ADDENDUM NO.: 1

INVITATION TO NEGOTIATE NO.: 15-0012
ERP SOFTWARE AND SERVICES

Citizens Property Insurance Corporation hereby formally amends the above referenced solicitation. The purpose of this addendum is to advise of any changes to the solicitation and answer questions received prior to the deadline in Section 1.8, Calendar of Events.

CHANGES TO THE SOLICITATION:

1. The reference to subsection 1.2(D) within 1.2(B) is revised as follows:

    B. Each ERP Vendor may submit up to two separate Responses to the ITN. The Responses may be based on either (i) different options, as described in subsection 1.2(~~**D**~~**C**) below, for implementing and supporting the same ERP Software, (ii) different ERP Software, or (iii) a combination of options (i) and (ii). Each Response will be separately evaluated and the highest ranked Response will be used to determine whether the ERP Vendor advances to Phase 2 (Negotiations).

2. The bullet for "Compensation" is struck from Section 2.10 of the ITN. The section is revised as follows:

The Knowledge Transfer Plan will address:

- Information and data management / responsibilities;
- Transfer responsibilities (e.g., to Citizens);
- ~~**Compensation;**~~
- Regularly scheduled de-briefing sessions with the ERP Vendor team and Citizens' Project teams;
- The validation of findings acquired during the implementation of the ERP Solution; and
- Distribution of materials received or developed during the implementation of the ERP Solution to Citizens' Project teams.

3. References to Attachment K under Section 3.6, Tab 3, item B(2) is revised as follows:

    2. Attachment H, Implementation and Ongoing Services Questionnaire, and
        a. Attachment ~~**K**~~**H**-1: Proposed Project Schedule
        b. Attachment ~~**K**~~**H**-2: Staffing Plan and Team Roles and Responsibilities

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ANSWERS TO QUESTIONS:

#	Attachment/Section	Question	Response
1	General	Does CPIC intend to include the enterprise content management and portal replacement requirement (RFI 12-0026) in the requirements for the new ERP system, or will this be solicited separately?	Enterprise content management is not a requirement of the ERP System sought via this solicitation.
2	General	It appears that Citizens is looking for professional services and software from the same vendor. Is this correct? Will Citizens be partnering with a consultant for any of the activity associated with the procurement or selection of the system (i.e. defining detailed business and technical requirements, negotiating the contract/statement of work, providing project management oversight/change management, etc.) or will that all be done by Citizen staff?	See section 1.1 of the ITN. The ERP Vendor may provide the software and services itself or propose one or more third party "partners" for some of those elements. See section 3.7 of the ITN regarding Gartner's role in providing technical support services. Selection of the ERP Solution will be determined by Citizens staff.
3	Pre-Bid	Is there a write up on the questions from the pre bid conference? We were unable to attend.	No questions were asked and no changes to the solicitation were made during the pre-bid conference.
4	General/ Scope	In regards to Solicitation # 15-0012 released by Citizens Property Insurance Corporation for ERP Software and Services. The purpose of this email is two fold. (1) to let you know our group intends to bid for IV&V services to provide independent oversight and potentially assist in the administration of a formal RFP process. (2) To inquire about your plan for IV & V services surrounding this engagement. In our experience, and potentially your own as well, implementing large scale ERP solutions and complex programs of this nature, customers have elected to leverage Independent Validation and Verification (IV&V) services or an independent project management organization to assist with quality reviews and project monitoring. This role is typically handled by an external contractor that reports directly to the Governing body and is responsible for overseeing the performance of both the customer and contractors from execution, contract adherence, technical	For this particular solicitation, Citizens is not seeking and will not accept responses for independent validation and verification services or for consulting services related to the solicitation or project implementation process.

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		and financial perspectives. These services which are sometimes overlooked with potentially disastrous results will play a significant role by (1) reducing the overall project risk or failure, (2) reduce and or eliminate project creep and most importantly ensure the project is not only completed but on time, on budget, and with the functionality envisioned when a project of this scale is conceived. Due the complexity and large cost incurred in an ERP initiative of this scale, we see this function as absolutely necessary A qualified IV&V partner should remain independent throughout the project and not just be an extension of the customer's or software implementation team. We are capable and interested in partnering with Citizens in such a capacity which is the primary reason for our response to this RFP.As your group moves through the initial phases of such an important project we ask that you keep in mind the above offer. Note: IF you would find it helpful please keep in mind that on a highly discounted basis We are also available to expand our services to include assistance with the creation of the initial RFP as this leverages our experience across all functions, structures the engagement correctly and carries forth the detailed requirements, objectives and internal information into the implementation phase. Please validate that they will be accepting responses for this scope of work.	
5		Are there other critical key initiatives planned or in-flight that would be impact this program?	None known at this time.
6		Is there any compliance/regulatory requirements or other factors that may impact or drive the implementation timeline/schedule?	None known at this time.
7		Please provide guidance on how much resource commitment implementation services vendors can be expect from Citizens insurance. Are their potential capacity concerns for Citizens Insurance resources that implementation vendors need to take into consideration?	Question 11 in Attachment H, Implementation Approach Questionnaire, is where vendors are asked to identify the Citizens' resources required to support the implementation. Citizens' resource commitment will be based on that resource plan response.

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8		Is it acceptable to bid only on Implementation Services?	No. Per Section 1.1 of the ITN, Citizens is seeking a vendor to submit a combined proposal for all software, implementation services and support services.
9		If we are only proposing on Implementation Services, please confirm it is acceptable to not respond to questions that are applicable to ERP software providers (example: Attachment A #1 – 9)?	Not confirmed. A “disagree” response to any of the requirements contained in Attachment A (Minimum Requirements) will disqualify such Response from further consideration.
10		Can we add an Appendix folder for diagrams that do not insert easily to MS-Excel along with other information that does not fit or align to any specific attachment but we believe is relevant to Citizens Insurance’s ERP initiative?	The use of an "Appendix" folder is acceptable, however, please refer to Section 3.5(E) ("Content Guidance"), which states that "Responses should be clear and complete, providing a straightforward, concise description […] Elaborate displays and promotional material are not desired."
11		We would like to request a three (3) week extension from the ITN due date.	An extension of the ITN due date will not be considered at this time.
12	ITN Section 1.2	Regarding Section 1 (1.2 Special conditions - Item b) the reference to ERP vendor, is this equivalent to the prime vendor or to the software manufacturer?	Per the defined terms in section 2.2, ERP Vendor means the entity responding to the ITN as the prime contractor. The ERP Vendor may be either the Software Vendor, the Implementation Vendor, **or both.**
13	Appendix 2	In reference to Attachment 2 (Citizens Demonstration Scenarios v3.3 - L), does Citizens require this document be filled out by the submission due date June 22, 2015 or at a later date?	The Demonstration Scenarios document does not need to be submitted with the original Response. Vendors advancing to phase 2 will provide the document as described in Section 3.7(C) (2) of the ITN.
14		Within the ITN, Appendix 2 - Demonstration Scenarios is provided, however when looking at the calendar of events in section 1.8, there aren’t any date ranges provided for actually performing the demonstrations. Can you please provide what the anticipated dates would be for demonstrations?	Demonstrations are to be performed during the negotiation phase. See section 3.7(C) of the ITN for further details. The anticipated timeframe for negotiations is listed in Section 1.8, Calendar of Events.
15	Response Structure	Should implementation vendors also propose the software, or do you expect those proposals separately?	Citizens seeks proposals that encompass all of the services sought in Section 1.1 of the ITN.
16	Response Structure	Are offshore consulting resources allowed if data is not stored in any location outside of the US (or if the data is obfuscated)?	Refer Question #143. Production data cannot be stored offshore.

