Utah Community Action

Request for Proposal

For Custom CRM

Question & Answers

Please note, many of the vendor questions are similar in nature. However, to ensure to each vendor that we have received and responded to their individual questions, we have preserved each question and responded separately to every question received for this RFP.

1. The RFP states UCA may request interviews or meetings to clarify proposals (Proposal Key Dates / narrative, p.2).
    a. Will live product demonstrations be part of evaluation before or after the November 5 proposal deadline?
        i. These will be after the November 5 proposal deadline
    b. If demos are requested, what duration, format (remote vs on-site Salt Lake City), and audience should proposers expect?
        i. Demos can be in any preferred format including remote and are expected to be no more than 2 hours
    c. Should proposers include a sandbox or recorded walkthrough with the November 5 PDF submission, or only upon invitation?
        i. Only upon invitation

2. Data migration from IntakeQ, ChildPlus, and ClientTrack
   The Purpose section identifies replacement of IntakeQ, ChildPlus, and ClientTrack (p.1). Integrations notes the organization may retain, replace, or phase systems (p.6).
    a. For each of IntakeQ, ChildPlus, and ClientTrack: is the intent full replacement, read-only archive, or phased coexistence?
        i. The intent is full replacement of all systems
    b. Will UCA provide data dictionaries, export samples, or volume estimates (client/household counts, years of history, document attachments) during discovery, or should proposers assume ranges in the fixed-price migration line?
        i. These specific items will all be covered during discovery
    c. Are there mandated retention or federal reporting exports (e.g., Head Start PIR-related extracts from ChildPlus; energy assistance reporting from HEAT) that must remain continuous through cutover?
        i. We should plan to maintain records for 7 years

3. Hosting, data residency, and security baseline
   Technical Solution asks for hosting model, security model, disaster recovery, and encryption (pp.3–4, 7).
   a. Is US-region cloud hosting acceptable, or is Utah- or UCA-controlled hosting required?
      i. US Region hosting is acceptable. Though UCA would prefer to have the data hosted in already existing Microsoft tenant space.
   b. Are there required certifications or attestations (e.g., SOC 2, HIPAA BAA, state data agreements) beyond the RFP's encryption, RBAC, and audit-logging requirements?
      i. If the Solution is to be hosted in the cloud and offered as a SaaS application, then a minimum of SOC 2 compliance would be required.
   c. Must production data remain exclusively in the United States?
      i. Yes. Production data must remain exclusively in the United States.

4. Small business preference scoring (2 CFR 200.321)
   Evaluation awards 5 points to "Small Business and Labor Surplus per Uniform Guidance 2 CFR Part 200.321" (Part 4, p.8).
   a. How will UCA score this factor (binary eligibility vs scaled)?
      i. The Small Business and Labor Surplus preference will be scored on a binary basis.
   b. Which documentation should proposers attach (e.g., SBA size standard / NAICS self-certification, Utah small-business registration, labor-surplus area evidence)?
      i. Proposers seeking the Small Business and Labor Surplus preference must submit a signed certification indicating their eligibility under 2 CFR 200.321, along with any supporting documentation they deem relevant. UCA may request additional documentation or verification prior to award.
   c. Do points apply to the prime only, or can a small-business subcontractor contribute?
      i. Points apply to prime only

5. Ability to do business in Utah
   The Profile of Proposer must "indicate the ability to do business in the state of Utah" (Part 2, p.3).
   a. Does active Utah entity registration / foreign qualification before award satisfy this, or must registration exist at proposal submission?
      i. Proposers are not required to be registered or foreign qualified in Utah at the time of proposal submission. However, the selected proposer must be authorized to conduct business in the State of Utah prior to contract execution and award. Evidence of active registration, foreign qualification, or other authorization to do business in Utah may be requested before final award.
   b. Is a Utah-based prime or partner required, or is a non-Utah US entity with Utah registration acceptable?
      i. Proposers are not required to be registered or foreign qualified in Utah at the time of proposal submission. However, the selected proposer must be authorized to conduct business in the State of Utah prior to contract execution and award. Evidence of active registration, foreign qualification, or other authorization to do business in Utah may be requested before final award.

c. Are joint ventures or prime–sub teams permitted, and if so, should the Letter of Intent name all entities?
    i. Proposals must be submitted by a single legal entity. Joint venture and co-prime submissions are not permitted. The proposer may identify subcontractors that will support contract performance; however, the proposer must be the primary contracting party and will be fully responsible for all services performed under the contract.

