REQUEST FOR PROPOSAL (RFP)
Association Management Software
And
Content Management System

RFP Release Date
02/24/2020

Submissions Due
03/20/2020 at 4:00 PM EDT
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1 Introduction

The Connecticut Conference of Municipalities (CCM) is soliciting proposals from vendors for association management software (AMS) and a content management system (CMS).

Vendors may submit proposals for:

- a solution encompassing all elements of the project scope;
- one or more of the AMS components listed in the project scope; or
- the CMS/mobile app only.

A decision on whether to proceed with a single or multiple vendors will be made upon reviewing the proposals submitted.

2 Background and Project Goals

2.1 CCM Overview

CCM is Connecticut’s association of towns and cities. We represent municipalities at the General Assembly, before the state executive branch and regulatory agencies, and in the courts. Our membership includes all 169 towns and cities representing 100 percent of the state’s population. The organization was founded in 1966.

CCM provides its members with a wide array of services, including: management assistance; technical assistance and training; policy development; research and analysis; and publications. We also provide service programs such as workers’ compensation and liability-automobile-property insurance, risk management, and energy cost containment. Federal representation is provided in conjunction with the National League of Cities.

CCM is governed by a board of directors, elected by the member municipalities, with due consideration given to geographical representation, municipal size, and a balance of political parties. Numerous committees of municipal officials participate in the development of CCM policy and programs. We have offices in New Haven, (headquarters) and Hartford.
2.2 Current Technology

2.2.1 Existing CRM System
Since 2016, CCM has been using a CRM system based on Microsoft Dynamics 2016. The system was extensively customized and has never been upgraded. For 16 years prior, the organization had used Avectra for membership management.

The CRM system contains customized modules for event management, certification, and finance. Some of these customizations have been problematic, which has resulted in us needing to supplement the system with other software solutions. The system also contains a customized member portal. This component has not functioned properly and has limited use.

We currently have 29 individuals licensed to use the system, and about 10 to 12 individuals use the system on either a daily or frequent basis.

2.2.2 Other Operational Software
We are currently using the following software solutions in conjunction with our use of CRM:

- Emma for email management and marketing;
- Eventzilla for events not suited for the CRM; and
- Survey Monkey for surveying.

Our finance department uses Microsoft GP as its financial software package. The current CRM has never been integrated with GP.

CCM performs an annual salary survey of municipal positions. The survey uses a custom online tool to collect the data and provide reports. This is a members-only resource that requires a unique login.

We do not own the salary survey website. It was jointly developed between CCM and one of our councils of government. CCM administers the site and will take responsibility for hosting costs beginning in FY 22.

2.2.3 Website and Mobile App
In 2015, the organization went through a rebranding process, which included a new website (www.ccm-ct.org) developed in Drupal and currently running on Drupal 7. The current website is maintained internally by staff.
The website is intended to reach varied audiences, including but not limited to:

- municipal officials and employees (members);
- businesses looking to connect with municipalities;
- general public;
- media; and
- state legislators.

Website content includes:

- job listings;
- calendars;
- event and program information;
- research and data;
- public policy resources; and
- news.

The most-used features of our current website are the Job Bank, event information and calendar, and legislative activities.

In 2017, CCM launched a new mobile app for use by its membership. It is a native app available in both Android and iOS versions. The app is used primarily for events at this time.

Our Advocacy group is using an in-house system, called the Legislative Action Center. The system is used to enter and track information on bills in the Connecticut Legislature. The application has been used for a number of years, and the group is have some struggles with it.

The organization is also in the process of developing an open-data portal. This portal will provide data and visualizations on topics related to municipalities and local government. The portal would ideally be part of a new website, but it could also be developed separately.

2.2.4 IT Infrastructure

Our instance of Microsoft Dynamics 2016 is run “in-house” and all production systems are run “on-premises.” Organizationally, the ITS budget is structured to keep operational costs low and to capitalize all large expenses. In addition to our primary data center located in New Haven, CT, we maintain another data center in an off-site, co-location facility for disaster recovery purposes. All primary production systems are mirrored to this co-location data center.
Expertise in the ITS department is primarily with Microsoft Server-based operating systems, some Linux and SQL-based database systems. We have a SQL DBA on staff, a junior help desk technician, and three Microsoft-certified server and desktop engineers.

Please see attached network diagrams for topology.

