meaning
Requirements Weighting Protocol	5	Must Have
	3	Like to Have – Willing to skip if budget does not permit it.

For each requirement listed in the Appendices, the Offeror **MUST** provide the following code description:

Item	Description
Code	Indicate if the requirement will be handled by: O – Out-of-box functionality that does not require any modification to the system including code or configuration. C – Requirement will be met by configuration using standard tools in the application. No custom code or custom development effort is required. D – Requirement will be met using custom code or custom development. A – Requirement will be handled using a 3 rd party application or add-on. X – The requirement is either not possible or is not a part of The Offeror’s response and is not included in the proposal cost. Y - Other

Included (Y/N)	Indicate if the requirement is handled by The Offeror’s response AND included as part of the cost estimates. A “Y” indicates the requirement is handled and the cost for implementation has been included as part of the cost section. A “N” indicates the requirement will not be implemented as part of The Offeror’s proposal and is not included as part of the Cost section.
Comments	Provide details about the proposed solution and any assumptions made. If configuration or custom development is proposed, include details about the specific tools or development that is included or any major exclusions or assumptions. Provide samples or screenshots as necessary.

The following provides a brief description of each Appendix and its related requirements:

Appendix 1: Overarching System Requirements

System requirements that are not specific to an individual functional area. For community related requirements, a few examples of other projects include:

San Francisco’s Dahlia Housing Project – <https://housing.sfgov.org/>

Tenderloin Housing Clinic - <https://www.thclinic.org>

Bridge Housing - <https://www.bridgehousing.com>

Jackson Hole Employee Housing - <https://www.jacksonhole.com/employee-housing.html>

Note: These examples are not meant to showcase exactly what APCHA desires, but rather provide insight into the types of portals/communities and functionality that are being considered.

Appendix 2: Housing Management Requirements

Requirements specific to the housing management functionality of APCHA.

Appendix 3: Compliance, Watchlist and Enforcement Requirements

Requirements specific to the compliance and enforcement of the rental and ownership properties. Ensuring overall compliance and the efficient use of workforce housing is an important APCHA mandate.

Appendix 4: Sales Requirements

Requirements specific to the buying and selling of APCHA properties.

Appendix 5: Integrations Requirements

Requirements specific to the integrations requested by APCHA.

Appendix 6: Data Migration Requirement

Requirements specific to the data migration required by APCHA.

Appendix 7: Finance Requirements

Requirements related to the integration of Oracle Fusion (the City of Aspen's new ERP system as of January 2017) and online payment processing.

Appendix 8: Reporting Requirements

Requirements related to reporting

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SECTION P: INITIAL WARRANTY DESCRIPTION

Offerors must describe the warranty offered for their professional services and for the software, including the items covered by the warranty and the proposed term of the warranty. Warranty items and terms may be negotiated once a vendor is selected. Include what features or services are included and for what time period. If more than one party is included as a part of the offer, clearly delineate which party is responsible for which portions of the warranty.

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SECTION Q: POST IMPLEMENTATION MAINTENANCE AND SUPPORT SERVICES

Describe the provisions of the proposed annual maintenance and support services (annual support contract). Include what features or services are included, and for what time period. Describe the level of service and turnaround times associated with different types of system issues (emergency, important, etc.). If more than one party is included as a part of the offer, clearly delineate which party is responsible for which portions of the post-go live annual support. As well, describe past annual price rate increase for annual support and future anticipated annual increases in rates.

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SECTION R: PROPOSED PROJECT SCHEDULE AND PRELIMINARY WORKPLAN

Provide a detailed project implementation plan that includes:

- Timeline for the overall project
- A schedule of all major tasks
- A table listing proposed labor hours for all major tasks
- A brief description of each major task and its associated key deliverables

Please provide a copy of a project management plan from a like-sized customer from a previous project for comparison.

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SECTION 5: COST & FEE PROPOSAL

Please complete the following fee tables:

- **Table 1 – Software License, Support & Maintenance Summary** – Provide details on all software licenses including all 3rd party applications, middleware or tools necessary to complete the project. Also include the cost of any annual maintenance or support.
- **Table 2 - Cost Broken Down by Project Phase** - Break down the overall cost of the services by project phase. The cost reflected in the “Total” row should reflect the total implementation cost for services by the Offeror.
- **Table 3 - Cost/Hours by Project Resources** - Break down the project implementation cost by resource. Supply the total hours included for each resource and the hourly rate. The total hours from Table 2 and Table 3 should match. If there is a discrepancy, please provide the explanation for the difference.
- **Table 4 – Detailed Implementation Breakdown** - The following table breaks the implementation cost down to provide APCHA the ability to determine the ROI of the requested components. APCHA will use this table to understand how removing or delaying certain components of the project could impact budget.

Table 1 - Software Licenses, Data Storage & Support/Maintenance Fees

Provide details on all software licenses including all 3rd party applications, middleware or tools necessary to complete the project. Also include the cost of any annual maintenance or support.

Item	1 Year Cost	3 Year Cost (if APCHA were to sign a 3-year contract)
Salesforce Licenses – Internal APCHA Users		
Salesforce Licenses – External Community Licenses		
3 rd Party Application Licenses or add-in’s		
Middleware, Data Migration or Integration tool Licenses		
Data Storage – Indicate how much storage is included and costs for additional storage		
Annual Maintenance or Support		
Other (please describe):		
Total		

Table 2 - Cost Broken Down by Project Phase

Break down the overall cost of the project by project phase. The cost reflected in the “Total” row should reflect the total implementation cost for services by the Offeror.

Person / Title	Hours	Cost
Design/Requirements		
Build/Implementation		
Testing (offeror’s testing)		
User Testing (APCHA UAT)		
Training & Documentation		
Go Live		
Post Deployment Support		
Project Management		
Other (please describe)		
Total Project Cost & Hours		

Table 3 - Cost/Hours by Project Resources

Break down the project implementation cost by resource. Supply the total hours included for each resource and the hourly rate. The total hours from Table 2 and Table 3 should match. If there is a discrepancy, please provide the explanation for the difference.

Person / Title	Hours	Hourly Rate
Project Manager		
Analyst		
Developer		
Tester/QA		
Architect		
Other (please specify as needed)		
Total Project Hours		

Table 4 – Detailed Implementation Breakdown

The following table breaks the implementation cost down to provide APCHA the ability to determine the ROI of the requested components. APCHA will use this table to understand how removing or delaying certain components of the project could impact budget.

Implementation Component	Hours	Cost	Notes
Total Cost for All Requirements that are marked as a Level '5' or Must Have.			
Total Cost for All Requirements that are marked as a Level '3' or Nice to Have			
Cost for all Data Migration			
Cost for Oracle Fusion Integration			
Cost for Municipay Integration			
Cost for Laserfiche Integration			
Cost for integration with the City of Aspen's Permitting & Licensing System (built on Salesforce/BasicGov)			
Cost for ESRI GIS Integration			

8. TERMS AND CONDITIONS

1. The Contract Documents for this project shall consist of the following documents:
 - A. Request for Proposals (Public Notice and Letters to Potential Offerors)
 - B. Instructions to Offerors
 - C. Addenda, if any
 - D. Proposal submitted by Offeror
 - E. Qualification Form, if any
 - F. Notice of Intent to Award
 - G. Agreement
 - H. Scope of Work, if not set forth in the Request for Proposals
 - I. Notice to Proceed
2. Information contained in the Contract Documents, as completed during the contract award process, shall be the basis for the Proposals, and nothing shall be deemed to change or supplement this basis except for written revisions to the above documents issued by the City of Aspen.
3. The City and/or APCHA reserves the right to reject any or all Proposals or accept what is, in its judgment, the Proposal which is in the best interest of APCHA. The City and/or APCHA further reserve the right, in the best interests of APCHA, to waive any technical defects or irregularities in any and all Proposals submitted, and to negotiate contract terms with the Successful Offeror, and the right to disregard all nonconforming, nonresponsive or conditional Proposals. Discrepancies between words and figures will be resolved in favor of words. Discrepancies between the indicated sum of any column of figures and the correct sum thereof will be resolved in favor of the correct sum.
4. The parties acknowledge and agree that, to the extent the Offeror develops or uses any software code, configuration or other customization as part of the Services or Deliverables, APCHA shall retain ownership of the intellectual property rights thereto, including, without limitation, all copyrights to such software code.
5. The cost of proposal preparation shall be borne solely by the persons or entities submitting proposals.
6. The following procedures or steps shall be adhered to after the issuance or publication of Request for Proposals:
 - A. Reference is made to the Request for Proposals to determine if a pre-Proposal conference will be scheduled, and if so, where and when. If a pre-Proposal conference is scheduled, attendance at the pre-Proposal conference is

mandatory unless prior authorization is given by the City. The costs of attendance at a pre-Proposal conference shall be borne entirely by the Offeror.

- B. Reference is made to the Request for Proposals to determine how complete Proposal Packages may be obtained.
- C. Before submitting a Proposal, each Offeror must (a) examine the Contract Documents thoroughly, (b) visit the site, if any, to familiarize her/himself with local conditions that may in any manner affect cost, progress or performance of the Work, (c) familiarize her/himself with federal, state and local laws, ordinances, rules and regulations that may in any manner affect costs, progress or performance of the Work; (d) familiarize her/himself with the unique weather conditions of the City of Aspen and APCHA and surrounding area that may affect costs, progress or performance of Work; and (e) study and carefully correlate Offeror's observations with the Contract Documents.
- D. Proposals shall be submitted at the time and place indicated in the Request for Proposals and shall be submitted electronically or according to directions in the Request for Proposal. Proposals submitted by facsimile machine (FAX) or email shall not be accepted or considered.
- E. Reference is made to the Request for Proposals for any Proposal Forms that may be required to be completed as part of the Proposal. Proposal Forms, if any are required, must be completed in ink or by a printer/typewriter. The Proposal price must be stated in words and numerals on each form; in case of a conflict, words will take precedence. Proposals by corporations must be executed in the corporate name by the president or a vice-president (or other corporate officer accompanied by evidence of authority to sign) and the corporate seal must be affixed and attested by the secretary or an assistant secretary. The corporate address and state of incorporation shall be shown below the signature. Proposals by partnerships must be executed in the partnership named and signed by a partner, whose title must appear under the signature and the official address of the partnership must be shown below the signature.
- F. Proposals may be modified or withdrawn by an appropriate document duly executed (in the manner that a Proposal must be executed) and delivered to the place where Proposals are to be submitted at any time prior to the opening of Proposals. If, within twenty-four (24) hours after Proposals are opened, any Offeror files a duly signed written notice with the City of Aspen and APCHA and promptly thereafter demonstrates to the reasonable satisfaction of the City of Aspen and APCHA that there was a material and substantial mistake in the preparation of her/his Proposal, that the Offeror may withdraw her/his

Proposal and the Proposal Security, if required, will be returned. Thereafter that Offeror shall be disqualified from submitting a Proposal.