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17	Response Structure	Are you open to adjustments to the Program Team Organization (2.8)?	The figure shows the anticipated program team organization based on current enterprise practices. Yes, reasonable adjustments may be considered.
18	Response Structure	Within the Knowledge Transfer Plan (2.10), what does "Compensation" refer to? Does this imply pricing does not include knowledge transfer (if compensation means vendor compensation)?	The bullet for "Compensation" is removed from 2.10. Pricing must include the delivery and execution of the Knowledge Transfer Plan. See Addendum 1.
19	LMS	What specific functionality are you looking for related to compliance/policy management, health & safety, and facilities?	Attachment L describes our high level functionality requirements for each of these areas.
20	LMS	What specific LMS data do you want converted? (Training transcripts? SCORM compliant courses If so how many?)	All active course content and training record data including pending course assignments (required, not yet taken), enrollment information, completions (history), and role based assignments.
21	LMS	What are the business process gaps in functionality with your present LMS?	Ability to restrict attempts to catalog training items.
22	LMS	Are there any departments or SBUs that have unique learning or compliance/regulatory requirements?	Yes. Ethics and Harassment coursework (regulatory).
23	LMS	Are you able to currently deploy assessments/tests? Is this something you rank highly for the new LMS solution?	Yes, with item level tracking.
24	LMS	Are you able to currently deploy virtual learning environment (VLE) sessions? Is this something you rank highly for the new LMS solution?	Yes for both.
25	LMS	If using a VLE within the organization, what product is being used (e.g. Webex, GotoMeeting, or Microsoft Lync)?	Adobe Connect.
26	LMS	Do you require assessment and test proctoring?	Yes. Future assessment and proctored testing in operations and Agency based functions.
27	LMS	Do regulators visit your office sites and require real-time reports to be produced for individuals, indicating successful training?	No.
28	LMS	Have your Learning & Development (L&D) departments compiled a complete inventory of all training content needed in the catalog of the new LMS?	Yes.
29	LMS	Have you implemented competency/skill-based instruction?	Not yet, plan to implement competencies in 2015.

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30	LMS	Does personnel information need to be transferred “real time” or can it be batched to run nightly to handle such critical training such as new hire onboarding training?	The information is currently transferred nightly, but Citizens would prefer real time.
31	LMS	Do you use test question banks? If so, how many questions need to be imported from the legacy LMS or assessment tool.	No. Citizens currently has questions within some courses and would like to be able to import test questions from a question bank.
32	LMS	Do you need to import paper-based tests into the new LMS?	No.
33	LMS	Will your deployment be by organization/location or by subject matter?	Organization, role and subject matter.
34	LMS	Do you need to push learning analytical data out to managers and executives via a dashboard?	Yes, in combination with other HR metrics.
35	HR	How many benefit plans need to be configured?	8 Benefit plan types currently exist 1. Medical (3 plans) 2. Dental (1) 3. Vison (1) 4. FSA (2 plans) 5. Retirement Plans (2 plans) 6. Life Insurance (5 plans) 7. Disability (1) 8. Voluntary Benefits (2 plans)
36	HR	How many compensation plans need to be configured?	Currently Citizens uses one plan and seeks the ability to add separate salary plans in the future.
37	Financials	Do you use procurement or expense credit cards? Which financial institution?	Citizens uses purchasing cards form Bank of America.
38	Financials	What is the approximate transaction volume for active suppliers?	Supplier volume should be relatively low, since Citizens is not a manufacturer.
39	Financials	What is the approximate transaction volume for recurring supplier invoices?	Supplier volume should be relatively low, since Citizens is not a manufacturer.
40	Financials	What is the approximate transaction volume for contingent workers	Contingent worker population can vary from approximately 1,000, up to 9,000+ with contract independent adjusters during a storm event; normal contingent worker additions and end of assignment averaging 100 per month.
41	Financials	What is the approximate transaction volume for active projects?	There are between 50 and 75 internal charge-back transactions each month that are project related. There are an additional 125 to 150 internal charge-back transactions

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			each month that are related to equipment or licenses.
42	Financials	What is the approximate transaction volume for bank accounts?	Citizens has a large number of bank accounts due to statutory requirements related to maintaining separate accountings of the three Accounts (PLA, CLA and Coastal). Historically we have maintained separate premium and claim accounts for each Account, but also for different policy systems. Citizens currently has 70+ bank accounts with varying volumes of activity. In the future, it is likely that Citizens will maintain fewer active bank accounts. However, no matter what the number of accounts CPIC maintains, the ERP system will need to be able to support/track as many as 1.5 million deposit transactions in a year and as many as 2.0 million indemnity checks and 1.0 million LAE checks AND all of the stop payments, voids, etc. that go with that volume. In other words, the system must handle these larger volumes with no problem, but these higher volumes will likely only become reality in the case of a major hurricane hitting Florida. In addition to all of the policy system check activity, there are ACH payments to agents and employees, transfers between accounts within our operating accounts at Wells Fargo, but also external wires to vendors and transfers to Citizens investment accounts, which are much less frequent. External wires would number anywhere from 30 to 70 per month, and that would be inclusive of transfers to Citizens' investment accounts.

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43	Financials	What is the approximate transaction volume for fixed assets?	We have approximately 1,200 employees and we replace laptops/desktop computers on a 3 year basis. Additionally, almost all computer equipment is replaced on a three year cycle as well. Furniture, office equipment and leasehold improvements are incurred on a much more infrequent basis, generally 5 - 7 years.
44	Financials	What is the approximate transaction volume for check layouts (for disbursements)?	Citizens will require, at a minimum, the following disbursement check templates: 1. Claims Indemnity as many as three different versions (PLA, CLA, Coastal) 2. Claims LAE as many as 3 different versions (PLA, CLA Coastal) 3. Claims LAE (Bulk) – may require a separate template for as many as 3 different versions (PLA, CLA, Coastal) 4. Return Premium as many as 3 different versions (PLA, CLA, Coastal) 5. Commission – should only need one template as all commissions are netted into one check. 6. Account Payable – should only need one template 7. Payroll – should only need one template There may be additional templates, but they would not be utilized often and will have low volume.
45	Financials	How many different customer invoices/customer statement formats do you use?	There is no standard format. Minimum details for invoices are in the contract terms in Attachment R.
46	Financials	What is the approximate transaction volume for recurring customer invoices?	N/A
47	Financials	What is the approximate transaction volume for active customers?	N/A
48	Financials	What is the approximate transaction volume for lock boxes?	1.5 million paper payments per year and approximately 400K ePayments.