6. Timeline and phased delivery
Contract ends December 31, 2028 with up to three one-year extensions; pricing may be negotiated by year or phase (pp.2, 4–5).
    a. Is there a preferred go-live order across the six programs (Workforce, Head Start, HEAT, Case Management & Housing, Nutrition, Weatherization)?
        1. Case Management and Housing
        2. Workforce
        3. HEAT
        4. Weatherization
        5. HeadStart and Nutrition

    b. Must all three legacy systems be decommissioned inside the initial term ending 31 Dec 2028, or may some remain under a phase covered by an extension?
        i. We are open to extending ChildPlus post term end if needed prior to full roll-out of the CRM project. Our intent within 5 years is that we retire all legacy systems.

    c. Are discovery/design and platform build expected as separate fixed-price phases with a go/no-go after discovery?
        i. Break out the discovery and design as separate fixed price phases. But include a breakdown of the other phases and a cost for those in the RFP.

7. Budget range
Pricing must be fixed-price by workstream (p.4). No budget band appears in the RFP text.
    a. Can UCA publish a budget range or historical IT spend band to improve comparability of fixed-price proposals?
        i. Yes. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project.

    b. If not, should proposers assume a multi-year TCO including licensing and maintenance through 31 Dec 2028 only, or also price optional extension years?
        i. Please see response above with not-to-exceed pricing

8. Evaluation criteria detail
   Weights are published (Part 4, p.8).
   a. Within "Functional Fit" (30 pts), are any capabilities mandatory pass/fail (e.g., electronic signatures, household model, online intake)?
      i. Yes, the solution needs to replace the systems indicated in the RFP. As well as a centralized system for cross platform referrals and centralized intake, although that functionality may be limited depending on grant requirements.
   b. For "Vendor NFP CRM Experience & References" (10 pts), must references be US nonprofit / Community Action specifically, or are international NGO / M&E CRM references accepted?
      i. International NGO and other CRM references are accepted, however US nonprofit and Community Action will be more heavily weighted
   c. Will cost (5 pts) be scored on total fixed price through 2028, year-1 cost, or another formula?
      i. Cost will be scored on total fixed price through 2028

9. Existing analytics (Domo) and dual systems
   Public materials describe UCA's use of Domo for program performance dashboards.
   a. Should the proposed reporting layer replace Domo, integrate with Domo, or remain agnostic?
      i. This should replace Domo, unless that is an integral part of your CRM solution– UCA no longer uses the Domo platform
   b. Are Domo licenses and connectors in scope for the fixed-price proposal?
      i. See response above

10. Award logistics
    Award notice is listed as November 13, 2026 (p.2).
    a. Is a best-and-final or revised price round expected after interviews?
       i. There is no anticipated revised price round after interviews
    b. Confirm electronic PDF to stacy.weight@utahca.org is sufficient for a compliant submission (hard copy optional).
       i. That is correct

11. Budget: Is there a budget range or not-to-exceed amount for the project, and which funding sources will pay for it?
    a. Yes. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project.

12. Pricing by phase: Part 1 says pricing may be negotiated at the start of each contract year or each new phase of implementation, while Part 2 says at the start of each one-year extension. May proposers give a firm fixed price for Discovery and Design, with estimates for later phases to be fixed at the end of Discovery?

a. Yes, that pricing method would be acceptable

13. ChildPlus and Head Start: Is the new platform expected to fully replace ChildPlus, including Head Start federal reporting, or may ChildPlus remain in place with an integration?
    a. Yes, this new platform will be expected to fully replace all systems

14. Data migration: Approximately how many client and household records, and how many years of history, are in IntakeQ, ChildPlus, and ClientTrack? Can each system export its data?
    a. Intake Q – 24k client records **
    b. Child Plus – 116k client records **
    c. Client Track – 114k client records **

    ** does not include any associated records – assuming 10-20x this number of total rows

15. Hosting and compliance: Does Utah Community Action prefer the platform hosted in its own cloud environment or by the vendor? Are there data location requirements, or compliance standards that apply to any program's data?
    a. UCA prefers to host the platform in our own cloud environment. Though, we are open to vender hosted. Please indicate in your response which you are proposing and any associated additional costs.