- G. At the place, date and time fixed for opening Proposals, all Proposals received prior to that time shall be opened and reviewed. All Proposals shall remain open for a period of one hundred eighty (180) days.
- H. The City shall then evaluate each Proposal in the best interests of the City of Aspen. The proposals shall be evaluated to determine which are the most advantageous to the City of Aspen and APCHA taking into consideration price, the evaluation factors set forth at Section 3-14(f) of the Aspen Municipal Code, and any factors set forth in the Request for Proposals.
- I. Prior to accepting a Proposal, the City may decide to interview one or more Offerors to negotiate final contract terms for inclusion in the Agreement.
- J. To demonstrate qualifications to perform the Work, each Offeror must be prepared to submit within five (5) days of a request, financial data, previous experience or evidence of authority to conduct business in the state of Colorado. Notwithstanding any language to the contrary contained in any Request for Proposals, professionals shall not be required to divulge any information they deem to be confidential regarding previous clients, work performed, or cost of said previous work. The request, if any, for financial data is intended solely to help assess the professional's capacity and qualifications to work for the City.
- K. Upon determining the successful Offeror, the City of Aspen and APCHA shall send to the Successful Offeror a *Notice of Intent to Award* notifying the recipient of the City's acceptance of the Offeror's Proposal, subject to successful negotiations, the City Manager and/or City Council approval of the Contract Documents. The Notice of Intent to Award shall also forward to the presumptive Successful Offeror a copy of the Agreement with instructions to execute and return the same to the City within ten (10) days or risk having their Proposal declared abandoned. If the proposed Agreement shall be for an amount in excess of \$50,000.00, the City Council at its next regularly scheduled meeting following receipt by the City of the duly executed copies of the Agreement shall be asked to consider approval of the Agreement and authorize the Mayor of the City of Aspen and APCHA to execute the same. If the proposed Agreement shall be in an amount equal to or less than \$50,000.00 the City Manager shall be asked to consider approval of the Agreement by executing the same.
- L. Upon receipt of all documents required by the Notice of Intent to Award and upon approval of the Agreement by the City Council or City Manager, the

Successful Offeror shall be sent a *Notice to Proceed* along with a copy of the Agreement duly executed by the City Manager or Mayor of the City of Aspen.

7. All purchases of supplies or materials shall not include Federal Excise Taxes or Colorado State or local sales or use taxes. The City of Aspen's State of Colorado tax identification number is 98-04557. The City of Aspen's Federal Tax Identification Number is 84-6000563.
8. There are specific indemnity and insurance requirements which the Successful Offeror must comply with prior to the start of Work for this project. These requirements are set forth in detail in the Agreement.
9. The submission of a Proposal will constitute an incontrovertible representation by the Offeror that he has complied with every requirement of these instructions and that the Contract Documents are sufficient in scope and detail to indicate and convey understanding of all terms and conditions for performance of the Work.
10. All questions about the meaning or intent of the Contract Documents shall be submitted to Purchasing or as indicated in the Request for Proposal. Replies will be issued by Addenda posted on the City's designated website for publishing solicitations for all interested parties to review and consider. Questions received after the indicated due date and time will not be answered. Only questions answered by formal written Addenda will be binding. Oral and other interpretations or clarifications will be without legal effect.
11. By submitting an offer or bid, Professional certifies and represents that at this time:
 - (i) Professional shall confirm the employment eligibility of all employees who are newly hired for employment in the United States; and
 - (ii) Professional has participated or attempted to participate in the Basic Pilot Program in order to verify that it does not employ illegal aliens as required by CRS 8-17.5-101 and 24-76.5-101, Public Law 156, 108th Congress administered by the United States Department of Homeland Security.
12. Pursuant to the Colorado Open Records Act, C.R.S. Section 24-72-200.1 (CORA), any and all of the documents that are submitted to the City of Aspen may be deemed public records subject to examination and inspection by third parties. The City of Aspen reserves the right, at its sole discretion, to release for inspection or copying any document, plan, specification, proposal or other writing submitted pursuant to this request.
13. The City reserves the right to reject any or all Proposals or accept what is, in its judgment, the Proposal which is in the City's best interest. The City further reserves the right, in the best interests of the City, to accept a late submittal or to waive any technical defects or irregularities in any and all Proposals submitted.

14. Discussion may be conducted with responsible offerors who submit Proposals determined to be reasonably susceptible to be selected for award for purpose of clarification to assure full understanding of, and responsiveness to the solicitation requirements.
15. Terms that shall be included in the final Agreement with the successful supplier are listed in Section 8. You must familiarize yourself with the terms and conditions before submitting a proposal. By submitting a proposal, you agree to accept these terms and conditions of the City/APCHA procurement process and the legal contractual parameters included in Section 9. Terms for Inclusion in Final Agreement without change.

9. Terms for Inclusion in Final Agreement

Completion of Work. Work shall commence immediately upon receipt of a written Notice to Proceed from the City and complete all phases of the Scope of Work as expeditiously as is consistent with professional skill and care and the orderly progress of the Work in a timely manner. Upon request of the City, Professional shall submit, for the City's approval, a schedule for the performance of Professional's services which shall be adjusted as required as the project proceeds, and which shall include allowances for periods of time required by the City's project manager for review and approval of submissions and for approvals of authorities having jurisdiction over the project. This schedule, when approved by the City, shall not, except for reasonable cause, be exceeded by the Professional.

Payment. In consideration of the work performed, City shall pay Professional on a time and expense basis for all work performed. The compensation for work performed by Professional shall not exceed those established in the agreement or appended hereto. Professional shall submit, in timely fashion, invoices for work performed. The City shall review such invoices and, if they are considered incorrect or untimely, the City shall review the matter with Professional within ten days from receipt of the Professional's bill.

Non-Assignability. Both parties recognize that this Agreement is one for personal services and cannot be transferred, assigned, or sublet by either party without prior written consent of the other. Sub-Contracting, if authorized, shall not relieve the Professional of any of the responsibilities or obligations under this Agreement. Professional shall be and remain solely responsible to the City for the acts, errors, omissions or neglect of any subcontractors' officers, agents and employees, each of whom shall, for this purpose be deemed to be an agent or employee of the Professional to the extent of the subcontract. The City shall not be obligated to pay or be liable for payment of any sums due which may be due to any sub-contractor.

Termination of Services. The Professional or the City may terminate the Professional Services component of this Agreement, without specifying the reason therefor, by giving notice, in writing, addressed to the other party, specifying the effective date of the termination. No fees shall be earned after the effective date of the termination. Upon any termination, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs, reports or other material prepared by the Professional pursuant to this Agreement shall become the property of the City. Notwithstanding the above, Professional shall not be relieved of any liability to the City for damages sustained by the City by virtue of any breach of this Agreement by the Professional, and the City may withhold any payments to the Professional for the purposes of set-off until such time as the exact amount of damages due the City from the Professional may be determined.

Independent Contractor Status. It is expressly acknowledged and understood by the parties that nothing contained in this agreement shall result in, or be construed as establishing an employment relationship. Professional shall be, and shall perform as, an independent Contractor who agrees to use his or her best efforts to provide the said services on behalf of the City. No agent, employee, or servant of Professional shall be, or shall be deemed to be, the employee, agent or servant of the City. City is interested only in the results obtained under this contract. The manner and means of conducting the work are under the sole control of Professional. None of the benefits provided by City to its employees including, but not limited to, workers' compensation insurance and unemployment insurance, are available from City to the employees, agents or servants of Professional. Professional shall be solely and entirely responsible for its acts and for the acts of Professional's agents, employees, servants and subcontractors during the performance of this contract. Professional shall indemnify City against all liability and loss in connection with, and shall assume full responsibility for payment of all federal, state and local taxes or contributions imposed or required under unemployment insurance, social security and income tax law, with respect to Professional and/or Professional's employees engaged in the performance of the services agreed to herein.

Indemnification. Professional agrees to indemnify and hold harmless the City, its officers, employees, insurers, and self-insurance pool, from and against all liability, claims, and demands, on account of injury, loss, or damage, including without limitation claims arising from bodily injury, personal injury, sickness, disease, death, property loss or damage, or any other loss of any kind whatsoever, which arise out of or are in any manner connected with this contract, to the extent and for an amount represented by the degree or percentage such injury, loss, or damage is caused in whole or in part by, or is claimed to be caused in whole or in part by, the wrongful act, omission, error, professional error, mistake, negligence, or other fault of the Professional, any subcontractor of the Professional, or any officer, employee, representative, or agent of the Professional or of any subcontractor of the Professional, or which arises out of any workmen's compensation claim of any employee of the Professional or of any employee of any subcontractor of the Professional. The Professional agrees to investigate, handle, respond to, and to provide defense for and defend against, any such liability, claims or demands at the sole expense of the Professional, or at the option of the City, agrees to pay the City or reimburse the City for the defense costs incurred by the City in connection with, any such liability, claims, or demands. If it is determined by the final judgment of a court of competent jurisdiction that such injury, loss, or damage was caused in whole or in part by the act, omission, or other fault of the City, its officers, or its

employees, the City shall reimburse the Professional for the portion of the judgment attributable to such act, omission, or other fault of the City, its officers, or employees.

Professional's Insurance.