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49	Financials	Are you comfortable with the existing revenue recognition process? Is there any impact you from the revenue recognition standard change?	Citizens is comfortable with the existing revenue recognition process. At this time we do not expect there to be any impact to Citizens as a result of the new revenue recognition standards.
50	Financials	Are you currently using Costing Allocations to split payroll costs between worktags? Is this something you are interested in?	No, but we would be interested.
51	Financials	Do you want to encumber/pre encumber for: (i) positions (at requisition or hire), and (ii) expenditures (requisitions or purchase order)	Yes, we would like the option to encumber / pre-encumber for positions (at requisition or hire), and we may be interested in encumbering expenditures.
52		As [Vendor] does not provide all of the required services (service desk etc.), [Vendor] may participate through an implementation services partner(s) response to provide the ERP portion of the solution. Implementation partners are not resellers of [Vendor], so if the implementation partner's response is selected and awarded by Citizens, a direct contractual agreement between [Vendor] and Citizens would be required. Is this an acceptable option?	Yes, subject to negotiations. See section 1.2(A) of the ITN.
53	Attachment J; Tab: ERP – Fin Acctg and R2R; Sub-Process/Topic: AR Posting/Reconciliation; Question: 15	It states 'The system shall provide the ability to support 3-way match.' So are we talking about the 3 way matching in Payables as it's under the section for AR Posting?	Yes, the traditional 3-way match (invoice, purchase requisition, and receiving report).
54	Attachment J; Tab: ERP – Fin Acctg and R2R; Sub-Process/Topic: AP Posting/Reconciliation; Question: 27	What kind of backup withholdings do we have at present, can we get an example for the same.	We follow the backup withholding laws issued by the IRS. If we do not have accurate W9 data and we are notified by IRS that we have invalid data, Citizens withholds approximately 28% until vendor provides accurate updated W9 information.
55	Attachment J; Tab: ERP – Fin Acctg and R2R; Sub-Process/Topic: Fiscal Period Close; Question: 39	What are we referring to by 'ability to lock the accounting period'? Is it closing the accounting period?	Yes, closing the accounting period, so no one can manipulate or change closed accounting years.

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56	Attachment J; Tab: ERP – Account Receivables; Sub-Process/Topic: General; Question: 28	This questions states that the system shall have the ability to reclassify AR from one account to another account, based on user defined authorization and criteria. So can you please elaborate this and also if possible give an example from Receivables prospective(Also want to make sure that we are talking reclassify from an General Ledger perspective or Sub Ledger prospective)	This would be at a sub ledger level, and would be a transfer from one vendor's account to another vendor's account. Not referring to GL accounts. Note: this is not referring to receivables for Citizens' policyholders, as these are maintained within the policy system. Primarily envisioned for depopulation and/or emergency assessment receivable tracking.
57	Attachment J; Tab: ERP – Fixed Assets; Sub-Process/Topic: Asset Request/Authorization; Question: 1	"The system shall provide the ability to support different asset authorization thresholds." - What is meant by "asset authorization thresholds"? Is this for the purchase of assets?	Yes, but not necessarily limited to just assets. The system shall maintain authorization levels in a hierarchy and there could be different thresholds for different purposes.
58	Attachment J; Tab: ERP – Fixed Assets; Sub-Process/Topic: Fixed Asset Master; Question: 51	"The system shall have a physical inventory module as a standard feature of the system." Can you please explain this requirement and the usage of the same with an example?	Allows for capabilities to scan items and provide descriptions of items and various standard characteristics standard for various asset types. For example, computers/laptops should have relevant fields for computers/laptops and furniture/equipment should be able to capture standard characteristics for furniture/equipment.
59		What information from HR System to do you expect to send to current citizens systems?	We expect to send non-restricted employee data to Citizens Data warehouse for reporting; will require feeds and interfaces with both restricted and non-restricted data to several internal systems or external vendor systems including Benefits vendors, Citizens insurance suite, Vendor management, internal Active Directory, Distribution groups, Service Desk, Employee Demographics. This includes approximately 15 - 20 feeds/interfaces, though some may no longer be needed if data and functions are both contained within integrated ERP system.
60	Attachment L; ERP HCM Tab (Core HR)– Question 4 –	Which forms do you wish to create and would these be online or PDF forms?	Citizens prefers for all forms to be created online.
61	Attachment L; ERP HCM Tab (Core HR) – Question 125	Please define and use of "Classifications"	This could be FSLA designation, EEO classification, employee status, levels as it relates to management, pay grades, function, employee type, or other user defined classifications.

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62	HCM - General	Will you be outsourcing any of the following: (a.) Pay check printing, (b.) W2 printing, (c.) Tax Filing?	No. Currently Payroll processing, paycheck printing, W2 printing, and Tax filing is done internally; no current plans to outsource but may consider alternative arrangements as part of proposed ERP solution.
63	HCM - General	Please clarify what data will be converted, from what systems and how much history.	Appendix 1, Application and Conversion Requirements, describes our data conversion needs by function.
64	Projects	Please clarify the current use of CAFM	CAFM is a licensed tool for managing property and office space, physical assets, provisioning seat assignments and movement, and logistics for managing Facilities maintenance and equipment work orders.
65	PM - General	How many Full Time Citizen employees will be assigned to each of the Category areas as defined in the ITN?	See #7.
66	PM - General	Will there be a full time project manager assigned from Citizen?	Yes, a full time Program Director is currently assigned to the program.
67	PM - General	Will this be a Citizen employee?	Yes, the Program Director is a Citizens employee.
68	Procurement	What is the Citizen's definition of a buying group?	The "buying group" is a group of individual buyers/purchasers.
69	Procurement	Are the workflow capabilities listed to be viewed / used as end to end workflow with a single user interface in procure to pay, or are they individual process workflows that may not have a single screen representation?	Currently they are individual process flows and may not have single screen representation. However, alternatives may be considered through change management.
70	Procurement	Will diagramed process steps need to include steps in systems outside of ERP?	Diagramed process steps do not need to include systems outside of the ERP and should contain all steps up until when data leaves the ERP system and/or after the data enters to the ERP system.
71	Procurement	In general, does data need to flow from ERP to Core system/CAIS, from COR system/CAIS to ERP, or will data need to move in both directions?	Data will need to flow in both directions.
72	Procurement	Does the Vendor Master need to reside in the ERP system or in Citizen's CAIS system?	ERP System.
73	ITN – page 22 of 30	There is a reference to “K-1” and “K-2”, but neither of these exist. Please clarify.	Vendors are required to submit two documents relating to Attachment H: (1) a proposed project schedule and (2) a proposed staffing plan. These should have been identified

#	Attachment/Section	Question	Response
			in the ITN as “H-1” and “H-2”, respectively. See Addendum 1.
74	Attachment H – page 2 of 6	There is a reference to “H-1 Proposed Project Schedule” and “H-2 Staffing Plan and Team Roles and Responsibilities”, but neither of these exist. Please clarify.	See #73.
75	Technical Support / Managed Services	Is it the intent for Citizen’s to require managed services from go live for 5 years or from project inception?	Managed services will be required from go-live for each ERP module and continue for the complete contract term after the last ERP module is fully implemented (see Section 1.7 for the Contract Term).
76	Technical Support / Managed Services	What is the current personnel of technical / functional support staff that is currently in use supporting Citizens?	Citizens currently has 240 IT staff.
77	PM - General	Should hourly costs include travel related costs or can a separate line item of the estimated “not to exceed” travel costs be included?	Travel costs should not be a separate line item.
78	PM - General	Please clarify the depth of the project plan / schedule you anticipate receiving with the ITN response?	The project plan and schedule should provide a clear picture of all work, start-to-finish, required for your recommended implementation approach.
79	PM - General	Will Citizen’s allow the use of any off shore resources for development work?	Refer to Question #143.
80	Training	Is there a Citizens training organization responsible for technical training? compliance training? talent development?	Yes, all is supported from within Learning & Development department in Human Resources.
81	Training	How is training presently delivered at Citizens? ILT? eLearning	ILT, OLT, and VLT.
82	Training	Is there a corporate Learning Management System?	Yes, Citizens currently uses three domains (employees, insurance operations, and agency services).
83	Training	Besides Tampa, Jax and Tallahassee how many field locations are there? how many of the staff are located in the field offices?	All offices are in the three cities, approximately 125 employees are based in the field (home base) within Florida, primarily in South Florida. Examples include: Specialist Underwriters, Claims Quality Assurance, Large Loss Property Claim Specialists, Special Investigators, and Claims Managers.