2.3 Issues and Project Goals

We are in need of software solutions to help us address many of the issues we are currently having with our CRM system and website. However, we regard the selection of vendors to be of equal importance as the software. CCM wants to develop a long-term partnership with vendors that will provide us with a strong support model.

In 2016, CCM implemented a Microsoft Dynamics 2016 CRM solution, customized and implemented by Cobalt. The new system was converted from an Avectra software solution that CCM had been using for 16 years. At this time, Avectra had become a legacy system.

There were many issues with the implementation and subsequent use of the Dynamics 2016 software. Ultimately, it was concluded that a customized, CRM solution was not the correct choice for our organization.

At a high level, we need to address the following issues and opportunities.

- Because of the complexity and problems with the current system, about 90% of the tasks are performed by a single staff person. We need the use of a new system to be more decentralized. Users need to be able to be fully proficient in administering modules that support their job functions.
- We have many contacts that have a relationship to more than one municipality or organization (accounts). Our current system uses an “affiliation” record to associate a contact to an account. An affiliation record is created for every account record with which a contact is associated. This solution was not properly programmed and causes a number of issues, as well as being cumbersome to administer.
- We need a new CMS that will also allow for better integration with our AMS. Our website traffic is limited to a few key content areas, and it should be streamlined to remove unnecessary content.
- There is currently no integration between our CRM and Microsoft GP. We believe an integration between the two systems would help resolve many of the issues around invoicing, processing payments, and AR reporting, among others. Internally, we need to review our processes to better define individuals’ roles and responsibilities.
- Our member portal has design flaws, and because of that, it has limited use among our membership.
- The current system has been extensively customized and never upgraded. We need a solution that uses only configurations throughout the various modules. We are not seeking customized software.
We require a well-developed implementation plan, especially in regard to the data migration from our current CRM system, as this was an area largely overlooked when the conversion to our system was implemented.

We desire vendors that will be true partners and help us improve the following aspects of our organization:

- data collection and management;
- products and services;
- workflows;
- member communications and engagement;
- advocacy; and
- overall operations.

3 Project Scope

3.1 Membership Database

The database is the core of the application. A strong, reliable, responsive database with full functionality is key and is the most critical decision point in selecting an AMS. It must be logically structured to handle an efficient relationship between records and provide a 360 degree view of a member, both at the account and contact level.

As mentioned above, there is some complexity around how our members (contacts), are often associated with more than one account, having different roles/responsibilities in their various organizations. Member/non-member pricing needs to be determined based on a member’s one primary account association. This is a salient deficiency we have in our current data structure that needs to be addressed when moving to a new system, as it currently results in the incorrect interactions our members are having when registering for events, workshops, etc.

It is essential to get this right as it drives pricing, marketing (to select individuals based on roles), committee assignments, etc. Please refer to the attachment on multiple affiliations which describes this issue in more detail.

We also need a better way to handle contact management via an individual’s role, committee membership, and any designated marketing lists. One of our current issues is the fact that we have approximately 750 roles associated with contacts. We believe we should probably have less than 10 percent of that number. It is quite possible we need to completely rethink the structure of roles in our system.

The database must be able to handle multiple membership types and dues structures. Strong searching and querying capabilities must be integral, as well as the ability to mass update, load, deactivate, and delete records. Additionally, the ability to track a member’s history,
add/organize new fields on records, allow different levels of access to users and support a high level of functionality in regard to member self-service are all critical.

The use of dashboards, reporting, and custom templates are all critical functions. In Cobalt, we have made minimal use of dashboards and templates, with template creation being very cumbersome. None of the reporting functionality has worked in Cobalt.

3.1.1 Membership
CCM offers several levels of membership. Member status is set at the account level. Contacts derive their pricing based on their designated parent account.

- **CCM Members** – Any municipality in Connecticut (towns or cities), can become a CCM member. CCM currently enjoys 100% membership, (all 169 towns and cities throughout Connecticut). Currently, member dues are not processed through the CRM. They are invoiced (mailed) through our finance department.
  - **CCM Member Affiliates** – These are separate records for approximately 270 entities that get billed under the town. Examples include libraries, boards of education, police, and fire departments.
- **Municipal Business Associates (MBA)** – MBAs are CCM’s business partners. There are four levels of membership, and each MBA gets billed annually.
- **MBA Affiliates** – There are about 14 accounts that include councils of government, transit districts, and other organizations. These accounts are not billed, but they have member access.
- **Local Public Agencies (LPA)** – These are similar to MBAs.
- **Non-members** – These are individuals and organizations that have some type of interaction with our organization.