(a) Professional agrees to procure and maintain, at its own expense, a policy or policies of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by the Professional pursuant to Section 8 above. Such insurance shall be in addition to any other insurance requirements imposed by this contract or by law. The Professional shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to Section 8 above by reason of its failure to procure or maintain insurance, or by reason of its failure to procure or maintain insurance in sufficient amounts, duration, or types.

(b) Professional shall procure and maintain, and shall cause any subcontractor of the Professional to procure and maintain, the minimum insurance coverages listed below. Such coverages shall be procured and maintained with forms and insurance acceptable to the City. All coverages shall be continuously maintained to cover all liability, claims, demands, and other obligations assumed by the Professional pursuant to Section 8 above. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage.

(i) *Workers' Compensation* insurance to cover obligations imposed by applicable laws for any employee engaged in the performance of work under this contract, and *Employers' Liability* insurance with minimum limits of ONE MILLION DOLLARS (\$1,000,000.00) for each accident, ONE MILLION DOLLARS (\$1,000,000.00) disease - policy limit, and ONE MILLION DOLLARS (\$1,000,000.00) disease - each employee. Evidence of qualified self-insured status may be substituted for the Workers' Compensation requirements of this paragraph.

(ii) *Commercial General Liability* insurance with minimum combined single limits of TWO MILLION DOLLARS (\$2,000,000.00) each occurrence and TWO MILLION DOLLARS (\$2,000,000.00) aggregate. The policy shall be applicable to all premises and operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, independent contractors, products, and completed operations. The policy shall contain a severability of interests provision.

(iii) *Comprehensive Automobile Liability* insurance with minimum combined single limits for bodily injury and property damage of not less than ONE MILLION DOLLARS (\$1,000,000.00) each occurrence and ONE MILLION DOLLARS (\$1,000,000.00) aggregate with respect to each Professional's owned, hired and non-owned vehicles assigned to or used in performance of the Scope of Work. The policy shall contain a severability of interests provision. If the Professional has no owned automobiles, the requirements of this Section shall be met by each employee of the Professional providing services to the City under this contract.

(iv) *Professional Liability* insurance with the minimum limits of ONE MILLION DOLLARS (\$1,000,000) each claim and ONE MILLION DOLLARS (\$1,000,000) aggregate.

(c) The policy or policies required above shall be endorsed to include the City and the City's officers and employees as additional insureds. Every policy required above shall be primary insurance, and any insurance carried by the City, its officers or employees, or carried by or provided through any insurance pool of the City, shall be excess and not contributory insurance to that provided by Professional. No additional insured endorsement to the policy required above shall contain any exclusion for bodily injury or property damage arising from completed operations. The Professional shall be solely responsible for any deductible losses under any policy required above.

(d) The certificate of insurance provided to the City shall be completed by the Professional's insurance agent as evidence that policies providing the required coverages, conditions, and minimum limits are in full force and effect, and shall be reviewed and approved by the City prior to commencement of the contract. No other form of certificate shall be used. The certificate shall identify this contract and shall provide that the coverages afforded under the policies shall not be canceled, terminated or materially changed until at least thirty (30) days prior written notice has been given to the City.

(e) Failure on the part of the Professional to procure or maintain policies providing the required coverages, conditions, and minimum limits shall constitute a material breach of contract upon which City may immediately terminate this contract, or at its discretion City may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by City shall be repaid by Professional to City upon demand, or City may offset the cost of the premiums against monies due to Professional from City.

(f) City reserves the right to request and receive a certified copy of any policy and any endorsement thereto.

(g) The parties hereto understand and agree that City is relying on, and does not waive or intend to waive by any provision of this contract, the monetary limitations (presently \$350,000.00 per person and \$990,000 per occurrence) or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, Section 24-10-101 *et seq.*, C.R.S., as from time to time amended, or otherwise available to City, its officers, or its employees.

City's Insurance. The parties hereto understand that the City is a member of the Colorado Intergovernmental Risk Sharing Agency (CIRSA) and as such participates in the CIRSA Property/Casualty Pool. Copies of the CIRSA policies and manual are kept at the City of Aspen Risk Management Department and are available to Professional for inspection during normal business hours. City makes no representations whatsoever with respect to specific coverages offered by CIRSA. City shall provide Professional reasonable notice of any changes in its membership or participation in CIRSA.

Completeness of Agreement. It is expressly agreed that this agreement contains the entire undertaking of the parties relevant to the subject matter thereof and there are no verbal or written representations, agreements, warranties or promises pertaining to the project matter thereof not expressly incorporated in this writing.

Notice. Any written notices as called for herein may be hand delivered or mailed by certified mail return receipt requested to the respective persons and/or addresses listed above.

Non-Discrimination. No discrimination because of race, color, creed, sex, marital status, affectional or sexual orientation, family responsibility, national origin, ancestry, handicap, or religion shall be made in the employment of persons to perform services under this contract. Professional agrees to meet all of the requirements of City's municipal code, Section 15.04.570, pertaining to non-discrimination in employment.

Waiver. The waiver by the City of any term, covenant, or condition hereof shall not operate as a waiver of any subsequent breach of the same or any other term. No term, covenant, or condition of this Agreement can be waived except by the written consent of the City, and forbearance or indulgence by the City in any regard whatsoever shall not constitute a waiver of any term, covenant, or condition to be performed by Professional to which the same may apply and, until complete performance by Professional of said term, covenant or condition, the City shall be entitled to invoke any remedy available to it under this Agreement or by law despite any such forbearance or indulgence.

Execution of Agreement by City. This Agreement shall be binding upon all parties hereto and their respective heirs, executors, administrators, successors, and assigns. Notwithstanding anything to the contrary contained herein, this Agreement shall not be binding upon the City unless duly executed by the Mayor of the City of Aspen (or a duly authorized official in his absence) following a Motion or Resolution of the Council of the City of Aspen authorizing the Mayor (or a duly authorized official in his absence) to execute the same.

Illegal Aliens – CRS 8-17.5-101 & 24-76.5-101.

(a) Purpose. During the 2006 Colorado legislative session, the Legislature passed House Bills 06-1343 (subsequently amended by HB 07-1073) and 06-1023 that added new statutes relating to the employment of and contracting with illegal aliens. These new laws prohibit all state agencies and political subdivisions, including the City of Aspen, from knowingly hiring an illegal alien to perform work under a contract, or to knowingly contract with a subcontractor who knowingly hires with an illegal alien to perform work under the contract. The new laws also require that all contracts for services include certain specific language as set forth in the statutes. The following terms and conditions have been designed to comply with the requirements of this new law.

(b) Definitions. The following terms are defined in the new law and by this reference are incorporated herein and in any contract for services entered into with the City of Aspen.

“Basic Pilot Program” means the basic pilot employment verification program created in Public Law 208, 104th Congress, as amended, and expanded in Public Law 156, 108th Congress, as amended, that is administered by the United States Department of Homeland Security.

“Public Contract for Services” means this Agreement.

“Services” means the furnishing of labor, time, or effort by a Contractor or a subcontractor not involving the delivery of a specific end product other than reports that are merely incidental to the required performance.

- (c) By signing this document, Professional certifies and represents that at this time:
 - (i) Professional shall confirm the employment eligibility of all employees who are newly hired for employment in the United States; and
 - (ii) Professional has participated or attempted to participate in the Basic Pilot Program in order to verify that new employees are not illegal aliens.

- (d) Professional hereby confirms that:
 - (i) Professional shall not knowingly employ or contract new employees without confirming the employment eligibility of all such employees hired for employment in the United States under the Public Contract for Services.
 - (ii) Professional shall not enter into a contract with a subcontractor that fails to confirm to the Professional that the subcontractor shall not knowingly hire new employees without confirming their employment eligibility for employment in the United States under the Public Contract for Services.
 - (iii) Professional has verified or has attempted to verify through participation in the Federal Basic Pilot Program that Professional does not employ any new employees who are not eligible for employment in the United States; and if Professional has not been accepted into the Federal Basic Pilot Program prior to entering into the Public Contract for Services, Professional shall forthwith apply to participate in the Federal Basic Pilot Program and shall in writing verify such application within five (5) days of the date of the Public Contract. Professional shall continue to apply to participate in the Federal Basic Pilot Program and shall in writing verify same every three (3) calendar months thereafter, until Professional is accepted or the public contract for services has been completed, whichever is earlier. The requirements of this section shall not be required or effective if the Federal Basic Pilot Program is discontinued.

(iv) Professional shall not use the Basic Pilot Program procedures to undertake pre-employment screening of job applicants while the Public Contract for Services is being performed.

(v) If Professional obtains actual knowledge that a subcontractor performing work under the Public Contract for Services knowingly employs or contracts with a new employee who is an illegal alien, Professional shall:

(1) Notify such subcontractor and the City of Aspen within three days that Professional has actual knowledge that the subcontractor has newly employed or contracted with an illegal alien; and

(2) Terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to this section the subcontractor does not cease employing or contracting with the new employee who is an illegal alien; except that Professional shall not terminate the Public Contract for Services with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.

(vi) Professional shall comply with any reasonable request by the Colorado Department of Labor and Employment made in the course of an investigation that the Colorado Department of Labor and Employment undertakes or is undertaking pursuant to the authority established in Subsection 8-17.5-102 (5), C.R.S.

(vii) If Professional violates any provision of the Public Contract for Services pertaining to the duties imposed by Subsection 8-17.5-102, C.R.S. the City of Aspen may terminate the Public Contract for Services. If the Public Contract for Services is so terminated, Contractor shall be liable for actual and consequential damages to the City of Aspen arising out of Professional's violation of Subsection 8-17.5-102, C.R.S.

(ix) If Professional operates as a sole proprietor, Professional hereby swears or affirms under penalty of perjury that the Professional (1) is a citizen of the United States or otherwise lawfully present in the United States pursuant to federal law, (2) shall comply with the provisions of CRS 24-76.5-101 *et seq.*, and (3) shall produce one of the forms of identification required by CRS 24-76.5-103 prior to the effective date of this Agreement.

Warranties Against Contingent Fees, Gratuities, Kickbacks and Conflicts of Interest.