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84	Training	Is it the intent of Citizens to use the implementation for significant updating business processes?	It is expected that several business processes will be impacted by the ERP implementation and will need to be revised.
85	PM - General	Do you intend to have a phased rollout by function or 'big bang?'	Citizens expects a phased implementation approach.
86	Training	What is the present level of user acceptance to the present environment?	The present environment has many inefficiencies due to lack of integration.
87	Training	What is the anticipated number of project team members that will need “project team training”	The vendor's recommended resource plan (question 11 in Attachment H) will be the key factor in determining the project team size and training requirements.
88	Training	Will you have a dedicated “Change Management” resource?	Change management will be an assigned responsibility for a program resource but will not be that resource’s only responsibility.
89	PM - General	Are there any blackout periods during the year, if so, please identify them	Citizens' Holiday schedule includes: New Year’s Day, MLK Day, Memorial Day, Independence Day, Labor Day, Veterans Day, Thanksgiving Day, Friday after Thanksgiving, and Christmas Day.
90	Finance	Are Grants in use?	Not currently, and it is not likely any would be used.
91	Finance	What is your accounting calendar?	Calendar year.
92	Finance	How long is your month end close process?	Currently it is approximately 4.5 weeks, and it is very important that this be significantly reduced.
93	Managed Services	For ongoing support, is it desired to have FTE resources on site or can a remote model be used on a contract basis per month?	Vendors may propose either remote or on-site models for providing ongoing support.
94	PM - General	The ITN indicated an estimated duration for 24 to 36 months, is Citizens open to a phased implementation plan?	See #85.
95	Item 1.2 (b)	Reference is made to a subsection 1.2(d), but none is found. We assume reference is for options found under 1.2 (c), but wanted to clarify that nothing is being missed or omitted from our version.	Correct, the reference should be 1.2(C). See Addendum 1.
96	Item 2.1 (Category Service Desk)	Can additional clarity be communicated regarding the intent of a Service Desk: (1) Is this an internal service desk to support your ERP users, (2) Is this an external service desk to support your Citizens policy and claims customers (3) Is this a consolidated service desk	Internal Service Desk.

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97	Item 2.3 (Figure 1)	Assumption is ERP will be the payment engine, replacing Power2Pay. If so, what is the volume of claims payments (order of magnitude)?	It varies with our number of policies in force, which can change significantly year over year depending on market conditions. However, outside of a Catastrophe, Citizens processes anywhere from 250 - 750 LAE checks per day, and 50 - 250 indemnity checks per day. In the event of a hurricane, this volume could spike significantly. For a 300 - 400 thousand claim event we would need to generate 4,000 indemnity checks per day for many months and we could generate just as many LAE checks per day.
98	Item 2.7 (Bullet point 2)	Can additional clarity be given to the context of contractor? Is this for contingent labor, and if so can direction be given to the volume and nature of these contractor activities?	Contingent worker population includes contractors, consultants and temps through 3rd party vendors, or individual 1099 contractors, and population can vary from approximately 1,000, up to 9,000+ with added 3rd party independent adjusters during a storm event.
99	Item 3.3	Should we assume vendor pricing and terms will be public record during the evaluation process even with a redacted CD version submitted?	No. Responses (including pricing) are exempt from disclosure under the Public Records Law until such time as Citizens provides notice of its intended decision or until 30 days after opening the final replies (BAFOs), whichever is earlier. See Fla. Statute Section 119.071(1)(b).
100	Attachment J – Functional Capabilities – Finance	Will the Treasury capabilities include requirements for funds/grants management?	No.
101		Are there multiple locations across FL?	Citizens has offices in Tallahassee, Jacksonville and Tampa. Tallahassee is the corporate headquarters for the organization. The Jacksonville and Tampa offices provide policy services and underwriting, claims, and customer support.
102		How many users, by location, will be in the new environment?	See Appendix 7, Citizens' Estimated User Count by Function. Currently Jacksonville has 766 employees, Tallahassee has 213 employees and Tampa has 145, and 125 Telecommuter field based employees.

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103		Is it anticipated that the implementation work will be done in one U.S. location, multiple locations and/or worldwide locations?	Citizens will look to the Vendor's Response regarding the location of work to be completed during the implementation phase.
104		Is multi-language currently being used?	English and Spanish only.
105		How experienced is your current IT team? Are they centralized in one location?	Citizens IT Team will be centrally located in Jacksonville, Florida by July 2015. Citizens IT Team has the expertise in house for various technologies and architecture.
106		Is there an implementation strategy that has already been decided (i.e. phased approach or "big bang")?	See #85.
107		How many interfaces are currently being used? What types; e.g. flat file, real-time, etc.?	Flat-File, SFTP, Synchronous and Asynchronous Web services over SOAP and REST. Please refer to the protocols supported in Appendix 4, Information Technology Standards and Guidelines.
108		How many years of financial transactions will need to be converted? Does the data need to be cleansed?	Back to 2002 for the GL. However, the data for many of the prior years will only be on rolled up level and not necessarily on an individual GL account basis. The more recent years will require total detail, and ERP vendor should expect detailed conversion to go back 5 years (includes A/P, Fixed Asset detail).
109		Does Citizens have existing test scripts that will be performed or should the estimate include the development of all test scripts?	Vendor estimates should include test script development.
110		Are there any known implementation and /or go-live date constraints?	Contract expirations for existing software will need to be considered when determining the implementation plan.
111		Are current business processes documented?	Most business processes are documented.
112		Does the color coding of systems in the current state architecture diagram indicate additional information about the type of system? Is there a legend missing from the architecture diagram?	The legend is in the upper right hand corner of diagram, Figure 1: Current Citizens ERP Application Landscape, of the ITN.
113		Could you provide an example or two of what you refer to as budgeting specifically related to a property and casualty insurance company?	Since Citizens' insurance contracts are offered in one year increments, premiums must be earned over the year. When budgeting premiums written premiums the earning out of premiums written in the prior year and in the current year can be challenging especially in an environment where policies in force

#	Attachment/Section	Question	Response
			and written premiums can very significantly over several years.
114		Currently, are the multiple companies (i.e. Citizens, FMAP) under the same COA or are they individually maintained?	Separately maintained.
115		What is the current accounting calendar used? Is it the same across various entities?	See #91.
116		Would it be possible to share the current COA setup?	Yes. A summary version of the COA will be provided via email for respondents that request it from the Procurement Officer.
117		How often do you expect to do a financial consolidation of different COAs?	Rarely.
118		How often do you envision adding/deleting/changing categories in the COA?	Infrequently.
119		Can you elaborate what you expect out of the system when you talk about the ability to allow for customizations of organization segments?	Currently we have a two tiered structure with Divisions and Cost Centers. We would like the flexibility to have a three tiered organizational structure with Divisions, Departments and Cost Centers. Four tiered if advisable.
120		Can you provide an approximate number of reports per functional area currently active in Pro Financials Report writer?	We do not have special reports per functional area in pro-financial. There are probably 20 reports that are regularly used within Pro-Financial. However, it is envisioned that an ERP system will improve the reporting possibilities and there will likely be a greater need for various functional area reports.
121		Can you provide details on the use & size of the Access databases (Assess, Treasury & Loss)?	Access database for CPIC Emergency assessment is approaching maximum size suggested for MS Access. It is currently around 1.2 GB. There are two separate loss master reports that we get in MS Access that are around 1 GB each. All additional databases are less than 1 GB.
122		Can you provide an approximate record count on the number of Payables invoices to be converted?	Please reference Appendix 1
123		Can you provide an approximate record count on the number of Receivables invoices to be converted?	0. Please reference Appendix 1.