**Note:** Both MBAs and LPAs have been being billed annually, based on the month they joined. We are currently migrating all accounts to a July 1 renewal date.

3.1.2 Other
CCM provides administrative services for two associations.

- **Connecticut Association of Municipal Attorneys (CAMA)** – A professional organization of lawyers practicing in the field of municipal law.
- **Connecticut Economic Development Association (CEDAS)** – An association for economic development professionals.

Services provided include dues collection, membership management, and event management, among others.
3.1.3 Committee Management

CCM currently uses committee assignments to track a number of committees, boards, and commissions. We track committees for CCM and also committees for CIRMA (our risk management agency). The goal is to capture who is currently serving on a committee, their term (start and end dates), and also committee history.

The following committees are currently in our system, each with subcommittees.

- Board of Directors
- CCM Legislative Committee

We should also have committees set up for town boards and commissions. These include town councils, boards of selectmen, boards of education, and boards of finance, among others. These are not in our system because of the affiliation issues mentioned above.

3.1.4 Program Management

CCM runs a number of programs and services. Some of these are provided at no cost to members and included as part of membership. Others are add-on services provided through partnership arrangements with outside vendors. The majority of programs are not currently tracked through Cobalt and are invoiced directly through the finance department.

Ideally, we would like to be able to track all program activity, including financial transactions, in our system. This would help us with program analysis as we review data on items such as revenue, participation, etc. Additional information on these programs may be found at the CCM website at www.ccm-ct.org.

3.1.5 Publications Management

CCM produces a number of publications, some of which are printed and mailed and others that are distributed electronically. Additionally, some of the items are free to members, but offered for purchase to non-members. Other items are distributed on a “subscription” basis.

There may be opportunities in a new system to designate recipients and provide more efficient delivery of these publications. We do not currently have an online store, but we would like to explore the opportunities to have one.

3.2 Event Management

CCM holds two major events annually.
CCM Convention – This is a two-day, fee-based event open to both members and non-members. It includes a full trade show, educational workshops, and lunch and dinner. There are multiple pricing options and portions of the event are sometimes ticketed.

Emergency Management Symposium (EMS) – This is a free, one-day event targeted at state and local emergency management personnel. It includes a trade show, educational workshops, and lunch.

In the past, CCM has held a charity event and may do so again in the future. We had both a live and silent auction. Our current system was unable to handle the event properly, and we were forced to use a separate solution (Eventzilla) to run the event. Some of the considerations here include ticketing, donations, and fund raising.

CCM also runs other meetings throughout the year that are not currently being set up in Cobalt:

<table>
<thead>
<tr>
<th>Meeting</th>
<th>CCM Internal Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Unity Week</td>
<td>Advocacy</td>
</tr>
<tr>
<td>Day on the Hill</td>
<td>Advocacy</td>
</tr>
<tr>
<td>2 caucuses</td>
<td>Advocacy</td>
</tr>
<tr>
<td>Property Tax Commission</td>
<td>Advocacy</td>
</tr>
<tr>
<td>Project Best</td>
<td>Executive staff</td>
</tr>
<tr>
<td>CAMA Meetings</td>
<td>MRSC</td>
</tr>
<tr>
<td>CEDAS Meetings</td>
<td>MRSC</td>
</tr>
</tbody>
</table>

3.3 Learning Management and Certification

3.3.1 Workshops & Training

CCM provides educational workshops for member municipal officials. The training provides practical information at the cutting edge of municipal management and intergovernmental relations. All workshops are free and are included as part of a town’s membership. They are usually held at municipal facilities.

We hold approximately 70 workshops a year. The events are held throughout the state at municipal properties. Attendees can register themselves and others, and cancel registrations, through the member portal. Staff, however, is currently registering the majority of attendees. We would like to simplify this process to encourage a higher percentage of self-registrations.