- (a) Professional warrants that no person or selling agency has been employed or retained to solicit or secure this Contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees or bona fide established commercial or selling agencies maintained by the Professional for the purpose of securing business.
- (b) Professional agrees not to give any employee of the City a gratuity or any offer of employment in connection with any decision, approval, disapproval, recommendation, preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, pertaining to this Agreement, or to any solicitation or proposal therefore.
- (c) Professional represents that no official, officer, employee or representative of the City during the term of this Agreement has or one (1) year thereafter shall have any interest, direct or indirect, in this Agreement or the proceeds thereof, except those that may have been disclosed at the time City Council approved the execution of this Agreement.
- (d) In addition to other remedies it may have for breach of the prohibitions against contingent fees, gratuities, kickbacks and conflict of interest, the City shall have the right to:
1. Cancel this Purchase Agreement without any liability by the City;
 2. Debar or suspend the offending parties from being a Professional, contractor or subcontractor under City contracts;
 3. Deduct from the contract price or consideration, or otherwise recover, the value of anything transferred or received by the Professional; and
 4. Recover such value from the offending parties.

Fund Availability. Financial obligations of the City payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted and otherwise made available. If this Agreement contemplates the City utilizing state or federal funds to meet its obligations herein, this Agreement shall be contingent upon the availability of those funds for payment pursuant to the terms of this Agreement.

General Terms.

- (a) It is agreed that neither this Agreement nor any of its terms, provisions, conditions, representations or covenants can be modified, changed, terminated or amended, waived, superseded or extended except by appropriate written instrument fully executed by the parties.

(b) If any of the provisions of this Agreement shall be held invalid, illegal or unenforceable it shall not affect or impair the validity, legality or enforceability of any other provision.

(c) The parties acknowledge and understand that there are no conditions or limitations to this understanding except those as contained herein at the time of the execution hereof and that after execution no alteration, change or modification shall be made except upon a writing signed by the parties.

(d) This Agreement shall be governed by the laws of the State of Colorado as from time to time in effect. Venue is agreed to be exclusively in the courts of Pitkin County, Colorado.

Electronic Signatures and Electronic Records This Agreement and any amendments hereto may be executed in several counterparts, each of which shall be deemed an original, and all of which together shall constitute one agreement binding on the Parties, notwithstanding the possible event that all Parties may not have signed the same counterpart. Furthermore, each Party consents to the use of electronic signatures by either Party. The Scope of Work, and any other documents requiring a signature hereunder, may be signed electronically in the manner agreed to by the Parties. The Parties agree not to deny the legal effect or enforceability of the Agreement solely because it is in electronic form or because an electronic record was used in its formation. The Parties agree not to object to the admissibility of the Agreement in the form of an electronic record, or a paper copy of an electronic documents, or a paper copy of a document bearing an electronic signature, on the grounds that it is an electronic record or electronic signature or that it is not in its original form or is not an original.

Successors and Assigns. This Agreement and all of the covenants hereof shall inure to the benefit of and be binding upon the City and the Vendor respectively and their agents, representatives, employee, successors, assigns and legal representatives. Neither the City nor the Vendor shall have the right to assign, transfer or sublet its interest or obligations hereunder without the written consent of the other party.

Third Parties. This Agreement does not and shall not be deemed or construed to confer upon or grant to any third party or parties, except to parties to whom Vendor or City may assign this Agreement in accordance with the specific written permission, any right to claim damages or to bring any suit, action or other proceeding against either the City or Vendor because of any breach hereof or because of any of the terms, covenants, agreements or conditions herein contained.

Attorney's Fees. In the event that legal action is necessary to enforce any of the provisions of this Agreement, the prevailing party shall be entitled to its costs and reasonable attorney's fees.

Waiver of Presumption. This Agreement was negotiated and reviewed through the mutual efforts of the parties hereto and the parties agree that no construction shall be made or presumption shall arise for or against either party based on any alleged unequal status of the parties in the negotiation, review or drafting of the Agreement.

Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion. Vendor certifies, by acceptance of this Agreement, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in any transaction with a Federal or State department or agency. It further certifies that prior to submitting its Bid that it did include this clause without modification in all lower tier transactions, solicitations, proposals, contracts and subcontracts. In the event that Vendor or any lower tier participant was unable to certify to the statement, an explanation was attached to the Bid and was determined by the City to be satisfactory to the City.

Integration and Modification. This written Agreement along with all Contract Documents shall constitute the contract between the parties and supersedes or incorporates any prior written and oral agreements of the parties. In addition, vendor understands that no City official or employee, other than the Mayor and City Council acting as a body at a council meeting, has authority to enter into an Agreement or to modify the terms of the Agreement on behalf of the City. Any such Agreement or modification to this Agreement must be in writing and be executed by the parties hereto.

Authorized Representative. The undersigned representative of Vendor, as an inducement to the City to execute this Agreement, represents that he/she is an authorized representative of Vendor for the purposes of executing this Agreement and that he/she has full and complete authority to enter into this Agreement for the terms and conditions specified herein.

10.APPENDICES

OVERARCHING SYSTEM REQUIREMENTS

Line #	Overall	Weight	Code	Included in Proposed Cost & Solution?	Comments
1	Single Sign On is required for all internal users	5			
2	Encryption is required on certain fields in the system	5			
3	Data migration from all data sources, including spreadsheets and Access database.	5			
4	Estimate time for configuring security across multiple users	5			
5	Estimate time for configuring and setting up Lightning for Outlook and Lightning Sync				
6	Estimate time for ensuring all functionality (internal and external) is available on mobile devices	5			

HOUSING MANAGEMENT REQUIREMENTS

These requirements are specific to the Lease and Management of rental units.

Line #	Qualifications and Applications – The requirements below pertain to the qualification and application process for rental and sale units.	Weight	Code	Included in Proposed Cost & Solution?	Comments
1	Ability for the internal system to capture applicant attributes (ex: income, assets, household size, etc.) and automatically calculate (using a predetermined algorithm) and provide an initial assessment of eligibility. Ability for staff to override the eligibility assessment upon entering a reason for changing the eligibility classification.	5			
2	Through the community, allow prospective applicants to enter a combination of questions/attributes including but not limited to: income, assets and household size and other attributes. The system should be able to automatically calculate and determine the applicant's eligibility and which type (size) and income category of unit they qualify for based on the applicant's information and show the applicant their options. This should be an option without the applicant having to submit a formal application.	5			
3	Internally and externally allow applicants to search for available units they're eligible for. The search should be easy to filter ad-hoc to find units based upon eligibility criteria, etc. Externally, the list of available units should only show those units which the applicants is eligible for (i.e. limit the search so applicants that are ineligible for certain units do not see those units). Internally, it should be easy for the APCHA employees to see units that an applicant is eligible for without having to go to a separate page or search area and manually enter the criteria.	5			
4	Ability for the applicant to securely apply online. Ability for the internal and external system to notify or flag if an application is incomplete. Ability to stop external submissions from being fully submitted until the all required fields are entered or required documents uploaded and only allow an applicant to apply for a unit they are eligible for. System should allow the applicant to save the incomplete application and return to it later to complete (i.e. mid process saving capability). Internally, APCHA users should be able to easily identify when an application is missing information (or a visual identifier of when the application is complete).	5			
5	The Offeror should include time to create and send automatic notifications from the system to the applicant (approval, rejection letters, etc.) Please	5			

	provide any assumptions made around the number of notifications, workflows or processes made for this item.				
6	Allow different workflows, notifications and processes to be configured and automated for the different lines of APCHA's business including: long-term rentals, seasonal rentals, tax credit (low income) rentals, and ownership housing (for sales). Each of these areas will need unique workflows, processes and communications.	5			
7	Ability to process income/asset eligibility (Tenant Income Calculation) specific to Low Income Housing Tax Credit (LIHTC) program.	5			
8	Ability to flag and prevent leasing to tenants who are ineligible. Ineligibility should be automatically calculated and determined by the system based upon the information and attributes stored in system.	5			
9	Ability to associate a variety of key contacts to an applicant record, such as employer, bank, lender, emergency contact, etc. And allow the system to send automated communications (emails) to all or some of these contacts.	5			
10	Ability to select a successful applicant, based on priorities and criteria. Ability for staff to override based on providing a reason for the change and, if necessary, management approval.	5			
11	Ability to route successful applicants and their information to the property manager or sales staff for further processing, by changing the status of the applicant from applicant to buyer or new tenant (i.e. ability to transition customers from the application process to the purchase or lease process).	5			
12	Ability to text communicate to applicants on various application changes including: the results of their qualification assessment, application processing status, etc.	5			
13	Ability to assign expiry dates to key fields, and to subsequently alert staff or flag cases with outdated information.	5			
14	Ability for applicant(s) to choose whether they are applying separately or jointly. If applying jointly with someone else, the application will have different fields and calculations for criteria. Contact information must be captured for both individuals, and applications must be associated with both contacts.	5			
15	Ability to accept rental applications for sales units that may have an extra room available to rent, or for owners with a pre-approved Leave of Absence (LOA).	5			
16	Ability to associate an applicant or tenant to multiple units over time and track the history of both the unit (past rentals, current rentals, etc.) as well as the history of the applicant (past rentals, current rentals, etc.) in system.	5			

17	Prospective applicants should have the ability to sign up and submit application for specific unit that they are eligible for or for units within a specific income category (i.e. not specific to any one unit).	3			
18	System should automatically calculate and assign a priority number or ranking to an applicant based on the applicant's attributes and the unit characteristics.	3			
19	Applicants should be allowed to use their previous application or submission to apply for new units or resubmit. This functionality should also be available internally for APCHA employees to easily create new applications without having to re-enter redundant information from old applications.	3			
20	For rentals only, ability for joint applicants to have different qualification and re-qualification dates.	3			
21	Ability for applicants to complete required forms, find a list of required documents and upload required documents through the portal.	5			
22	Ability for staff to communicate additional application needs to the applicant, via the portal.	5			
Line #	Tenant Move In – The below requirements are after the Tenant has been approved, the application processed, and now the applicant is moving into the unit. Tenants and Property Managers will be community users of the system and must have access to view and interact with the requested information and forms via the community.	Weight	Code	Included in Proposed Cost & Solution?	Comments
23	Ability to send notification to property manager of approved renter for unit the renter has applied for. The property manager must be able to log into the community and view a list of all approved renters and units they manage.	5			
24	Ability to carry forward information from “applicant” record to “tenant” record upon approval for a unit (i.e. pre-populate tenant record).	5			
25	Ability to communicate to all appropriate staff upon receipt of move-in notification and approval.	5			
26	Ability to generate lease document and to auto-populate values (dates, lease terms, rent, etc.) into lease document using one of several lease templates. Ability to attach lease to email and send it from within the system.	5			
27	Ability to automatically or on an ad hoc basis send important communications, such as Demands for Compliance, using standard templates. Ability to easily print or resend (email) such communications if desired. Some communications should be viewable and accessible by individuals on the Community.	5			