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124		Can you provide an approximate record count of the customer database that needs to be converted?	44,000. Please reference Appendix 1.
125		Can you provide an approximate record count of the supplier database that needs to be converted?	Please reference Appendix 1.
126		What is the Overall budget allocated for the total ERP project?	Budget information for the ERP program is not available at this time.
127		Is Citizens looking for ERP Advisory services only or Total ERP implementation services?	See answer to #2.
128		What are the ERP software you are considering?	Citizens will consider any ERP software proposed through the competitive solicitation process.
129		Is the CRM module part of the implementation as it was asked during RFI?	CRM is not a planned component of the ERP Solution.
130		Does Citizens provide ERP servers, hardware and ERP software? Or what is your preference?	Citizens does not provide ERP Servers, hardware and ERP software.
131		Is the new ERP system should be multi language compliant? If yes what are those languages?	English and Spanish only.
132		Is the new ERP system should be multi currency compliant? If yes what are they?	Citizens does not require the system to be multi-currency compliant.
133		Does Citizens allow a Time and material or resource based project?	Not in response to this ITN.
134		How many years or long the total ERP project implementation is estimated?	See section 1.7 of the ITN.
135		Does Citizens allow sequential implementation of each of the modules, such as ERP software finalization and installation, FI implementation, HR implmentation and then PPM.	See #85.
136		Does Citizens provide infrastructure needed for the implementation such as Place, phones, network and office products?	Yes.
137		Shall we need to do the implementation at your premises or can we rent a building for this during the project duration?	This will be determined during the negotiation phase.
138		Is Governament Sector or Insurance industry experience mandatory for this implemenation?	Yes. See Attachment A.
139		How many Max. end users will be using the system?	See Appendix 7, Citizens' Estimated User Count by Function.
140		How many concurrent users?	See Appendix 7, Citizens' Estimated User Count by Function.

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141		Was there any decision made on the prefered ERP software such as [Vendor] or [Vendor] etc?	No. See answer to #128.
142		Has Citizens utilized an offshore resource model in the past?	No, Citizens has not utilized an offshore model in the past.
143		Is Citizens open to utilizing offshore resources for this project?	Yes, Citizens is willing to consider the limited use of offshore resources for this project. However, Attachment A (Minimum Requirements) requires that the ERP System (including all environments) be operated in the Continental U.S. and all associated data be stored within the Continental U.S. Also, Attachment R (Contract and SLAs) includes proposed terms that would limit the performance of services and the transmission of Citizens' data outside of the U.S without consent of the Contract Manager.
144		Is Citizens looking to license the software directly through the software company or through the vendor?	Citizens is open to explore various licensing arrangements.
145		How much has Citizens researched the available ERP software options? Have Citizens seen demos, etc or is the vendor expected to do this as part of this proposal process?	A publicly announced RFI was conducted in 2014. Fifteen companies responded. No demonstrations were performed as part of that process. Vendors are expected to perform demonstrations during Phase 2 - Negotiations.
146		How many years of past Data you need to store in the active system.	Reference Appendix 1, Applications and Conversion Requirements for data conversion projections.
147		What are the archiving requirements?	Citizens follows the General Records Schedule GS1-SL for State and Local Government Agencies.
148		What is the total Back up Data size of the 4 main ERP modules currently?	Total backup size of the databases that make up our current core ERP applications (HR and Accounting) is approximately 60 GB.
149		ITN mentioned that High level Req (HLR) will be subcontracted to another firm, then what the ERP implementer duties during the initial phase of the project?	The Implementation Services vendor will be engaged from start to finish and be responsible for all SDLC phases of the implementation.
150		Do you allow time and material based quote on this project as the scope is un clear at this moment?	See #133.

#	Attachment/Section	Question	Response
151		Does citizens needs a data mining and data warehouse and business intelligence software as a separate box or looking for only reports generation out of the ERP modules?	Citizens expects the ERP Vendor to propose an appropriate solution including data warehouse.
152	Archival and Retrieval question	What archival and retrieval solutions exist for HR related documents?	Scanned electronic documents in Employee Files (terminations), Paper Employee Files in cabinets (active employees) and some documents such as performance reviews are electronic in HR system.
153	Dashboard term	The term Dashboard is referenced in multiple Attachements. Does a dashboard currently exist in the HR workflow process? If so, is it custom developed or a COTS solution?	Currently HR Dashboard is produced internally via Excel, using data gathered from HR system reports and manually produced reports.
154	Current HW/OS platforms by HR/Finance	Are Microsoft platforms/solutions used by HRIS and Finance applications? If so, please describe.	Yes. MS SQL Server, MS Office 2013.
155	Privacy and Security	What safeguards are in place to protect HR Privately Identifiable Information (PII)	Privacy Officer has issued guidelines for defining Restricted, Sensitive, Limited and Unrestricted employee data. Certain Restricted PII data may be withheld from Public Record Request responses. Citizens also uses role based permissions to restrict access to view or update, PGP encryption for data sent externally via SFTP, and Ironmail for secure mailboxes.
156	Privacy and Security Question	Are data stores housing PII date residing on private virtual LANs (vLans) to ensure confidentiality and to secure the data in the data center?	Yes.
157	Security Question	What security encryption protocols are currently used in the Citizens' environment?	HTTPS/AES 128/256/3-DES.
158	Strategy Question	Please provide an example of a current critical application that will be required as a 'dynamic application' with gaps identified.	The ERP application should support dynamic rules based on business requirements. The tool should provide customization and ability to add dynamic business rules for key business processes.
159	Strategy Question	Is SOA implemented in the current environment? If so, with which HRIS or supporting applications?	Not currently.

#	Attachment/Section	Question	Response
160	Technology and Development	Is the LifeRay Corporate Portal and Self Service Portal referenced, one in the same? Are the APIs to these portals supported natively or does new functionality, e.g. Web Service, using standard development platforms (e.g. Java, .NET, etc.) or do they require custom development?	Self Service capabilities refer to functions within HR or Accounting modules that allow (for example) managers to transfer employees or an employee to change their contact information, or an employee to submit an expense report. While we do not have this capability today, its Citizens desire to be able to leverage our Intranet Portal (Liferay) to surface ERP functions through portlets. Ideally the ERP software would provide portlets in the standard JSR168 or JSR286 to simplify our ability to integrate "self-service" functionality within the context of our intranet portal.
161	Technology and Security	Does the electronic signature capability exist today? If so, please describe. What does the current security model provide to enable this capability for the future?	There is not currently an enterprise e-signature solution. However, DocuSign is currently in use for our Clearinghouse application.
162	Technology	What chat capability currently exists, if any? What security protocols or model is in place to support chat? How are the chat sessions recorded for future review and does the capability exist to insert chat information in an email or inserted into permanent records for future audit and tracking?	No chat functionality exists today.
163	Technology	Does an business process model and business process map exist for the enterprise landscape to support the future state requirements?	No.
164	Technology	Are business rules defined at an application service level or are they custom defined to support only functional level application rules?	The ERP Solution should provide the capability to customize business rules at the application configuration level.