16. Delivery location: May developers located outside the United States work on the project under appropriate data access controls, or must all work be performed in the United States?
    a. All work performed under this contract, including project management, configuration, development, implementation, testing, support, and any access to UCA data or systems, must be performed by personnel located within the United States. The use of offshore personnel or resources outside the United States is not permitted.

17. Insurance: What insurance types and limits will the contract require?

    The Contractor shall maintain throughout the term of the Agreement the following insurance coverages with insurers rated A- VII or better by A.M. Best:

    - Commercial General Liability: $1,000,000 per occurrence, $2,000,000 aggregate.
    - Technology Errors & Omissions/Professional Liability: $2,000,000 per claim and aggregate.
    - Cyber Liability and Privacy Liability: $3,000,000 per claim and aggregate.
    - Workers' Compensation: Statutory limits and Employer's Liability of $1,000,000.
    - Commercial Automobile Liability: $1,000,000 combined single limit.
    - Umbrella/Excess Liability: $3,000,000.

Coverage shall remain in force throughout the contract period and for not less than two (2) years following final acceptance of the solution with respect to claims-made policies.

18. Users: Approximately how many staff will use the system, and is a client-facing portal expected?
    a. 475 Staff will interact with the system. We would like the ability to have clients submit applications on an external facing portal.

19. Will UCA accept a phased proposal, with a fixed price for Discovery and Design and fixed prices for later phases set at the end of discovery?
    a. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

20. Is there a budget range or funding ceiling for the first contract period through December 31, 2028?
    a. Yes. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project.

21. Do references have to be from nonprofit clients, or can they cover other case-management or CRM work?

    a. No, they can be from any source as long as they demonstrate similar requirements.

22. Which systems must be fully replaced, and which may be kept and integrated? In particular, will ChildPlus remain in use for Head Start federal reporting, and is ClientTrack connected to Utah's statewide HMIS?

    a. Yes, this new platform will be expected to fully replace all systems, including Head Start federal reporting. Client Track is not currently connected to Utah’s statewide HMIS.

23. About how many staff users, client records and household records will the system hold, and how many years of history should be migrated?

    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. 475 Staff will interact with the system. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **

ii. Child Plus – approximately 116k client records **
iii. Client Track – approximately 114k client records **

** does not include any associated records – assuming 10-20x this number of total rows

24. Does UCA prefer a fully custom build, or will it accept a solution built on an existing CRM or low-code platform, with licensing shown separately?
    a. UCA will consider all solutions. But would prefer low code platforms such as Microsoft Dynamics.

25. Does UCA have a hosting preference (for example, a specific cloud provider or UCA-owned tenant), and who should own the hosting account and the source code?
    a. UCA would prefer that the hosting service used to be Microsoft Azure.

26. What compliance standards apply to the data (for example, Head Start, HUD HMIS, HIPAA or 42 CFR Part 2)?
    a. Head Start Performance Standards
    b. HUD HMIS

27. Besides the three named systems, what other systems need integrations (for example, accounting, HR, payroll, or state systems)?
    a. UCA is looking for a solution that would enable us to import data from a state system. This would likely require some sort of automation tool or import capability.
    b. UCA is looking to reduce the need for duplicate date entry, client applications for some departments are required to be entered into a state managed system.

28. What does "ability to do business in the state of Utah" require for an out-of-state vendor working remotely? Is Utah registration required?

    Proposers are not required to be registered or foreign qualified in Utah at the time of proposal submission. However, the selected proposer must be authorized to conduct business in the State of Utah prior to contract execution and award. Evidence of active registration, foreign qualification, or other authorization to do business in Utah may be requested before final award.

29. Is registration in SAM.gov or a UEI required for this award?
    a. No, Registration in SAM.gov and a UEI are not required for this procurement. Prior to award, UCA will verify that the selected proposer is not suspended or debarred from participation in federally funded programs. Proposers may be asked to provide

information necessary to support this verification.