28	Ability to associate all lease renewals associated with a tenant and/or unit automatically. Ability to assign multiple tenants to a single lease.	5			
29	Ability for the property manager to verify and electronically approve, individually or in mass, lease renewals via the Community.	5			
30	Ability to automatically update lease end dates based on acceptance of lease renewals.	5			
31	Ability to mass notify tenants who are due to requalify with a link or attachment to the requalification packet/forms. Ability to send such notices on different schedules depending on the specific property in question.	5			
32	Ability to notify staff of submitted requalification documents awaiting review and approval.	5			
33	Ability to update the status as the tenant responds and maintain a log of all activities performed.	5			
34	Ability to assign tasks to tenants that will be viewable on the community to the tenant. Track the time the task is pending and in the tenant's task queue. Ability to send emails and text messages to tenants with information on tasks they must complete and by when. The external community should allow applicants and staff the ability to complete forms, attach relevant documentation, track status, and communicate with one another during the process.	3			
35	Ability to mass email or text Reminders of Rent Due, or Demands to Comply, to tenants with overdue rent, at ad hoc or scheduled days after payment due, accompanied by or including a statement of the rent due. Ability to print Reminders of rent due (i.e. Account Statement) or Demands to Comply.	5			
36	Ability of property management staff to notify tenant of requirement to move out using a standard template. The notification should be allowed to be emailed or printed and should attach to the tenant record in Salesforce.	5			
37	Ability to adjust rental due dates to accommodate a Rental Payment Plan and continue to track rent as overdue. An adjustment to the rental payment plan dates should modify all future payment dates, but not adjust past payment dates unless manually overridden.	5			
38	Ability to change rent amounts in mass on an annual or other selected basis.	5			
39	Ability to track historic, active, and pending rent schedules. Ability to apply new rents at any time. Ability to calculate new annual rents based on business rules for multiple types of rental properties. Ability to notify key staff when rental rates have been updated or modified.	5			

Line #	Tenant Move Out - The below requirements are when the Tenant's lease has ended, and the tenant will be moving out of the unit. Tenants and Property Managers will be community users of the system and should have access to view and interact with the requested information and forms via the community.	Weight	Code	Included	Comments
40	Ability to notify tenant, owner, and/or landlord using an email template when requalification is due. 30, 60, 90 or 120 day notices. Tenants should be able to complete the requalification process online via the Community.	5			
41	Ability to store the "Notice of Intent to Move Form" on the community and allow tenants to submit an electronic form via the community. A form submission should send an alert to APCHA staff and to property management staff.	5			
42	Ability to automatically update status of a unit based on submission of "Notice of Intent to Move Form," adding unit to available inventory with a preliminary availability date the day after the lease end date. Ability for staff to adjust the scheduled date for "final" availability.	5			
43	Ability of staff to grant/deny lease extension based on certain conditions. Ability to track requests. Ability to adjust lease end date based on extension.	5			
44	Ability to assure that bills for move-out repairs, or refunds for fees owed, are sent to tenants within 60 days (or other specific length of time) after move-out date. Ability to send follow up notices of fees due at specific time intervals.	5			
45	Ability to identify delinquent tenants so that accounts can be turned over to collections. Ability to verify that delinquent accounts have been sent three (3) notices to pay prior to collections.	5			
46	Ability to alert the tenant (while they are submitting) if they are within the allowed time frame for giving notice and whether they are breaking lease terms.	5			
Line #	Service Requests and Maintenance - The below requirements are to track the service requests and maintenance items associated with properties and units. This is currently done manually and does not need to be overly developed. The main goal is to have the system provide a place for the APCHA staff to easily track and manage the requests, allow external community members the ability to easily submit requests and view the status of the requests, and allow the APCHA maintenance team the ability to assign and distribute the tasks.	Weight	Code	Included	Comments
47	System should be configured to include an area to store information related to damage, repair and maintenance needs as maintenance work orders. This functionality should be available via mobile devices by APCHA	5			

	staff that are in the field and notice an issue. Pictures should be captured via the mobile device and loaded as an attachment to the created record.				
48	Ability to email details of the work orders to contractors. Ability to note disputes regarding contractor completeness/quality of work. Ability to track communication with contractors throughout the work order completion process.	5			
49	Ability to track turnaround times from request and assignment of maintenance tasks to completion of maintenance tasks.	5			
50	Ability for Community members to submit a request via the Community. Requests should automatically trigger notice to specified staff or staff groups, or to add the request to a pending task list, depending on the priority of the request. Tenant should be able to submit approval via the Community for the service team to enter the premise.	5			
51	Ability to send a confirmation of receipt to the tenant when the service request is submitted, including with a case #, a phone number if follow up is needed, and other key information. Ability for tenant to track progress on the case via the Community.	5			
52	Ability to auto-assign the service a priority ranking based upon details entered on the request.	5			
53	Ability for a mobile app to take photos, allow notes, generate a work order. Ability for field app to operate in a connected or disconnected state and to synch once internet is available.	5			
54	Ability to convert a generic request or issue into a work order.	5			
55	Ability to track status and history of unit maintenance (such as installation date of carpet, carpet cleaning, installation date of stove, repair record of stove, including dates, so performance such as mean time to failure, anticipated date of replacement, etc., can be tracked).	5			
56	Ability to set and schedule repetitive (preventative) maintenance tasks, such as monthly cleaning of dryer ducts in a laundry facility. Tasks could be related to specific units or to general buildings and common areas.	5			
57	Ability to send work order closing to a tenant (or upload to Community), along with a link to provide feedback on service quality.	3			
Line #	Rent and Delinquent Funds Collection – Rent and fees should be collected by the Salesforce system via the Community. The “Finance” requirements section contains detailed requirements on all financial transactions that the Salesforce system should be configured to handle. This section outlines high level requirements related to the rental tenants.	Weight	Code	Included	Comments

58	Ability for tenants to view and pay rent due via the Community. See the Financial section for more specific details on the payments needed and fees calculated.	5			
59	Ability to notify tenants of overdue rent.	5			
60	Ability to track payment history of a given tenant.	5			
61	Ability to email rent notices, requests for payments (invoices), payment plan documents, and agreements from within the system. Some of these documents should require an electronic signature via the Community from the tenant. All communication should be attached to the tenant/unit record in Salesforce.	5			
Line #	New Units Requirements and Rental Rates	Weight	Code	Included	Comments
62	Ability to add new/modify/delete rental unit information, including rental rates.	5			
63	Ability to customize the rent-setting and rent increase process, depending on whether the unit is APCA owned or managed, a tax credit property, a seasonal dorm, or a deed restricted unit owned by a private third party.	5			
64	Ability to alert key staff when a new unit requiring a walk-through, rent setting, or other tasks, has been added to the system.	5			
65	Ability to set up a workflow that will automatically move units through the on-boarding and new rental rate setting processes as tasks are completed.	5			
66	Ability to email ads to external parties from within the system on a scheduled basis.	5			
Line #	Lease Renewals	Weight	Code	Included	Comments
67	Ability to automatically send a request to tenants to inquire whether they intend to renew their lease, and if so, to prompt them to sign the documents required for lease renewal or submit requalification documents. Lease Renewal documents should be available via the Community for the tenant. If not renewing, ability to provide a link to the "Intent to Move Out" form and submission of it from the community.	5			
68	Ability to identify tenants that appear to be ineligible for lease renewal based on a set of business rules. Ability to generate a scheduled or ad hoc list of such tenants, by complex and unit type (tax credit or non-tax credit). Ability for staff to override the initial determination of eligibility and to upload and revise information submitted by the tenant.	5			
69	Ability to cross-reference Notice to Vacate decisions with Ineligibility List, if necessary.	5			
70	Ability to set up a lease workflow with routings dependent on the type of unit (tax credit or not), the complex the unit resides in, or other criteria.	5			

71	Ability to set up an escalation process.	5			
72	Ability to automatically generate and send Letters to Vacate to tenants who are not eligible for lease renewal via email and/or in hard copy.	5			
73	Ability to alert staff to prospective tenants who have a prior status of "do not lease" in the system upon receipt of an inquiry or a rental application (i.e. ineligibility list).	5			
74	Ability to automatically generate a new lease end date for a lease renewal, based on the end date of the current lease. Ability to update the lease end date for the tenant automatically based on approval of a lease renewal.	5			
75	Ability to track and display information on the history of lease modifications (lease renewals) for a tenant or unit.	5			

COMPLIANCE, WATCHLIST & ENFORCEMENT REQUIREMENTS

Line #	Case Management	Weight	Code	Included	Comments
1	Ability, through a web portal, for the public to perform/submit various pieces of information including: potential violation, complaint, hearing, etc. These requests should be simple form-based submission with the ability to record key information and pictures (if needed). Complaints should be allowed to be submitted anonymously. Should also allow the forms to easily be completed using mobile devices.	5			
2	Ability to control access to open or completed case information based on security profiles.	5			
3	Ability to flag cases with warnings.	5			
4	Ability to generate standard dynamic communications (e.g. Notice of Violations; Inquiry for Further Information; Demand for Compliance) and email the communications from the system.	5			
5	Ability to select a violation category (e.g. lease, deed-restriction, housing guidelines policy/rules) and adjust subsequent process steps based on the category of the violation	5			
6	Ability to track enforcement on a unit or by person with a compliance log.	5			
7	Ability to automatically generate a default timeline (i.e. end date and dates for key steps of the process) for a case. Ability to adjust the default timeline.	5			