#	Attachment/Section	Question	Response
165	Technology	What percentage of the applications and interfaces are custom developed and what percentage are out of the box and natively integrated into the core HRIS and Finance Systems?	Almost all of our current systems are out of the box with little to no customizations. The only exception would be the MS Access databases used to track some information outside of our key applications. There is very little integration between HRIS and GL. The only semi-automated integration is the bi-weekly payroll entry. The setup is customized and uses a csv extract from the HRIS to the GL. Within HR, Core HR/Payroll/Timekeeper system is licensed (Kronos Workforce Manager) with some customizations (MSS, Payroll, Custom reports); Talent Management System (SuccessFactors) is hosted, with some configuration. HR Interfaces (20) and Reports (50~) are 90 % custom developed with Crystal Reporting.
166	Technology	How many ERP applications are used? Are they supported natively or integrated using APIs/custom developed?	There is limited integration of our current applications.
167	Attachment J	What Performance Management system is currently used? How are roles and profile management integrate into the HRIS system?	Performance Management (Appraisals) are within SuccessFactors; import hierarchy from Kronos on weekly feed to define reporting relationships for managers and staff.
168	Attachment J	Do gaps currently exist with the Daptive PPM tool?	The present environment has many inefficiencies due to lack of integration.
169	Attachment J, Appendix 1	File Transfers - Are all FTP landing zone servers secure - S/FTP?	Yes.
170	Attachment J, Appendix 1, Attachment R	Reporting- What reporting tools are used, how used and who has access?	Pro Financial has FRX which is no longer supported by Microsoft, and F9 is currently used for most reporting. There is also an interface between TM1 and Pro Financial that is used more for administrative expense reporting and analysis currently.
171	Attachment K	What external interfaces exist for Federal requirements. Are these batch interfaces?	The only external “interface” is through the Lexus Nexis Bridger application for OFAC reporting. That is a batch interface.

#	Attachment/Section	Question	Response
172	Attachment K	Are roles and groups assigned for existing organization chart with workflow and process mapping? What workflow engine is used currently?	No. There is no current automated workflow system for these applications.
173	Attachment K	LifeRay Corporate Portal - describe HR management dependencies and if there are gaps for HR management in future state. Has another portal solution been considered?	HR utilizes current Corporate Portal (Oracle BEA) for HR pages.
174	Attachment K	Describe Self Service capabilities of the LifeRay Corporate Portal integration requirements. Is Single Sign On provided currently with this model to HR applications?	See #160.
175	Attachment K	Describe the CAG (Citizens developed authentication gateway) requirements. Is the CAG support or a custom solution? What technology is it based on?	CAG is an internal application that provides a Single-Sign on functionality to Citizens applications. It uses Domain level cookies to track and provide unique sign-on. CAG is developed using Java, J2EE, JAX-WS Web Services.
176	Attachment K	How are employment records attached to employee related files? Is this capability provided by the ECM system (Alfresco) and/orDocument Mgmt. system?	Employee records include: Scanned electronic documents in Employee Files (terminations), Paper Employee Files in cabinets (active employees) and some documents such as performance reviews are electronic in HR system.
177	Attachment K, Appendix 1	Predictive Modeling, Metrics and Analytics - does data store exist for this purpose?	No. See also #183.
178	Attachment N	Is Contract Management part of the sales reporting/CRM process or part of the P2P process or both?	The "Strategic Sourcing/Contract Mgmt." Sub-Process / Topic and associated Capabilities described in Attachment N are part of the P2P process only.
179	Attachment Q	Solution Architecture - Does Citizens have a data retention policies in place that want to apply or is the Vendor expected to provide options and recommendations?	See #147. Vendors are expected to provide options that are in accordance with the General Records Schedule GS1-SL for State and Local Government Agencies
180	Attachment Q	Solution Architecture - How many years should data remain accessible real-time, and how many years accessible via archive? (e.g. 3 years immediate and 7 years archive for a total of 10). Does Citizens have an existing SLA for archive retrival?	See #147. Proposed SLAs are included in Attachment R, however, additional SLAs may be negotiated.
181	Attachment Q	Identity & Access Management - Will Citizens provide examples of the types/kinds protocols requiring support?	Please reference Appendix 4, Information Technology Standards and Guidelines.

#	Attachment/Section	Question	Response
182	Attachment Q	Integration Techniques - Please clarify REST support, as REST is an architectural style and not a protocol.	Citizens integration technologies support REST with JSON and XML.
183	Attachment Q	Infrastructure Standards - Does this environment already exist for Citizens and would act as the Data Warehouse/Data Store for ERP data, or do you want the vendors to include a Cognos reporting	A Data Warehouse and Cognos BI reporting environment does exist at Citizens. However, it was currently not planned to use this environment for the full ERP reporting solution. Only selected data from ERP, as needed to complement the existing data warehouse, has been planned. The vendors should include an ERP reporting solution.
184	Attachment Q	Disaster Recovery - Will off-line backups be accomodated by Citizens DR site, if an on-prem solution is adopted?	Yes.
185	Attachment Q	System Perf & Scalability - Can Citizens provide examples of baseline metrics or anticipated trends for the perceived scenarios. For example, increasing user counts by up to 200 users within a 72 hour period.	None exist for EPR today.

#	Attachment/Section	Question	Response
186	Attachment R	Describe the IEX Call Center Scheduling tool function in the workforce management process	In regards to time-off and scheduling, the IEX Workforce Management tool assists with forecasting and scheduling automation using complex algorithms and scheduling variables. On the administrative end of IEX, allotments can be built-in for "X" number of people or hours to allow off per day. When an employee submits for time-off through IEX, he/she will get a real-time (automatic) approval/denial based on the current allotment. If approved, this time is automatically taken in to consideration to create the best scheduling patterns with available staff, based on the forecasted interval call volume (15 minute intervals). Time-off is only one component of a much more complex variable called shrinkage, which must be calculated correctly in order to create an accurate schedule pattern. IEX helps calculate this shrinkage using variables from the time-off component. In summary, from a process perspective: • The employee submits a request through IEX • The employee is then provided with a real-time approval/denial based on the available allotment • The employee then notifies his/her supervisor of approved of time-off through IEX • The Supervisor then enters this time in the HR tool (Kronos)
187	Attachment R	Do the current systems meet the stated requirements for SLA system availability and outage recovery (e.g. MTTR) Mean Time to Recovery, excluding the network as an established baseline?	Attachment R defines the SLAs for the future ERP application and system.
188	Attachment R	Does Citizens' have a Business Continuity Plan in place? Could that be provided?	Yes, however Citizens will not provide the document to Vendors at this time. The document may be provided to Vendors during the Negotiations Phase or in the Project Implementation Phase, to the extent necessary.