Registrant attendance is tracked in the system. There is the ability to track instructors and build a database of locations, but these features are not extensively used. All workshops are conducted in person, and we do not currently record the sessions or offer online workshops, but we plan to move in that direction in the future.
3.3.2 Certification

CCM currently administers one certification program called the Certified Connecticut Municipal Official (CCMO) program. It is offered to all municipal officials, and enrollees take a combination of the workshops offered by CCM. After an enrollment is accepted, the enrollee enters the initial certification period. Upon graduation, the participant enters a recertification period. Particulars of the program are as follows:

Initial Certification

- There are two enrollment periods: November 1 to December 31 for the January 1st class, and May 1 to June 30 for the July 1st class.
- There is an initial enrollment fee.
- Participants must complete 36 credits (each workshop is generally 3 hours and counts for 3 credits) within 2 years of the start date.
- A minimum of 6 credits must be completed from each of the three developmental categories: personal development; organizational development; and community development. All workshops/events fall into one of these 3 categories.
- Attendance at CCM’s Annual Convention and EMS Event accounts for 3 credits per event.
- Certification is based entirely on attendance. There is no testing or outside class work.

Recertification

- The recertification period begins in January, following initial certification and graduation.
- The recertification enrollment fee is due each January.
- Participants have the full calendar year to complete 9 credits.

There are approximately 150 individuals in the CCMO program. About 80 are in the initial phase, and 70 in the recertification phase.

Although Cobalt has been customized for certification, we have been having difficulties administering this process in the system. While members can check their status on the portal, the process is confusing and not ideal.

We are reevaluating the CCMO program and open to ideas and best practices in the area of certification.

3.4 Finance

The majority of invoicing for products and services is initiated within Cobalt. CCM accepts payments either by credit card or “pay later” options. We are currently using Authorize.net as our credit card payment processor.

The Municipal Resource and Service Center staff initiates invoices for the following items:
• member dues for MBAs and LPAs;
• convention registrations;
• convention and EMS exhibitors;
• CCMO participants;
• CT&C Magazine ads (handled by the communications staff);
• Job Bank; and
• most other programs.

Other invoicing is initiated by the finance staff:

• member dues;
• energy program; and
• other programs where there is a financial transaction between CCM and the vendor.

There are a number of challenges with our current environment that we need to address. Some of these issues can be addressed with a different software solution, though we also believe there are improvements that can be made to our current processes and workflows.

• We can’t properly create invoices in Cobalt due to multiple formatting issues. An invoice is generated in the system, but a PDF copy must be made to properly format the document.
• There is no option for generating an aging report for accounts receivables.
• The customized accounting module had not been implemented, and there is no integration between the system and Microsoft GP.
• Finance has difficulties reconciling some payments. There is no automatic link between invoice numbers and order numbers in the system.

3.5 Engagement and Marketing

The use of our current system with regard to engagement and marketing centers around creating and pulling contact lists in order to distribute mass emails. Lists are primarily created by querying for selected roles. All emailing is being done through the Emma software, as there are a number of issues in Cobalt, including template design, scheduling emails, tracking deliverability, and more.

We had started developing marketing lists and associating them with contacts, but these don’t work with Emma. We have not made use of campaigns, either within or outside the system.
3.6 Case Management

CCM’s research staff is currently using a case management module in Microsoft Dynamics that allows for the creation and tracking of research requests submitted by our member towns.

Research requests are received from towns. The majority of requests are received either via calls or email, directly to the analyst. To a lesser extent, the requester will submit a request via the website. A new request is entered into Cobalt, capturing all pertinent information.

The analyst will resolve the case and send an email directly to the contact with information supporting the case resolution, along with any related attachments. There have been file size restrictions and other issues emailing directly through Cobalt, so emails are primarily sent through Outlook and tracked back to the case record. There have also been issues using the “set regarding” option in Outlook.

Dashboards have been created that provide visibility to current open cases as well as case history and case categorizations by subject. Though there is no case library within the system, an analyst can perform searches within Cobalt to see if there are related, resolved cases that can provide information to help them resolve an active case.

3.7 Advocacy

CCM has an advocacy staff that represents members at the General Assembly. These are our full-time lobbyists.

The staff tracks state legislation using a bill-tracking system that was built in-house. The group has been experiencing a number of problems with the application recently and is looking for alternatives to replace it.

Some of the requirements from this group include:

- querying the database to pull lists for email blasts through Emma;
- identifying legislative boards and committees;
- the ability to send legislative alerts through text notifications to members; and
- the ability to view a master schedule/calendar of emails and to which recipients they were sent.

