

REQUEST FOR PROPOSALS (RFP)

Consolidated ERP Consultant RFP Questions and Responses

Issued: 07/30/2026

No.	Question	District Response
1	Cybersecurity Scope The RFP references cybersecurity in several places. Does this include a cybersecurity risk assessment or penetration testing of the District's systems, or is the work limited to evaluating the cybersecurity of proposed ERP systems and vendors? Is the consultant expected to assess the District's cybersecurity readiness, advise on SaaS ERP risks, and evaluate the cybersecurity capabilities of proposed ERP vendors?	The cybersecurity work is mainly related to the ERP project and the evaluation of proposed ERP systems and vendors. The selected consultant will not be required to perform penetration testing or a full cybersecurity assessment of the District's network, servers, or systems. The consultant may review the District's current technology and security environment as needed to identify ERP-related requirements, risks, and readiness issues. This may include identity and access management, user authentication, system integrations, data protection, business continuity, disaster recovery, audit logging, and security responsibilities. The consultant should also advise the District on cybersecurity risks related to SaaS ERP systems and help evaluate proposed vendors' security capabilities, including encryption, access controls, independent security testing, SOC reports, backups, disaster recovery, incident reporting, cyber insurance, data ownership, data storage, and data portability.
2	Implementation Advisory Services, Duration, and Level of Effort What types of implementation advisory services is the District seeking? Would these services continue throughout implementation? Is there an expected number of hours per week or month or an expected number of months for implementation support?	This project will not include implementation advisory services during the actual ERP implementation. The consultant's scope will include the current-state assessment, business process review, organizational readiness and change management planning, requirements development, preparation of procurement materials, review of vendor proposals, support for vendor demonstrations, evaluation and scoring, due diligence, and recommendations needed for the District to select an ERP system and vendor. The consultant's contract will end when the District has selected the ERP system and vendor and the agreed selection-phase deliverables have been completed. Accordingly, there is no required number of hours, monthly level of effort, or duration for implementation support under this RFP. After an ERP has been selected, the District will determine whether implementation support is needed and, at its sole discretion, may issue a separate RFP or enter into a new contract for those services. The District is not committing to retain the consultant selected under this RFP for implementation.

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3	Change Management and Organizational Readiness When should organizational readiness and change management work begin? When should the readiness assessment be completed, and how long should change management services continue?	Organizational readiness and change management work should begin during the current-state assessment, business process review, and requirements development phases. The consultant should review staffing, project governance, communication and training needs, business processes, employee roles, availability of subject-matter experts, and the District's ability to support an ERP implementation. The consultant should also compare current practices with applicable industry standards, best practices, and modern ERP capabilities to identify process changes that may be needed. The readiness assessment, recommended process changes, and change management plan should be completed before the District selects an ERP so the findings can inform the solicitation, vendor evaluation, and selection decision. The consultant's contract will end when the ERP system and vendor have been selected and the agreed selection-phase deliverables are complete. Change management support during implementation or after go-live is not included in this RFP. If the District later determines that additional support is needed, it may issue a separate RFP or enter into a new contract for those services.
4	Procurement Support Materials Does the Procurement Support Materials deliverable include preparing the ERP RFP solicitation, or only preparing supporting technical procurement materials?	The Procurement Support Materials deliverable includes helping the District prepare the ERP solicitation and supporting the procurement process through selection of an ERP system and vendor. This may include functional requirements, technical requirements, cybersecurity requirements, vendor questionnaires, pricing forms, implementation requirements, evaluation criteria, proposal response forms, demonstration scripts, and other supporting procurement documents. The consultant will also assist with reviewing vendor proposals, preparing clarification questions, coordinating and evaluating vendor demonstrations, scoring proposals, conducting due diligence, and recommending a preferred ERP system and vendor. The District will remain responsible for reviewing, approving, and issuing the final solicitation and for making the final selection decision. The consultant's contract will end when the District has selected the ERP system and vendor and the agreed selection-phase deliverables have been completed. Any services related to the actual implementation will be outside this RFP and may be procured later through a separate RFP or a new contract, at the District's sole discretion.