8	Ability to track how long each major step in the compliance process takes and how long an overall Case takes to close. Should be tracked at an individual case level, and at a system level (so that averages, etc. can be generated)	5			
9	Ability to automatically alert staff and people of upcoming deadlines for actions.	5			
10	Ability to notify violators of violations via email and SMS when staff creates a "Notice of Violation" and the ability to confirm receipt of notifications sent to violators by email and/or SMS.	5			
11	Ability to include key attributes about a complaint/potential violation, including complaint/violation type, unit number, source or complaint, method used to report complaint/violation (web, in person, phone call, text, etc.)	5			
12	Ability to alert staff when a new complaint has been entered into the system via the Community or an existing complaint has had a new document uploaded or information entered/modified.	5			
13	Ability to classify complaints and violations, report on them via the classification and tie them back to code or to key reference document	5			
Line #	Rental & Owned Unit Compliance	Weight	Code	Included	Comments
14	Ability to identify owners that appear to be ineligible for continued housing, based on a set of business rules. Ability to generate a scheduled or ad hoc list of such owners by complex and unit type. Ability for staff to override the initial determination of eligibility, and to upload and revise information submitted by the owner	5			
15	Ability to set up a housing enforcement workflow with routings dependent on the type of unit), complex the unit is within, or other criteria	5			
16	Ability to automatically generate and send Letters to Vacate to tenant owners who are not eligible for continued housing, via email and/or in hard copy. Ability for such tenants to update their expected date of departure via a web portal.	5			
17	Ability to provide attorney with a list of owners who have refused to vacate housing on time.	5			
18	Ability for attorney (or APCHA staff) to update status of ineligible owners after legal action is taken	5			
19	Ability to alert staff to prospective owners who have a prior status of "do not allow purchase" in the system upon receipt of an inquiry or a housing application	5			

20	Ability to track and display information on the history of leases and purchases for a prospective or current owner	5			
21	Ability to easily access key documents, such as Deed Restrictions, associated with a case (either within the system or via an integration with other products such as Laserfiche)	5			
22	Ability to classify violations by type and stage	5			
23	Ability to select from a variety of "next steps" in processing a violation associated with an owned unit, and across multiple steps	5			
24	Ability to develop a hearing process workflow, with variations depending on the type of case and whether escalation is needed. Ability for the system admin to setup, modify and add new hearing processes.	5			
25	Ability to generate a hearing case memo, using a template	5			
26	Ability to alert those involved with a hearing to the presence of new hearing materials (for instance, email a link to the materials or to the website and case where information is available)	5			
27	Ability to record the status of a case, by major step in the process (for instance: request submitted, hearing scheduled, hearing materials submitted, draft resolution complete, etc.).	5			
28	Ability to email copies of key documents or links to documents to affected parties from within the system.	5			
29	Ability to enter a date for follow up action associated with a hearing case, and to have alerts scheduled when the follow up date is approaching	5			
30	Ability to track / flag repeat violators	5			
31	Ability to automatically place tenants on a "watch list" who are known to make late payments / bad checks or have bad credit.	5			
32	Ability to alert staff to tenants who have had late payments more than a specified number of times during the period of a lease.	5			
33	Ability to automatically alert staff when the same violation has occurred multiple times on the same unit or by the same person.	5			
34	Ability to alert staff to cases where tenants are not in compliance with a Rental Payment Plan	5			

SALES REQUIREMENTS

Sales requirements are related to the buying and selling of Real Estate verses the leasing or renting of a unit. APCA is open to custom developing these features or utilizing a pre-built solution for real estate transactions.

Line #	Sales	Weight	Code	Included	Comments
1	Ability to generate a unique ID for every seller and buyer so that all operations can be assigned to that person's profile.	5			
2	Ability to associate sellers and buyers to multiple units over time, as they buy and sell current units.	5			
3	Display a checklist of documents required to be mandatorily uploaded, and allow this list to be modified at any point of time by the sales manager. Ability to alert a customer to missing items, and to prevent submission of an application unless all required documents are uploaded. The buyers should be able to see all tasks, documents and key information via the Community. Electronic signature should be available for all documents throughout the process including contracts.	5			
4	Ability to provide various calculations including: calculate full cost of ownership, including taxes, utilities, and HOA dues. Allow for sales managers to set parameters or formulas for the specific calculations.	5			
5	Ability to auto-populate and set various dates (for open house, bid period, lottery etc.) based on information supplied by the seller and preferences set by the sales manager.	5			
6	Ability for the sales manager to lock records and / or specific fields, preventing modification. Also to mask sensitive information (PII) as required by law.	5			
7	Ability to alert staff when a new sales Listing Packet has been submitted. Ability for staff to easily view all current applications.	5			
8	Ability to alert seller when a response or request for new information from staff has been completed	5			
9	Ability to track capital improvements on a given unit, including verification of work undertaken, copy of Letter of Completion or CO if the work required a permit, and value of the improvement. Includes the ability to add receipts related to capital improvement work on a unit, and to set up a workflow	5			

	involving verification that the work has taken place and is approved to use in adjusting the maximum sales price of a unit.				
10	Ability to alert staff to Requests for Review of Capital Improvements, when capital improvement receipts are uploaded via the community.	5			
11	Ability to track a site visit verifying capital improvements	5			
12	Ability to calculate depreciation on capital improvements, based on the Marshall Swift Handbook, and to make adjustments accordingly to increases in the maximum sales price of a unit	5			
13	Ability to assess fees/fines for noncompliance with Housing Guidelines that may need to be applied to closing	5			
14	Ability to provide information on allowable capital improvements to homeowners and staff via email or documents loaded to the community.	5			
15	Ability to code Deed Restrictions to a unit via custom fields and objects	5			
16	Ability to code HOA documents to a unit via custom fields and objects	3			
17	Ability to calculate allowable increases or decreases in price due to condition, such as capital improvements, radon mitigation, or other conditions as defined based on business rules	3			
18	Ability to require additional information, beyond the basics, depending on conditions present in a unit (such as a requirement for a Lead Based Paint form if the unit was build prior to 1978)	3			
19	Ability to set up and monitor the steps in the foreclosure process, including communication with process partners such as Treasurer's Office.	3			
Line #	Lottery – All units available for purchase are handled through a lottery system. When a unit for purchase becomes available, interested buyers join the lottery. Only those who are selected in the lottery are allowed to continue forward with the purchase process. It can take a buyer many year, and many	Weight	Code	Included	Comments

	attempts before they become eligible to purchase a property. The requirements below outline the lottery process.				
20	Ability to generate a list of all units to be processed in upcoming lottery runs and to distribute that list to key staff	5			
21	Ability to automatically start a lottery case/record for a unit when it becomes eligible for a lottery	5			
22	Ability for pre-qualified applicants to view available units via the Community, sign up online to bid on a unit in a lottery, and complete the lottery application and process online. Applicants should only be allowed to bid for units that they are qualified for based upon key business rules. Applicants can change their application prior to the lottery run. If this is done, their priority number should automatically be recalculated and the system should capture that a change in priority was completed.	5			
23	Ability to set up a lottery workflow with approvals, notifications, and modifications depending on business rules	5			
24	Ability to calculate priority numbers and to let staff and applicants know priority numbers based on applicant attributes and business rules	5			
25	Ability to automatically generate a preliminary and final list of eligible applicants for a lottery based initially on business rules incorporated into an application form.	5			
26	Ability to keep private information submitted by applicants secure and unavailable to those who do not have a business need to see it	5			
27	Ability to generate reports that clearly show the major calculations and results of the lottery runs, for transparency in the lottery calculation process	5			
28	Ability to run the housing lottery and determine winners of the lottery, based on business rules that involve factors such as, but not limited to disability, length of employment, in-complex vs out-of-complex current housing, emergency employee, etc.)	5			
29	Ability for Lottery Administrator to review Lottery Results before being published	5			
30	Ability to allow the same applicant to apply for multiple units via the lottery	5			
31	Ability to allow more than one person to apply together on an application. (joint applicants)	5			

32	Ability to determine the expiry date of a bid packet, based on information provided by an applicant. For bid packets that are due to expire in the duration of the lottery, prevent submission of a bid packet if the packet will expire during the lottery period. Alert staff to rejections due to expiring bid packets. Ability to alert applicants if the expiry date of their bid packet is approaching. Ability for staff to send an alert at certain dates, such as at the end of the year, to alerts applicants to new information needs for bid packets.	5			
33	Ability to automatically move pre-applicant information to applicant database for lottery winners, including notes and attachments	5			
34	Ability to maintain a pre-applicant list with unit preferences and preliminary eligibility. Ability to notify interested parties of those eligible for a lottery (generate eligible list for each lottery) and ability to email a notice to parties who are not eligible for a lottery, with a designated reason why	5			
35	Ability to automatically generate emails including: instructions to lottery winners via email, Ability to automatically generate emails with winners and sellers contact information to send to sellers and buyers, upon staff selection of that option	5			
36	Ability to generate a lottery winner's list to post on the APCHA website and/or the web portal	5			
37	Ability to re-assign a unit to the second or subsequent person on the lottery list, should the winner decline a unit or be declared ineligible after the lottery	3			
38	Ability to proceed with a Housing Purchase when there are no bidders during the designated time (first come, first serve if no bidders)	3			
Line #	Sales Contract	Weight	Code	Included	Comments
39	Ability for applicant to prepare and submit an electronic "Sales Contract Packet", uploading documents and verifying completeness against staff-supplied checklist. This includes the ability to electronically sign all documents related to the sales process	5			
40	Ability to email buyers and sellers key information using document/email templates including status emails or changes.	5			
41	Ability to design a sales contract workflow, with approvals, notifications, controls, status changes and modifications	5			