3.8 Content Management System and Mobile App

Below is information on our needs related to a new content management system (CMS) and mobile app. We have intentionally left these requirements broad and seek innovative solutions from vendors. Our goal is simply to have a functional, attractive, and flexible website and mobile app to help us engage our members, partners, and other stakeholders.
3.8.1 Content Management System

The following are the requirements for the CMS. In general, our website must be:

- easy to navigate;
- visually pleasing;
- informative;
- flexible;
- easy to maintain; and
- targeted to a varied audience, including members, legislative leaders, partner organizations, the media, and the public.

The website must also:

- have the ability to incorporate the latest web technology;
- be compatible with the latest versions of all major web browsers;
- meet ADA compliance; and
- work with analytic tools, such as Google Analytics.

As discussed above, much of the content on our current website is not being accessed. We would like to work with the chosen vendor to identify the most relevant content that should be included on the new site.

While we envision a streamlined website, at a minimum we would need:

- a job board;
- an event calendar;
- event registration;
- program and service information;
- legislative information;
- research and data; and
- social media feeds.

We would also like to have a search feature for front-end users.

The CMS solution offered should interface seamlessly with our new AMS and allow for single sign-on (SSO) across our technology resources. It must also support data sets and visualizations, such as Excel-based data and Tableau-generated content.

The CMS must provide robust back-end management. This includes the ability to search content and create and modify content types. We must also have the ability to segregate content depending of the credentials the individual accessing the website.
While our current website is Drupal-based, we are open to all platforms that provide the solution we desire.

Proposals should provide plans for:

- training CCM staff on website use and maintenance;
- working with CCM staff to identify and make provisions for future enhancements, graphics, and navigation;
- programming changes and website enhancements as requested by CCM during the course of the contract;
- assisting CCM in continued application design, development, and implementation on a time and materials basis;
- providing guidance for ongoing review, enhancement, and maintenance of the CCM website for a period of at least two years; and
- search engine optimization.

Vendors should provide the following pricing information.

- The final cost detailed by:
  - design;
  - programming;
  - production;
  - hosting (if provided as part of the proposal); and
  - maintenance and support.
- Pricing should also include any licensing costs associated with the CMS.

3.8.2 Mobile App

As mentioned above, CCM has an existing, native mobile app that is used sparingly. For our needs, however, a mobile version of the website may be a better alternative to a native mobile app.

Our mobile solution must have all the functionality of our website. Like the website, it must integrate with our new AMS for activities such as event registration.

One additional capability we would like is the ability for outreach through push notifications via text messages. We would like to segment audiences for messaging. In particular, we see this functionality as key to our advocacy efforts.
4 Project Timeline

Below is a project timeline. CCM understands that this timeline may be aggressive, so the dates indicated are tentative and subject to change.

<table>
<thead>
<tr>
<th>Key Items</th>
<th>Dates</th>
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<tbody>
<tr>
<td>RFP release</td>
<td>2/24/2020</td>
</tr>
<tr>
<td>Deadline to submit questions (optional)</td>
<td>3/13/2020</td>
</tr>
<tr>
<td>Deadline for proposals</td>
<td>3/20/2020</td>
</tr>
<tr>
<td>Notify vendors in final selection pool</td>
<td>4/6/2020 – 4/10/2020</td>
</tr>
<tr>
<td>Vendor presentations and demos</td>
<td>4/13/2020 – 5/8/2020</td>
</tr>
<tr>
<td>Final vendor selection and notification</td>
<td>5/31/2020</td>
</tr>
<tr>
<td>Contract negotiation and finalization</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>Begin implementation process</td>
<td>7/1/2020</td>
</tr>
<tr>
<td>Project completion</td>
<td>12/31/2020</td>
</tr>
</tbody>
</table>

5 Submission Requirements

5.1 General Vendor Requirements

Please provide the following information regarding your company and your products and services.

- An overview of your company, including background and history
  - Number of years in business
  - Number of employees
  - Number and types of clients
  - Experience with trade and government associations
  - Merger or acquisition activity over the past five years

- An overview of your product or service
  - Detailed application/module descriptions and functionality
  - Frequency of releases and updates
  - Third-party integrations – capability and current client usage
  - Description of API environment and whether open or closed
  - Ownership of the database (for the AMS)
  - Maintenance options and post-production support options

- An overview of your implementation process
Please include the following information.