30. What insurance types and limits will the contract require?

    The Contractor shall maintain throughout the term of the Agreement the following insurance coverages with insurers rated A- VII or better by A.M. Best:

    - Commercial General Liability: $1,000,000 per occurrence, $2,000,000 aggregate.
    - Technology Errors & Omissions/Professional Liability: $2,000,000 per claim and aggregate.
    - Cyber Liability and Privacy Liability: $3,000,000 per claim and aggregate.
    - Workers' Compensation: Statutory limits and Employer's Liability of $1,000,000.
    - Commercial Automobile Liability: $1,000,000 combined single limit.
    - Umbrella/Excess Liability: $3,000,000.

    Coverage shall remain in force throughout the contract period and for not less than two (2) years following final acceptance of the solution with respect to claims-made policies.

31. Does the Small Business and Labor Surplus criterion need any certification or documentation?

    Proposers seeking the Small Business and Labor Surplus preference must submit a signed certification indicating their eligibility under 2 CFR 200.321, along with any supporting documentation they deem relevant. UCA may request additional documentation or verification prior to award.

32. Is there a required page limit or a target go-live date for the first phase?
    a. No Page limit, though we would like it to be concise
    b. Target go live for phase 1 will be within a year from project kick off or sooner if feasible.

33. **Budget.** Does UCA have a target budget or not-to-exceed range for the initial implementation (discovery through rollout), separate from multi-year support and extension pricing?

    a. Yes. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project.

34. **Pricing structure.** Would you like a fixed price for the full scope through December 31, 2028, or a fixed price for Discovery and Design and the first phase, with later phases priced at the start of each phase, as the RFP's contract terms allow?

a. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

35. **Platform and licensing.** Are there preferred or excluded technologies? Would UCA welcome an open-source core with limited per-user license fees? Does UCA already hold Microsoft 365, Power BI, AWS or Azure licenses or a cloud tenancy you would like us to build on?
    a. UCA would prefer a build that leverages existing licensing inside of the Microsoft eco system.

36. **Hosting.** Should the platform be hosted in a UCA-owned cloud account or managed by the vendor? Are there data-residency or federal-funding requirements for hosting that we should price to?
    a. The system would ideally be hosted in a UCA-owned cloud account.

37. **Systems to retain or replace, and data volumes.** Approximately how many client and household records, and how many years of history, are held in IntakeQ, ChildPlus and ClientTrack? Is UCA's use of ClientTrack part of the statewide Utah HMIS, and does ChildPlus need to remain in place for Head Start reporting? In those cases we would plan to integrate with the system rather than migrate away from it.

    a. Intake Q – approximately 24k client records **
    b. Child Plus – approximately 116k client records **
    c. Client Track –approximately 114k client records **

    ** does not include any associated records – assuming 10-20x this number of total rows

    The intent for this CRM is to completely replace ChildPlus and would need to also perform all Head Start reporting. UCA's ClientTrack is not part of the statewide HMIS platform. ChildPlus does not need to remain in place for Head Start reporting, but the new platform to be developed must be able to produce all of the data points required to meet Head Start reporting standards.

38. **Integrations at launch.** Beyond the three systems above, which systems should the new platform connect with at launch (for example finance or accounting, HR or payroll, e-signature, email or SMS, or state systems used for HEAT or Weatherization), and do they offer APIs?
    a. The new system will not integrate with UCA's administrative functions and will be limited to UCA's operational functions. There will be instances where the new platform

will need to be able to port APIs from the state systems for HEAT, Weatherization, and/or UHMIS into the newly developed platform.

39. **Users.** Roughly how many staff would use the platform, by program? Beyond online intake, should clients be able to do anything else online, such as check status, upload documents or book appointments?

    a. 475 Staff will interact with the system. We would like the ability to have clients submit applications on an external facing portal, which would include checking status, uploading documents, and booking appointments.

40. **Required reporting.** Which funder and federal reports must the platform produce (for example the CSBG Annual Report and ROMA outcomes, Head Start PIR, HUD/HMIS, DOE or USDA reporting)?
    a. The new system should be able to produce reports for Head Start PIR, CSBG Annual reports, ROMA based outcomes for all our existing programs, and other HUD required reports.

41. **Priorities and internal IT.** Is there a program or date you would like to go live first? Does UCA have internal IT staff or a system administrator who would take over day-to-day administration?
    a. See answer 32 (b) for go live for phase 1
    b. UCA does have internal IT and would take over the day-to-day administration

42. **Logistics.**

    a. If UCA requests interviews or demonstrations, can they be held virtually?
        i. Yes, they can be held virtually

    b. Are there insurance requirements or standard contract terms we should review before submitting?