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189	Attachment R	What TMS (Transaction Management Systems) and queuing techniques are used in the current environment? Is there choreography involved, Straight Through Processing, etc. used? How is the performance of the transactions and response times for the system and user monitored and managed?	Citizens uses Oracle Fusion Middleware for all Integration capabilities.
190	Attachment R	What is the average user number and transactions processed per hour and per day, for both peak and off-peak traffic loads?	We do not have a single ERP system to provide this. It comes out of multiple applications and we do not have a count today.
191	Attachment R	Does the current portal and web server environment provide load balancing? Are metrics captured for web analytics, response time and traffic? Is so, how is the data used and is this provided via a dashboard today for reporting and capacity planning purposes?	Current Portal and web server environment is load balanced. Currently, Web analytics are done through Web Trends and the plan is to move to Google Analytics. This data is used by our business partners for various analysis.
192	Appendix 1	What are the retention management requirements (e.g. years/content/reports/guidelines)? Are these all accounted for in the Applications and Conversions section 21?	See #147.
193	Appendix 1	Do any cloud services, managed services, or mobility solutions currently exist in the Citizens environment. If so, please describe.	Citizens utilizes several SaaS based systems for specific business applications that are in scope for replacement under this solicitation.
194	General	We understand that you are using CAG as the interim Single Sign-on (SSO) and you indicated that you want to retain this application. With this you have active directory as well as CAG in place. By implementing future state of ERP with IAM and SSO capabilities, there will some conflict between these multiple SSO applications. Will Citizens consider consolidating them and to decide to retire one of the applications if required?	AD and CAG are used for different purposes. There are no plans to consolidate at this time. Citizens may explore new SSO solutions in future.
195	11 - Attachment J - Functional Capabilities - Finance – L; Travel and Exp #22	Please shed more details on how the scheduling in a calendar is required within an ERP	Booking trips in advance and having invoices and expense reports aggregated in an automated fashion as much as possible.
196	13 - Attachment L - Functional Capabilities - HR – L; Personnel Administration #131	Pl state the specific change information that needs to be transmitted to Budgets and General Ledger.	Changes to chart of accounts (cost centers, location, division, business unit, etc.) in Finance should flow through to HR side; Budgeted and approved headcount in Finance/Budget should synchronize with actual or planned filled and vacant headcount in HR (both

#	Attachment/Section	Question	Response
			employees and contingent workforce).
197	13 - Attachment L - Functional Capabilities - HR – L; Equal Employment Opportunity #9	Can you give more details on the information that is to be tracked by this requirement?	Reprisal is the same as Retaliation, as a basis for an EEOC or State Human Rights charge.
198	13 - Attachment L - Functional Capabilities - HR – L; Equal Employment Opportunity #10	Can you give more details on the information that is to be tracked by this requirement?	Genetic information as a basis for a discrimination charge; Genetic information is emerging as a protected class in some state and local jurisdictions.
199	13 - Attachment L - Functional Capabilities - HR – L; Reporting #71 *- Creation of regression lines for male and female jobs*	Please elaborate on how the regression line is computed.	Citizens does not actually have gender specific job requirements, however, the regression analysis functionality is needed for adverse impact testing, and should follow generally accepted scientifically valid criteria.
200	13 - Attachment L - Functional Capabilities - HR – L; Labor Relations & Grievances #63 The system shall support the EPLI (Employment Practices Liability Insurance) reporting requirements.	Please elaborate on this requirement.	From time to time Citizens is required to file claim notices with our EPLI (Employer Practices Liability Insurance) Insurer and provide updates regarding the litigation status of such cases, as well as report on employee demographics.
201	13 - Attachment L - Functional Capabilities - HR – L; Health & Safety #9 System shall support the management of country specific H and S (Health and Safety) reporting requirements. (REACH in Europe, OSHA in USA, etc.)	Please elaborate on this requirement.	U.S. only OSHA reporting requirements, as well as accident reporting and workforce health & safety reporting.
202	13 - Attachment L - Functional Capabilities - HR – L; Benefits Admin #97 The system shall support ex-patriot benefits and payroll.	What benefits are tracked for the ex-pats?	While ex-patriot benefits tracking is a common function of a HRMS, Citizens does not currently have an ex-patriot program.
203	13 - Attachment L - Functional Capabilities - HR – L; Workforce Planning #18 *- Analysis of staffing gap - determining surplus or plan shortage*	How are surpluses and shortages calculated?	Do not currently use formal Workforce Planning tools, would like to implement, particularly for Call Centers and Operational areas.

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204	13 - Attachment L - Functional Capabilities - HR – L; Succession Planning #5 The system shall provide the ability to support 9box grid (Individual assessment tool) and graphing capabilities (e.g. many graphing scenarios / question, support/compatible with existing igrafix, Visio docs., etc.).	What kinds of graphing scenarios are needed? Please elaborate on this requirement	Graphing scenarios should include the capability for an individual(s) to update a 9-box grid (square) with subject matter in each box, and visually display metrics and demographics for employees in Succession Planning or Talent Review process.
205	13 - Attachment L - Functional Capabilities - HR – L; Performance Management #30 The system shall support an automated Salary Planning process.	Please explain the salary planning process	Salary planning is primarily around planning for annual merit increases, determining the merit pool, etc., but may also include determining pools for promotional increases and other salary adjustments, with analytics and reporting for modeling, planning, and analyzing financial impacts.
206	13 - Attachment L - Functional Capabilities - HR – L; Salary Review #65 *- Target Incentive Opportunity(s)*	Please explain the Target Incentive Opportunity.	We want ability to design, model, and administer short term incentive targets and attainment either by dollar or percent by specific job, or by job families, job functions, pay grade, etc.
207	13 - Attachment L - Functional Capabilities - HR – L; Core Payroll #120 The system shall support the creation of hierarchies.	What kind of hierarchies are needed?	Persons, Cost Centers, Divisions & User Definable Grouping.
208	11 - Attachment J - Functional Capabilities - Finance – L; ERP- Fin Acctg and R2R #7 The system shall provide the ability to reflect Finance master data creation/changes in other modules (e.g. HR (Human Resources), Budget, etc.).	Can Citizens clarify this requirement? Can examples be provided on the type of master data creation/changes in Finance that needs to be reflected in HR or Budget?	For example, as the GL is updated, various reports across the ERP would pull the most up to date financial data if pulling from the GL, HR, Purchasing, AP, etc.

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209	11 - Attachment J - Functional Capabilities - Finance – L; ERP- Fin Acctg and R2R #14 The system shall provide the ability to interface with the Citizens policy system to track assessments and billing to takeout (companies approved by FL Office of Insurance Regulation to participate as part of the Depopulation program) companies (e.g., operating deposits, producer fees, etc.).	Can Citizens provided more clarity on this requirement? What is the type of interface required? Examples would be appreciated.	The interface between the policy system and the financial system is not necessary for regular assessments or emergency assessments. However, Citizens has a depopulation program where private carriers assume policies via 100% quota share contracts, and it may be advantageous to automate the accounting for assumptions by integrating the policy processing system and the GL. Citizens must account for each instance of an assumption by a particular company over a 13 month life of the accounting for each contract. The ERP / payable system must integrate with the policy processing system to generate all checks out of policy system.
210	11 - Attachment J - Functional Capabilities - Finance – L; ERP- Fin Acctg and R2R #29 AR Posting/Reconciliation : The system shall provide the ability to support 3-way match.	Please provide more details on the process for a three-way match in AR Posting/Reconciliation. Typically a 3-way match is on the AP invoice when goods are received into the organization. An example would be appreciated	The invoice, purchase requisition, and receiving documents is the 3-way matching we are referring to. Citizens has Purchase Orders and these would need to be linked to the invoice when it comes in; and invoice shouldn't be paid until items documented as received. Physical match is not required, but electronic match and/or validation is required.
211	The system shall provide the ability to support emergency assessments, depopulation billing and reinsurance recoverables.	Please confirm whether this requirement is for an additional billing event. If not, kindly clarify the expectation on the type of support needed.	If there is a regular assessment, Citizens will need to track the amount billed to each company and the receipt of payment for each instance of an emergency assessment. The depopulation process is described in #209. There will be periodic billings over the life of each contract. Note: companies participating in the depopulation program could have multiple contracts that are billed in any given month.
212	11 - Attachment J - Functional Capabilities - Finance – L; ERP- Fin Acctg and R2R #86 The system shall provide the ability to allow for customization of organization segments.	Please provide additional information on the type of customization required	Two tiered organizational structure versus a three tiered organizational structure is the example provided in #119.