42	Ability to set up a calendar invite for a meetings related to the sale contract process	5			
43	Ability to maintain a log of all activities, statuses and decisions (e.g. if the seller declines the purchase offer)	5			
Line #	Prep for Closing	Weight	Code	Included	Comments
44	Ability to generate a Title Insurance Order using a template, and to transmit such order to a Title Company electronically via email	5			
45	Ability to note a status of “loan conditions extension” requested	3			
46	Ability to automatically generate an Amendment to Extend deadlines using a template	3			
47	Ability to terminate a closing process, based on conditions	3			
48	Ability to generate and send a Notice to Terminate and Earnest Money Release forms, and transmit to the appropriate parties for signature and subsequently for records	3			
Line #	Closing and Post-Closing	Weight	Code	Included	Comments
49	Ability to track status of the process at every step and send notifications to key staff	5			
50	Ability to upload document conversations and decisions between Title Company and interested parties, including APCA	5			
51	Ability to generate and send standard and customized notes and reminders to buyers as well as a standard email regarding ownership of other property in the Roaring Fork Valley	5			
Line #	Advertising – APCA would like to easily communicate and notify members of the Aspen workforce of new units, updated information, etc. This communication is classified as “Advertising”.	Weight	Code	Included	Comments
52	Ability to create a workflow process for review, approval and automatic web posting of unit advertisements	3			
53	Ability to create templates for advertisements	3			
54	Ability to on a scheduled basis to email ads to external parties, from within the system	3			
55	Ability to identify units available, and auto generate advertisements for available units, drawing from the system database to pre-populate property attributes	3			

56	Ability to set a publishing date and expiration date for ads, with the ads published on the web and taken down automatically based on those dates	3			
57	Ability to allow private parties who are advertising affordable units to complete online forms and post their advertisement to a web portal, while capturing such information in the database.	3			
58	Ability to capture, through an online portal, names and other information regarding parties interested in renting an advertised unit, or bidding on an advertised home	3			
59	Ability to specify a sign up period for a unit, and to control additions to the list for such a unit based on those dates	3			
60	Ability to print ads	3			

INTEGRATION REQUIREMENTS

Line #	Integrations – The following integrations are desired by APCA.	Weight	Code	Included	Comments
1	Ability to integrate with Oracle Fusion. Oracle Fusion is the ERP system used by the City of Aspen and APCA is required to send information on transactions to the Oracle system. The main information that needs to be sent to Oracle is the information related to payments and charges that will be capture in the APCA Salesforce system. For more details on these, see the requirements listed in the “Financial” section. Most transactions, payments, charges, etc. will need to be integrated. This can be done on a daily basis.	5			
2	Ability to integrate with Municipay in order to collect and process payments including, but not limited to: fees, applications, rent, etc.	5			
3	Ability to sign all forms and documents electronically, including lease renewals, lease modifications, housing enforcement and others	5			
4	Ability to integrate with Land Use, Permits, Licensing and Code Enforcement software. This system is built on Salesforce/BasicGov	3			
5	Ability to integrate with Laserfiche	3			
6	Ability to integrate with County Recorder’s office and Treasurer’s Office, for transmittal of key documents and data fields	3			
Line #	GIS	Weight	Code	Included	Comments
7	Ability to integrate with ESRI ArcGIS Platform (ArcGIS Enterprise). Ability to provide accurate, real time GIS, and mapping data utilizing web services.	5			
8	Provide the ability to view specific locations of things such as: properties, service requests, cases, work orders via a map.	5			
9	Provide the ability to accurately handle a variety of types of address and parcel configurations (such as multi-use or multi-family buildings with or without parcelized units, parcels with and without single or multiple address points, addresses with multiple units, etc.)	3			

DATA MIGRATION REQUIREMENTS

Line #	Data Migration	Weight	Code	Included	Comments
1	Migrate data from Interim Database (IDM), an Access database.	5			
2	Migrate date from 2-4 spreadsheets	5			

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FINANCE REQUIREMENTS

These requirements depict the need to track and manage payments, fees and charges via the Salesforce system. These requirements are not meant to create a robust ERP system, but rather the ability for the system to calculate fees, payments, charges related to rents, units and maintenance. The system will need to be configured to capture various payment collection information including rents, fees, deposits, late charges, etc and allow for Community members to make payments for various items (rent, fees, deposits, charges, etc.) via the community. In addition, the system will need to be setup to capture data around what the expected payments are, the status of the payments, open balances, etc. Late fees and charges will need to automatically be calculated and created when fees or payments are missed. All details from these financial transactions should be viewable via the Community and will need to be integrated with Oracle Fusion. These requirements are not meant to model a fullblown financial system or ERP system. Rather, it's a way for APCA to be able to calculate and manage the collection of payments related to rentals and sales of units.

Line #	Requirement	Weight	Code	Included	Comments
1	<p>The system should be setup to configure and track different types of payments including, but not limited to: deposits, fee payments, discounts, waivers, rents, etc.</p> <p>The system should be able to accurately handle calculating the overdue/balance amount and handle the following types of situations: Payments made in full, partial payments where an outstanding balance is still due, overpayment or discounts.</p> <p>In addition, payments should be able to be flagged or coded to a GL Code. This can be attribute configuration that can be filled in using process builder based upon the payment/fee type.</p>	5			
2	Ability to handle invoicing processes (i.e. generate documents that show balances and requests for payments) that are viewable and accessible via the Community. Users should be able to pay fees online through the community.	5			
3	The system should recognize when a payment was due and when it's not paid and then create a new charge for the late payment fee.	5			
4	Ability to track staff hours spent on a project, and to charge fees based on time spent or other criteria (such as job type), invoicing for such charges, and receipt of such charges.	5			
5	Allow manual adjustments and overrides of charges and payments, and keep a history of fee modifications.	5			

6	Track payment status. Provide reports on transactions, by individual applicant or by groups of applicants	5			
7	Provide for the ability to distribute payments within a unit between multiple fee types and by multiple payers.	5			
8	Ability to display all transactions executed for a payment.	5			
9	Ability to generate receipts for transactions, for individual fees and multiple fees, within a single unit and across multiple units. Ability to edit and adjust receipts. Receipts should be printable and viewable from the Community.	5			
10	Ability to flag records for APCHA staff to easily show the tenant has a history of late fees or bad checks.	5			
11	Ability to adjust fee amounts after initial assessment.	5			
12	Ability to prevent approvals (such as application approval) until all fees have been paid.	5			
13	Ability to have multiple fee schedules in effect at the same time (for instance, the ability to use the 2016 rent payment schedule for an apartment initially leased in Dec. 2016, for the full term of the lease, and the ability to use the 2017 rent payment schedule for an apartment rented in March 2017, for the full term of the lease).	5			
14	Ability to subset and simultaneously use fee schedules specific to particular types of units (such as tax-credit units vs regular rental units)	5			
15	Ability to calculate fees based on the specific characteristics and conditions present on a case. Ability to apply, adjust, delete or skip a fee based on those characteristics or conditions.	5			
16	Ability to charge for miscellaneous items (such as locks, laundry keys, maintenance, late fees).	5			
17	Ability to accept deposits prior to occupancy and to drawdown funds if needed. Ability to refund remaining funds at the completion of a task, for instance at the end of a lease or completion or termination of a sale. Ability to add funds to a deposit account after opening.	5			
18	Ability for the tenants and others to make online, PCI compliance, payments via credit card, debit card, eChecks, etc	5			

19	Ability to generate end of day financial transaction reports (such as credits and debits for the day, totals by GL code, or transaction type, or payment type, or other factor identified by APCHA)	5			
20	Ability to enter each financial transaction separately, but to automatically total as necessary for scheduled or ad hoc financial reports (see requirement above)	5			
21	Ability to apply payment to a specific transaction type or category.	5			
22	Ability to identify mode of payments (CC, cash vs. check) and treat them separately or jointly (for reporting).	5			
23	Ability to auto-create late fees, by specific item (such as rent), to the account of a tenant. Ability to split late charges between multiple tenants in a unit. Must be able to edit these manually.	5			
24	Ability to handle more than one action or payment type per transaction (i.e. someone should be able to select multiple items they're paying for on the Community - for instance, ability to pay rent as well as fees due for parking, in the same transaction)	5			
25	Ability to differentiate between financial transactions that should be sent to the financial system, and those that should not (for instance, the ability to record payments accepted on behalf of the county clerk and recorder's office, without sending that information to the Oracle (the City's financial system, which is used by APCHA) (as well, the ability to handle certain transactions, such as discounts or waivers prior to payment within the system, without sending that information to Oracle)	5			

REPORTING REQUIREMENTS

The table below provides an inventory of currently used reports. This table is provided for proposer’s information and background only. A final list of reports will be developed as a part of requirements gathering during the project. Additional information regarding the data in these reports is available upon request. APCHA expects The Offeror to train staff on the ad-hoc reporting capabilities of the system and to build reports on their own. The Offeror should include time in the response for helping APCHA start with reports including a minimum of 3 custom reports and 1 custom dashboard for each major process area.

	Report Title
Compliance	Compliance Log (Rental and Sales Information)
	Lease Violations for APCHA Property Managers
	Rental Violations Management Report
	Rental Violations Report
	Sales Unit Violations Management Report
	Sales Unit Violations Report
Qualifications	Available Units for APCHA Managed Properties
	Category Verification Sheet
	Emergency Workers List
	Financial Transaction Summary by GL code by Location
	Financial Transaction Summary by Payment Type by Location
	Financial Transaction Summary by Transaction Type by Location
	Financial Transaction Summary for County Clerk and Recorder
	Ineligibility List
	List of all Roommate Seekers
	List of all Unit Seekers
	List of Parties Interested in Renting Available Units by Unit
	List of Private Parties Advertising Rental Units
	List of Units Available for Rent
	Lists of Currently Waiting Priority Prospective Renters
	Rental Rates by Unit
	Rental Unit Inventory
	Units out of Compliance with Rental Rates

Rentals

Currently Available Units
Dates of Lease Start and End
Deed Restriction Attributes
Employment by Industry or Locations
Ineligible Renters
List of Service Requests Submitted
List of Units Due to Requalify
List of Work Orders Submitted
Main Rental Database (multiple reports)
Overdue Rent
Planned Maintenance Due
Rent Per Lease
Rental Rates by Unit
Rental Unit Inventory
Report of Leases Ending by Number of Days
Report on Assigned Parking, Laundry, etc.
Interested Parties by Rental Unit
Status of Delinquent Accounts and Amounts Due
Tenant Attributes
Tenant Contact Information Report
Tenant Payment History Report (individual or group)
Unit Attributes
Units out of Compliance with Rental Rates
Upcoming Monthly Planned Maintenance
Sales
Bid Management Report
Buying History by Unit
Final List of Qualified Bidders
HOA Information
Lottery Statistics
Main Sales Database
Preliminary List of Qualified Bidders
Reason for Selling

INTERIM DATABASE (IDB)

In advance of this RFP, APCHA has begun taking steps to better organize and utilize its information on an interim basis. To that end, a limited scope, interim database has been developed. Its primary focus is on better organizing the inventory and attributes of APCHA properties and their occupants. An effort has begun to migrate data from existing data sources, primarily Excel spreadsheets and Word documents, into an Interim database build on Microsoft Access.