    The Contractor shall maintain throughout the term of the Agreement the following insurance coverages with insurers rated A- VII or better by A.M. Best:

    - Commercial General Liability: $1,000,000 per occurrence, $2,000,000 aggregate.
    - Technology Errors & Omissions/Professional Liability: $2,000,000 per claim and aggregate.
    - Cyber Liability and Privacy Liability: $3,000,000 per claim and aggregate.
    - Workers' Compensation: Statutory limits and Employer's Liability of $1,000,000.
    - Commercial Automobile Liability: $1,000,000 combined single limit.
    - Umbrella/Excess Liability: $3,000,000.

Coverage shall remain in force throughout the contract period and for not less than two (2) years following final acceptance of the solution with respect to claims-made policies.

c. Does UCA require out-of-state vendors to register with the Utah Division of Corporations before award, or only once a contract is awarded?

   Proposers are not required to be registered or foreign qualified in Utah at the time of proposal submission. However, the selected proposer must be authorized to conduct business in the State of Utah prior to contract execution and award. Evidence of active registration, foreign qualification, or other authorization to do business in Utah may be requested before final award.

43. Can Utah Community Action provide estimated user counts by program area (Head Start, HEAT, Housing, Workforce Development, Nutrition, and Weatherization)?
    a. 475 Staff will interact with the system. We are unable to provide a breakdown by the program, but the majority of those users will come from Head Start.

44. Is the expectation that the selected vendor will lead the data migration? If so, what level of data migration is anticipated from IntakeQ, ChildPlus, ClientTrack, and any other systems, including historical records, documents, case notes, and attachments?
    a. The selected vendor will lead data migration into the new system. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

45. Are there specific federal, state, Head Start, HUD, LIHEAP, or other program reporting requirements that must be supported within the initial implementation?
    a. The new system should be able to produce reports for Head Start PIR, CSBG Annual reports, ROMA based outcomes for all our existing programs, and other HUD required reports.

46. To what extent is Utah Community Action seeking AI-enabled capabilities as part of the initial implementation versus establishing a data and governance foundation for future AI initiatives?
    a. UCA is seeking AI-enabled capabilities as a roadmap or optional enhancement to combine data sets to produce reports evaluating the effectiveness of our delivery of service and staff performance. The establishment of data and governance foundation will be prioritized during the implementation phase.

47. **Submission format.** The RFP prefers an electronic PDF and says hard copies may be provided if preferred. Is a single emailed PDF to stacy.weight@utahca.org, received by 5:00 PM MST on November 5, 2026, a complete and responsive submission with no hard copy? If a hard copy is still wanted, should it be postmarked or hand-delivered by the deadline?

    Yes, a single PDF emailed by 5:00 PM on November 5, 2026 is a complete response.

48. **Budget.** Does UCA have a budget range or not-to-exceed amount for the initial term through December 31, 2028, and does any part of it come from grant funds with restrictions we should price around?
    a. Yes. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project.

49. **Platform preference.** The RFP asks for a custom platform. Would UCA also consider a design that builds custom workflow, portal and reporting layers on top of licensed commercial components (for example Microsoft 365 and Entra ID identity, or a hosted database and BI service)? Does UCA have an existing standard for identity, email, cloud provider or BI tool that the platform must use?
    a. Yes, UCA uses Microsoft 365 and Entra ID. We also leverage Power BI and would prefer the proposed solution to leverage the Microsoft eco system.

50. **Data migration volumes.** For IntakeQ, ChildPlus and ClientTrack, roughly how many client records, household records, case notes and stored documents (and how many GB) exist, how many years of history should migrate, and can each system export data through an API or full database export? Do any of these licenses end before December 31, 2028?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. The license expiration for each one of these platforms will end prior to Dec 31, 2028. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

51. **Hosting and data residency.** Does UCA require US-only hosting, and are there limits on which of a vendor's staff, including staff outside the United States, may access production data about children and families? Which frameworks apply to the data (for example Head Start program requirements, FERPA, HIPAA, state privacy rules)?
    a. Hosting and data residency
    All production data about children and families, including backups, replicas, and logs, is hosted and maintained only in the United States. Subprocesses are bound by the same commitment.

b. Staff access
   Only US-based personnel with a role-based need can access production data, using MFA, logging, background checks, and confidentiality agreements. No staff outside the US have access, including remote support. Subcontractors are bound by the same limits.
c. Head Start's privacy rules generally align with FERPA.
d. UCA aligns with NIST Framework as best practice

52. **ClientTrack and HMIS.** If ClientTrack is used for HMIS reporting to a state or HUD lead, must that data entry and reporting continue in the HMIS, with the new platform exchanging data with it, or may the new platform replace it?
    a. ClientTrack is currently separate from HMIS reporting, and that data entry must continue. However, our preference would be that the new platform exchange data with the State of Utah HMIS to eliminate double entry.