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213	11 - Attachment J - Functional Capabilities - Finance – L; ERP- Fin Acctg and R2R #122 The system shall provide the ability to set up automatic adjustments.	Please provide further information on the type of adjustments required. Is the question related to Journals automatically created for adjustments?	This is referring to built-in logic that would calculate and book recurring journal entries. For example, going from SAP to GAAP (one basis of accounting to another), it would be beneficial to have standard journal entries that reclassify certain balances and that can also calculate the required journal entries when going from SAP to GAAP.
214	11 - Attachment J - Functional Capabilities - Finance – L; ERP- Fin Acctg and R2R #411 The system shall provide a facility for changing screens	Please clarify as to what is expected from this requirement.	This refers to easily transitioning from one module to another (i.e., from finance to HR or purchasing modules and back).
215	15 - Attachment N - Functional Capabilities - Procure to Pay – L; ERP- P2P #703 The system shall provide the ability to print checks remotely	Please explain what is meant by remotely	Checks can be initiated in one place and printed out in another physical location as well as being able to generate and print in a temporary emergency response center.
216	15 - Attachment N - Functional Capabilities - Procure to Pay – L; ERP- P2P #704 The system shall provide the ability to allow other feeder systems to use the check printing mechanism	Kindly explain the process that is expected from this requirement	ERP will be required to print all checks that currently are generated from our policy system and power to pay.
217	15 - Attachment N - Functional Capabilities - Procure to Pay – L; ERP- P2P #707 The system shall provide the ability to reroute check based on user- defined criteria	What is the functionality expected from rerouting a check? Is this for a check approval process?	Need ability to re-route checks batches to print out at multiple printers rather than just be hard coded to print out on one specific printer.
218	15 - Attachment N - Functional Capabilities - Procure to Pay – L; ERP- P2P #708 The system shall provide the ability to print checks and use a signature writer	Does “signature writer” refer to a third party software within the check printer? If not please explain	Refers to digital signatures versus wet signatures. Digital signatures should have thresholds and when checks exceed thresholds, the check must require wet signatures.

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	with user-defined thresholds for electronic signatures		
219	11 - Attachment J - Functional Capabilities - Finance – L; ERP-Accounts Receivables 31 The system shall have the ability to separate aging for deductions.	Kindly provide an example or scenario where this functionality will be required.	This provides Citizens the ability to setup aging buckets so you can easily review deductions for customers within a given bucket.
220	11 - Attachment J - Functional Capabilities - Finance – L; ERP-Accounts Receivables 59 The system shall have the ability to suppress generation of bills.	Kindly provide an example or scenario where this functionality will be required.	System will need to be able to have changes to the records and not have the system generate a bill immediately, as it might be preferable to have the bill generate at month-end or quarter-end for example.
221	11 - Attachment J - Functional Capabilities - Finance – L; ERP-Accounts Receivables 111 The system shall have the ability to establish and to track employee payroll accounts receivable, based on user-defined criteria (e.g., employee ID, pay period, AR Date).	NO QUESTION	N/A
222	11 - Attachment J - Functional Capabilities - Finance – L; ERP-Accounts Receivables 121 The system shall have the ability to enable users to deposit receipts	Is this related to lockbox functionality. If not kindly provide an example or scenario where this functionality will be required.	Must be able to enter miscellaneous deposits. Citizens receives payments outside of premium payments and will need the ability to enter and post these deposits via the financial system.
223	11 - Attachment J - Functional Capabilities - Finance – L; ERP-Accounts Receivables 139 The system shall have the ability to view batch status and update before posting.	Does this requirement relate to Journal Batch processing and posting. If not, kindly clarify the nature of transaction referred to for batch processing as well as where this transaction is expected to be posted to.	Yes.

#	Attachment/Section	Question	Response
224	15 - Attachment N - Functional Capabilities - Procure to Pay – L; ERP-P2P #145 The system shall interface to Acuity - Legal Services for Claims go through this product.	Pl specify the exact information that is required to be interface with the Acuity-Legal Services for Claims?	It has been determined that an interface between the Acuity SaaS product subscribed to by Citizens and the P2P module is no longer required. Attachment N, #145 is no longer a requirement and will not be scored.
225	10 - Attachment I - Functional Capabilities - Budgeting – L; ERP-Budgeting #10 The system shall integrate with the Fixed Asset Management system as well as other asset tracking systems.	Please elaborate the requirements for asset level planning and forecasting.	Citizens' does not have significant capital assets, but will require the fixed asset system to integrate with the purchasing system and the GL. For example, an asset in the Fixed asset system and the physical asset management system, if separate, should have the same asset number and will interface automatically so any change made in one system will be captured in all other modules within the ERP system.
226	10 - Attachment I - Functional Capabilities - Budgeting – L; ERP-Budgeting #11 The system shall allow Vendor Management budgets to be regularly baselined against industry peers to demonstrate Return on Investment (ROI).	Do we need to integrate with any external system to feed data to demonstrate ROI??	No. The system should provide the ability for industry data (such as benchmark indices) to be user-entered and / or uploaded and then used for comparative analysis against previously budgeted amounts.
227	10 - Attachment I - Functional Capabilities - Budgeting – L; ERP-Budgeting #25 - Sales & Forecasting	What are key elements for Sales forecasting that is used by Citizen's Insurance?	Premium dollars. Based on policy form, average premium for that policy form and estimated number of new business, renewal, endorsement, cancellation, and reinstatement transactions throughout the year.
228	10 - Attachment I - Functional Capabilities - Budgeting – L; ERP-Budgeting #26 - Cash Management	What is purpose of integrating planning with Cash Management System?	The idea is to have an operational budget and a cash flow forecast/budget based on anticipated activity.

#	Attachment/Section	Question	Response
229	10 - Attachment I - Functional Capabilities - Budgeting – L; ERP-Budgeting #116 - Customers	How many customers do you expect to be part of Planning process?	For administrative expenses, as many as 70 to 100 budget entry, reviewers, approvers, etc. For other elements of annual budgets, more like 20 - 40 different users based on the specific forecasting item (i.e., losses, LAE, premiums, or investment income).
230	10 - Attachment I - Functional Capabilities - Budgeting – L; ERP-Budgeting #10	NO QUESTION	N/A

FAILURE TO FILE A PROTEST WITHIN THE TIME PRESCRIBED IN SECTION 627.351 (6)(e), F.S., CONSTITUTES A WAIVER OF PROCEEDINGS.