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5	ERP and Utility Billing Procurement Approach Does the District prefer one RFP for both ERP and utility billing, or separate RFPs that would allow consideration of best-of-breed systems?	The District currently prefers one competitive procurement that includes both ERP and utility billing requirements. The District’s goal is to reduce unnecessary integrations, avoid unclear vendor responsibilities, lower long-term support and management costs, and create a manageable technology environment. The District may consider a best-of-breed approach only when the proposer provides clear and supportable evidence that separate systems would provide greater value to the District. This evidence should address total cost of ownership, expected return on investment, integration requirements, staffing and support needs, cybersecurity, vendor accountability, implementation risk, and long-term system management. A recommendation for separate systems that is not supported by clear data and analysis may receive a lower evaluation score. The District will make the final decision on the procurement structure.
6	Combining Deliverables May proposers combine some deliverables, such as the Current State Assessment and the Business Process Review?	Yes. Proposers may recommend combining related deliverables when doing so makes the final documents clearer, more useful, or more efficient. For example, the Current State Assessment and Business Process Review may be combined into one report with separate sections. Combining deliverables does not remove, reduce, or replace any requirement in the RFP. Every required task, analysis, finding, recommendation, and supporting item must still be clearly addressed and easy for the District to identify. Proposers should provide a deliverables crosswalk showing where each RFP requirement will be addressed in any combined document. The District will review and approve the proposed deliverable structure and may require separate deliverables when needed.

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7	Project Budget Is there a budget or budget range for the work beginning with the assessment phase and continuing through contract negotiation support?	The District is not providing a budget or budget range at this time. Proposers should provide their best pricing for the scope of work beginning with the current-state assessment and continuing through the District's selection of an ERP system and vendor. The cost proposal should include fixed pricing by phase, staffing, schedule, assumptions, deliverables, and any applicable hourly rates for work within the selection-phase scope. This RFP does not include pricing for ERP implementation support. The consultant's contract will end when the ERP system and vendor have been selected and the agreed selection-phase deliverables are complete. After selection, the District will decide whether additional implementation support is needed. At its sole discretion, the District may issue a separate RFP or enter into a new contract for those services. The District is not committing to retain the consultant selected under this RFP for implementation.
8	Exceptions to Contract Terms Would the District consider proposed exceptions to its terms and conditions?	Proposers may identify requested changes or exceptions to the District's contract terms. Each exception must be listed in a separate section of the proposal and must identify the contract section, requested change, reason for the request, and proposed replacement language. The District is not required to accept any requested exception. The type, number, and significance of proposed exceptions may be considered during proposal evaluation and contract negotiations. Major exceptions involving cybersecurity, data protection, confidentiality, indemnification, insurance, breach responsibility, or other important District protections may negatively affect the proposer's evaluation score. Because the District operates water and wastewater infrastructure and handles sensitive customer, financial, operational, and employee information, these protections are considered material contract requirements and will generally not be substantially reduced. The final agreement will be subject to successful negotiations, District approval, legal review, and any required Board authorization.

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9	Agreement, Location, Contract Length, and Work Arrangement Do we need to have an agreement in place? Could you share the location details? What is the anticipated length of the contract? Will the work be hybrid, remote, or onsite?	Yes. An agreement must be in place before any work begins. The work will be based at Marina Coast Water District facilities in Marina, California. The work arrangement is expected to be hybrid, with a combination of remote work and onsite meetings or activities as needed. The contract length is still to be determined. However, the consultant's contract will end once the District has selected an ERP system and vendor. Any implementation support would require a separate RFP or a new contract, depending on how the District decides to proceed.
10	ERP Vendor Eligibility Just to confirm, you are only accepting applications directly from consulting firms at this time and are not accepting applications directly from ERP vendors, correct?	Correct. This RFP is for independent, vendor-neutral ERP consulting services. The District is not accepting ERP software, licensing, or implementation proposals from ERP vendors under this solicitation. ERP vendors will have an opportunity to participate in a separate procurement process when the District is ready to select an ERP system and vendor.
11	Proposal Due Time Thank you. Can you tell us what time the RFP response is due? We did not see it in the RFP document.	Because the RFP identified August 3, 2026, as the proposal due date but did not specify a time, the District will accept proposals received by the District's email system through 11:59 p.m. Pacific Time on August 3, 2026. Timeliness will be based on the date and time the proposal enters the District's email system. Proposals received after that time may be deemed non-responsive and may not be considered.