53. **Head Start timing.** Does UCA want ChildPlus replaced at a program-year boundary, and what Head Start federal reporting outputs (for example the Program Information Report) must the new system produce on day one?
    a. UCA anticipates replacing ChildPlus at the beginning of the 2028-29 school year. The new system needs to be able to produce all PIR outputs from day one.

54. **Users and sites.** About how many staff users will use the platform by program, how many sites will they work from, and does UCA expect clients to log in to a self-service portal?
    a. 475 Staff will interact with the system. We are unable to provide a breakdown by program, but the majority of those users will come from Head Start. We have approximately 30 sites in the state of Utah. Yes, it is anticipated clients will be able to log into a self-service portal.

55. **Small business and labor surplus criterion.** For the 5-point criterion under 2 CFR 200.321, what documentation does UCA want (a self-certification statement, a form, or a narrative), and is there a form we should use?
    a. Proposers seeking the Small Business and Labor Surplus preference must submit a signed certification indicating their eligibility under 2 CFR 200.321, along with any supporting documentation they deem relevant. UCA may request additional documentation or verification prior to award.

56. Is the objective to replace IntakeQ, ChildPlus, and ClientTrack entirely, or can some existing systems remain in place and integrate with the proposed CRM?

    a. Yes, this new platform will be expected to fully replace all systems

57. Can UCA provide a program-by-program functional requirements matrix identifying the required workflows for each of its six programs?
    a. Yes

58. Does UCA expect a shared household record across all six programs, with program-specific eligibility rules, workflows, and access permissions?
    a. Yes

59. For Head Start, which functions must be provided by the proposed CRM, and which functions may remain in ChildPlus or another specialized application?

    a. This new CRM platform will be expected to fully replace all systems, including ChildPlus.

60. For Workforce Development, Nutrition, and Case Management & Housing, what specific assessments, services, referrals, workflows, and outcomes are required?
    a. Each program has workflows based upon the program requirements.

61. Which programs require formal income-based eligibility determination, and which require other types of eligibility, assessment, or enrollment?
    a. All programs require income-based eligibility

62. Does UCA require a single online application for multiple programs, including shared household information and program-specific supplemental questions? Or are there seperate online apps for each program?
    a. The current state of online applications is unique to each one of UCA's programs. We are exploring the possibility of creating a master application but some functionality may be limited by grant requirements for our programs.

63. Does UCA expect full case-management functionality, including goals, services, caseload assignment, referrals, follow-up tasks, and outcomes, or primarily client and service tracking?
    a. Full case management functionality that covers all areas outlined above.

64. Does UCA require self-service dashboard and report creation by end users, or would standard reports, exports, and vendor-developed custom reports satisfy its needs?
    a. Visualizations would be part of the build, with the potential for admins to develop additional dashboards after initial launch

65. What historical data must be migrated from the existing systems, and what APIs, data dictionaries, and export capabilities are available?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. The license

expiration for each one of these platforms will end prior to Dec 31, 2028. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:

i. Intake Q – approximately 24k client records **
ii. Child Plus – approximately 116k client records **
iii. Client Track – approximately 114k client records **
iv. ** does not include any associated records – assuming 10-20x this number of total rows

66. Would UCA consider a phased rollout, with core household management, intake, and service tracking implemented first, followed by specialized program workflows?
    a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority.

67. Can UCA provide a budget range or clarify how the evaluation will weigh implementation cost, ongoing costs, functionality, and phased delivery?

    a. Yes. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project.

68. Does the online application need to support multiple languages? If so, what languages.
    a. Spanish at a minimum

69. Does UCA need a fully featured case-management and self-service reporting solution at initial launch, or can those capabilities be introduced through a phased approach?
    a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Reporting must be available at the roll out of each program.