Below is a DRAFT of the interim database schema. The schema is subject to changes as APCHA continues its development, and should not be considered final, nor should it be considered comprehensive with respect to APCHA's needs (rather, it is focused on organizing a specific, core subset of the information APCHA management requires).

https://s3.us-east-2.amazonaws.com/apcha/IDB_Schema.pdf

CUSTOMER EXPERIENCE INSIGHTS

As part of its work with Orion Development (New York), APCHA has explored and studied the experiences that its customers and stakeholders have while interacting with the APCHA organization. The effort was meant to expose what is working and where the pain points are to inform next steps in process improvement.

Below is a DRAFT of these findings. These findings are subject to changes as APCHA continues its development and should not be considered final, nor should it be considered comprehensive with respect to APCHA's needs. These materials are meant to provide The Offeror with insight into APCHA's Customer.

APCHA Customer Experience Visioning Summary - <https://s3.us-east-2.amazonaws.com/apcha/APCHA+Summary+083117.pptx>

APCHA Journey Insights Summary - <https://s3.us-east-2.amazonaws.com/apcha/APCHA+Journey+Insights+Summary.docx>

In coordination with Orion Development (New York) and the City of Aspen Quality Office, APCHA has made a significant effort to both identify and streamline its business processes. Specific APCHA staff have been trained and certified in Lean 6 Sigma. The effort has been made to ensure that processes are streamlined in advance of this RFP. Below is a DRAFT of these efforts. These processes are subject to changes as APCHA continues its development, and should not be considered final, nor should it be considered comprehensive with respect to APCHA's needs. These process flows are not meant to provide requirements, but rather provide insight into the outcome of the Lean Six Sigma activities.

- **Summary of Processes** - <https://s3.us-east-2.amazonaws.com/apcha/Summary+of+Processes.docx>
- **Process Matrix** - <https://s3.us-east-2.amazonaws.com/apcha/Process+Matrix.xlsx>
- **Housing, Ads, Qualifications and Deposits Process** - <https://s3.us-east-2.amazonaws.com/apcha/Process.Housing.Ads.Quals.Deposits.2016-11-03.vsd>
- **Enforcement Process** - <https://s3.us-east-2.amazonaws.com/apcha/Process.Housing.Enforcement.2016-11-03.vsd>
- **Preoccupancy Process** - <https://s3.us-east-2.amazonaws.com/apcha/Process.Housing.Preoccupancy.2016-11-05.vsd>
- **Rent and Property Management Process** - <https://s3.us-east-2.amazonaws.com/apcha/Process.Housing.Rent.PropMgmt.2016-11-03.vsd>

- **Sales Process** - <https://s3.us-east-2.amazonaws.com/apcha/Process.Housing.Sales.2016-11-03.vsdX>
- **Capital Improvement Process** - <https://s3.us-east-2.amazonaws.com/apcha/ProcessMaps.ProjectElements.CapitalImprovements.2017.0925.docx>
- **Capital Improvement Draft Process** - <https://s3.us-east-2.amazonaws.com/apcha/ProcessMaps.SIPOC.CapitalImprovementDraft.2017.0925.docx>

FORMS & TEMPLATES

The table below provides an inventory of currently used forms and templates. This table is provided for proposer’s information and background only. A final list of forms and templates will be developed as a part of requirements gathering during the project. Additional information about the contents of these forms is available upon request.

Compliance	Currently Used Forms and Templates
	Annual Lease Form
	Audit Request
	Complaint/Violation Submittal Form
	Deadline Approaching - own property in the O EZ
	Deceased Owner/Tenant - Notice to the Estate/Next of Kin
	Demand for Compliance
	Denial Letter
	Emergency Worker Request Form
	First Notice to Employer Owner of Rental Unit (s)
	First Notice to Owner of Rental Unit - no mandatory occupancy
	First Notice to Owners of Rental Property that tenants should qualify and/or provide copies of lease(s)
	First Notice to tenants to requalify - non-tax credit properties (also under Prop Mgt Rental)
	Hearing Request Form
	Ineligibility Request Form
	Initial Notice of Lease Violation and Request for Resolution for Rental Units

**Finance
Qualifications**

Lease Modification Letter (lease renewal)
Lease Template for Rentals (non APCA managed)
Leave of Absence Expiration Notice
Leave of Absence Request Form
Month to Month Lease Form
Notice of Violation
Notice of Violation for Deed-Restriction or Guidelines Violation
Notice of Violation to Employer Owner of Rental Unit (s)
Notice of Violation to Owners of rental units to requalify - non-tax credit properties (also under Prop Mgt Rental)
Notice of Violation to tenants to requalify - non-tax credit properties (also under Prop Mgt Rental)
Notice of Violation-Airbnb or VRBO
Notice of Violation-Foreclosure Notice
Notice of Violation-Not Residing in Home
Notice of Violation-Not Residing or Working
Notice of Violation-Not Working FT
Notice of Violation-Own Property in the OEZ
Notice of Violation-Past Due HOA
Notice of Violation-Roommate Not Qualified
Notice of Violation-Unpaid Tax Bill
Notice to Vacate/Notice to Quit (for both annual and month to month leases)
Requalification for Rental Not Approved - over income or assets
Request for Additional Information
Request for Additional Information from Complainant
Request for Rent Roll
Response to Complainant Letter
Special Review Request Form
Receipt
Bid Submission Form
Custody Affidavit
Employment Verification Form (template, form)
Lawful Presence Affidavit (part of rental and ownership application)
Lender List
List of Rental Projects and Phone Numbers

Rentals

Notice of non-compliance with rent restrictions -see enforcement
Ownership Application
Ownership Application - Aspen Village
Private unit for rent/sale form
Rental Application - ACI
Rental Application - T2
Rental application form
Rental approval form
Rental Database - see Rental and Prop Mgt
Rental denial form
Request for Additional Information -
Request for more information regarding rental application
Seasonal Rental Application (template, form)
Seasonal Rental Approval Form
Seeking apartment form
Seeking roommate form
Survey
Unemployed Resident's Affidavit (template, form)
Unit Advertisement Form
Unit Transfer Form
30 60 90-day Notice for tax credit properties
3-Day Demand for Compliance
ACI & Truscott Parking Permit Agreement
Affidavit of Eligibility for Tax Credit Property
Animal Affidavit
Annual Demographics Information Form
APCHA Promissory Note (Rent Payment Plan)
Income Calculation Form
Income from Rental Property Form
Invoice
Key form
Laundry form

Lease
Lease Addendum Form
Lease expiry notification, for XX number of days out
Lease Extension Form
Lease modification document (lease renewal)
Letter to School District - tenant lives at APCA managed property
Move-out inspection checklist
New rental unit walk-through checklist for DD
Notice of Funds Due
Notice of Intent to Move
Notice of Late Fee Assessment
Notice to tenants to requalify - non-tax credit properties (also under Enforcement)
Pension Verification Form
Prior Landlord Reference Request
Requalification Packet
Request for Additional Information
Request for annual rent increase information
Request for lease extension
Request for Payment (7 day rent due reminder)
Resident Statement of Assets
Statement of Income and Assistance
Storage form
Tax Credit Property Application for Lease Renewal Form
Tax Credit Property Application Form
Tenant Contact Form
Tenant Move-In form
Truscott Properties Laundry Card Agreement
Truscott Storage locker agreement form
Unemployed Resident Affidavit
Unit Inspection Form
Verification of Assets Form
Verification of Deposit Form

Sales

Verification of Employment Form
Verification of Mortgage Form
Verification of Unemployment Benefits
Amendment to Extend Loan Conditions Deadline
Bid Packet Checklist
Buyer Post-Closure Notes
Buyer/Seller Contact Information
Contract Instructions for Buyers
Deed Restriction Forms (for ED signature)
Earnest Money Release Form
Letter to Lender - verification property is deed restricted, no restriction on lending
Letter to School District - verification of ownership
Listing checklist
Listing contract
Lottery Results
Notice to Terminate Sale
Request for Copy of Application from Lender
Requirements Associated with Owning Other RFV Property
Resident Occupied Projects and Requirements
Sales ad form for newspaper
Sales ad form for web
Sales Contract Packet
Standard Listing Packet
Title Insurance Order
Utility Change Order Form
Utility Notice of Closing Date
Utility Notice of Pending Sales
Value Letter

GIS INFORMATION

APCHA has partially identified the GIS layers it will need integrated with the new system. Those are listed here. In addition, APCHA has provided examples of the types of maps it would like to be able to generate.

Preliminary List of GIS Layers

Addresses
Boundaries of city utilities
Boundaries of special (metro) districts
City limits boundary layer
Lighting maps (future)
Locations of mechanical equipment (future)
Ownership Exclusion Zone (OEZ) (there are several different ones, depending on the complex and when the property was purchased) (future)
Parcels
Storage room maps (future)
Street segments
Units
Urban Growth Boundary Layer
Utility shut offs (future)

Examples of Potential Maps

All rental units, by owner or management type (APCHA, City, County, Private)
Key equipment locations (fire hydrant, utility shut offs, etc.)
Map of compliance issues (where are problems located)
Map of units by key attribute, such as category or number of bedrooms
Map of units by price category
Maps of maintenance related fields associated with properties (for example, units which have received an inspection with the past 12 months, or units for which boilers were replaced within the past 5 years)
New units added within a specified time range
Open units; occupied units
Parking spaces
Property locations
Units out of compliance with rent restrictions
Units sold within a particular time frame
Units with leases ending within 60 days, within 30 days