- Describe the platform(s) required to run the proposed application/system. What future platforms are anticipated and what are the timeframes?
- Describe the proposed systems software requirements and application architecture (provide a high level diagram).
- Is there an on premise implementation path available for your application? Is there a hosting option for your application?
- If there is a hosting option with your application? Do you offer third party hosting options?
- What are the hardware requirements to operate your system? Include the client machine requirements as well. Describe the requirements for the application and database servers as well.
- Does the proposed system maintain an audit trail of manual changes made to the data contained within the application?
- Does the proposed system support the logging of errors and other system usage statistics (such as batch exceptions and security violations)? Describe how the system manages system and application errors.
- What types of databases does the system support? Please describe.
- What are your normal hours of support?
- What channels are supported for reporting issues, (phone, email, web, etc.). Is there an escalation process? Is there a method by which open support issues can be tracked and status reviewed by the client?

Please provide responses to the following questions:

- Is there the role of a dedicated “customer success manager” that would be our resource for getting the full use of the software – from implementation, through product launch and on a daily basis throughout our contract?
- Does your product or service have a users’ group? If so, please provide details, including the website.
- Do you have a process to ensure a client’s experiences are evaluated for inclusion in new releases of the software? If so, please describe this process.
- If you were the selected vendor, how soon after contract execution would you be able to begin the implementation?
• Would your team be available to visit CCM offices in late April or early May to meet staff and provide a demonstration?

CCM will require finalists to provide at least three references from clients most closely related to our organization.

5.2 Pricing
Please provide a detailed price quote that breaks down pricing by both implementation and subscription costs (i.e., support, licensing, upgrades, and hosting fees). Include all optional items and any travel related expenses associated with the implementation team. If there are different tiers of the software, include the pricing for each of these levels and indicate what is included with each.

If applicable, include any policies you have with regard to maximum annual and maximum cumulative price increases. At a minimum, submissions should include any anticipated price escalation.

Also include any costs associated with integrating third-party software, both for implementation and on an ongoing basis.

5.3 Delivery
Five copies and one original submission shall be provided, along with one copy in electronic format. Please mail submissions to the following address.

David Drexel
CCM
545 Long Wharf Drive
8th Floor
New Haven, CT 06511

The electronic copy may be sent to ddrexel@ccm-ct.org.

Responses must be received on or before 4:00 pm EDT, March 20, 2020, and should be labeled “Association Management System RFP.” Late submissions will not be considered, and electronic submissions will not be accepted.

6 Selection Process
Proposals will be evaluated by a committee comprised of CCM staff. Vendors will be rated on a number of factors.
• Responses to the RFP document and requirements matrix.
• Vendor implementation team and process, including data migration expertise.
• Vendor pricing estimate.
• Software’s UI and demonstrated ease of use – for both staff and members (as evaluated in initial demo).
• Software’s ability to be configured.
• Software’s API and ability to integrate with third-party systems.
• Availability of development tools within the software to allow developers and “power users” to manage changes to the system.
• Availability and quality of training, support, maintenance, and documentation.

Finalists will be notified in April and invited to CCM’s office for in-person presentations and demos during April and May. An ultimate decision on a vendor or vendors is expected by early June.

7 Terms and Conditions

CCM reserves the following rights and options:

• determining responders that are most qualified;
• rejecting any or all submissions for any reason at its sole discretion;
• canceling this RFP at its discretion;
• issuing additional solicitations for information and proposals;
• conducting due diligence investigations with respect to the qualifications of each responder; and
• awarding to multiple vendors.

All information provided within this document and all related attachments are to be considered both confidential and proprietary. Accordingly, sharing this RFP and related documents with any third-party or individual within vendor organizations who is not directly responsible for assisting in the creation of a response is explicitly prohibited.

CCM will not be responsible for any cost associated with the vendor’s RFP proposal or associated meetings/demonstrations. Furthermore, we reserve the right to withdraw this RFP or reject vendor submissions for any reason.
8 Questions and Contacts

Questions should be submitted via email to David Drexel at ddrexel@ccm-ct.org by March 13, 2020.

Responses will be provided as quickly as possible and shared with all RFP recipients. The name of the vendor/individual asking the question will be kept confidential.

9 Attachments

- System Requirements Matrix.
- Contacts with Multiple Affiliations Scenario.
- Network Diagram – Long Wharf.
- Network Diagram – Waterbury.