70. Please provide estimated counts by user type, including internal staff, system administrators, concurrent users, external applicants, and partner-agency users, together with approximate annual intake, case, referral, document, and reporting volumes.

    a. 475 Staff will interact with the system. We are unable to provide a breakdown by program, but the majority of those users will come from Head Start. We do not anticipate any partner-agency users. In addition, it is expected that clients would be able to submit applications through a portal. We currently serve approximately 50,000 individuals per year. Additional estimated volumes will be provided during the discovery process.

71. For IntakeQ, ChildPlus, and ClientTrack, please identify the approximate number of records and attachments, years of history to migrate, available export formats or APIs, known data-quality or duplicate-record issues, and whether the incumbent vendors are expected to assist with extraction.
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. The license expiration for each one of these platforms will end prior to Dec 31, 2028. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

72. Please provide the anticipated integration inventory, identifying systems that will remain after implementation, required data exchanged, preferred synchronization frequency, and any available interface or API documentation.

    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. The license expiration for each one of these platforms will end prior to Dec 31, 2028. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

73. Please confirm the required security and privacy standards, including whether HIPAA, FERPA, Head Start requirements, SSO/MFA, specific audit-log retention periods, data-residency restrictions, independent security certifications, or cyber-insurance minimums apply.
    a. Hosting and data residency
       All production data about children and families, including backups, replicas, and logs, is hosted and maintained only in the United States. Subprocesses are bound by the same commitment.
    b. Staff access
       Only US-based personnel with a role-based need can access production data, using MFA, logging, background checks, and confidentiality agreements. No staff outside the US have access, including remote support. Subcontractors are bound by the same limits.
    c. Head Start's privacy rules generally align with FERPA.
    d. UCA aligns with NIST Framework as best practice
    e. Audit logs should be kept for a minimum 60 days

74. Please identify the desired rollout sequence, target go-live dates, and acceptance criteria, and clarify whether annual prepaid SaaS fees may be nonrefundable if UCA exercises the required 30-day escape clause.
    a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created. Specific details regarding payment and refundable expenses will be determined during the contracting phase.

75. Budget Range / Allocation: What is the anticipated total budget range or target capital expenditure allocated for the implementation and initial licensing of this platform through December 31, 2028?

    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project.

76. Incumbent Support & Coordination: Are the vendors currently supporting IntakeQ, ChildPlus, and ClientTrack under contract to assist with data extraction and schema documentation, or will the selected vendor be solely responsible for direct database export/API extraction?
    a. Vendor will be responsible for data export and API extraction. UCA staff will be available to provide support with all data extraction

77. System Phase-Out Timeline: Does UCA plan an immediate cutover to retire IntakeQ, ChildPlus, and ClientTrack simultaneously upon Go-Live, or will there be a phased parallel run across the six core program divisions?
    a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created.

78. Workforce Location Constraints: Does UCA permit the use of offshore or nearshore technical resources (e.g., development, data engineering, quality assurance), or is there a strict requirement for all project personnel to be US-based / onshore?
    a. No UCA will not permit use of offshore. All project personnel must be US-based.

79. Data Access & Sovereignty: In relation to federal funding and 2 CFR Part 200 compliance, are there specific citizenship, background check, or data sovereignty requirements restricting non-US personnel from accessing non-production or anonymized test environments?
    a. No UCA will not permit use of offshore. All project personnel must be US-based.

80. Data Volume & History: What is the approximate historical data volume (e.g., number of active and historical client/household records, total gigabytes, and years of history) that needs to be cleansed and migrated from IntakeQ, ChildPlus, and ClientTrack?

    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. The license expiration for each one of these platforms will end prior to Dec 31, 2028. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

81. Unstructured File Migration: Are there existing document attachments (scanned IDs, intake PDFs, proof of income) stored in legacy systems that must be migrated, and what is the estimated volume/storage size of these files?

    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Existing client documents are all stored on the Microsoft Cloud platform. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

82. User Personas & Sizing: Out of UCA's approximately 500 employees, how many will require full administrative/case manager licenses versus read-only, reporting, or occasional staff access?

    a. 475 Staff will interact with the system.

83. External Portal User Volumes: What is the anticipated annual volume of external clients utilizing the self-service online intake portal?
    a. UCA serves approximately 50,000 individuals per year.

84. **International bidder eligibility:** Are India-incorporated technology consulting companies eligible to submit proposals directly without a US-incorporated entity or local prime contractor?
    a. No
85. **Remote delivery:** Is offshore development and support permitted, subject to appropriate security, confidentiality, and data protection requirements?
    a. No

86. **Current systems:** Can UCA provide approximate user counts, data volumes, and integration requirements for IntakeQ, ChildPlus, and ClientTrack?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

87. Could you kindly confirm whether **international vendors are eligible to submit a proposal**?
    a. No
88. will UCA share data volumes and any export or API access for the three current systems, so vendors can scope migration accurately?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. The license expiration for each one of these platforms will end prior to Dec 31, 2028. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

89. For the RFP, would a phased delivery plan within one fixed-price proposal be acceptable?
    a. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

90. For the requirement to indicate the ability to do business in Utah, must an out-of-state firm hold active Utah registration at proposal submission, at award, or before services begin? What documentation is expected?

Proposers are not required to be registered or foreign qualified in Utah at the time of proposal submission. However, the selected proposer must be authorized to conduct business in the State of Utah prior to contract execution and award. Evidence of active registration, foreign qualification, or other authorization to do business in Utah may be requested before final award.

91. Which ChildPlus, ClientTrack, and IntakeQ modules, mandatory funder/regulatory reports, and workflows must be replaced, and which systems or interfaces should remain authoritative?

    a. The new system should be able to produce reports for Head Start PIR, CSBG Annual reports, ROMA based outcomes for all our existing programs, and other HUD required reports.

92. Can UCA provide approximate active/historical person and household counts, record and document volumes, storage, concurrent users, custom workflows/forms, and required reports/interfaces? Are supported APIs and full exports available?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

93. What hosting/data-residency, identity-provider, electronic-signature, security, insurance, incident-notice, support-hours, and recovery requirements should bidders price?
    a. All production data, including backups, replicas, and logs, must be hosted and maintained within the United States. Access to production data is limited to authorized US-based personnel with a role-based business need and appropriate security controls, including MFA, logging, background checks, and confidentiality agreements. Personnel outside the United States may not access UCA production data or production environments, including for remote support. Subcontractors are subject to the same requirements. UCA aligns with the NIST Cybersecurity Framework as a best practice, and applicable privacy and regulatory requirements will also be determined by the specific programs and grants supported by the platform.
    b. Identity provider should be Microsoft Entra.
    c. Support hours should be based on US hours

94. Is a pilot in one program followed by phased deployment across the remaining programs acceptable? What UCA project, technical, and data-steward capacity will be available, and is there an implementation budget range?
    a. Yes, a pilot in one program followed by a phased deployment is acceptable. UCA project, technical, and data-steward capacity will be addressed during the contracting phase. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project.

95. What documentation should accompany the small-business/labor-surplus evaluation item?
    a. Proposers seeking the Small Business and Labor Surplus preference must submit a signed certification indicating their eligibility under 2 CFR 200.321, along with any supporting documentation they deem relevant. UCA may request additional documentation or verification prior to award.

96. The RFP references a "custom" CRM. Will UCA consider a configurable commercial SaaS platform extended through configuration and targeted custom development? Will UCA contract directly with the platform provider for subscription licensing, or should proposers include licensing in the fixed price? Please also note any existing CRM licensing or technology donation programs UCA currently holds.
    a. UCA will consider proposals based on configurable commercial SaaS CRM platforms, including solutions that combine standard platform capabilities with configuration, integration, and targeted custom development where necessary to meet UCA's requirements. UCA is not requiring that the solution be developed entirely as custom software. Proposers should include all licensing, subscription, implementation, and ongoing support costs necessary to provide the proposed solution. Any costs that would be contracted directly by UCA should be clearly identified and itemized. UCA's current technology environment, including any existing CRM licenses, nonprofit technology discounts, or donation programs available to UCA, should not be assumed. Proposers should clearly identify any assumptions regarding licensing requirements and pricing.

97. Please provide the expected number of system users by role (case managers/intake staff, supervisors, executive/read-only, site or field staff). Will clients, partners, or other external users need access, for example through a client portal or referral partner access? Please also provide approximate annual volumes by program for unique clients, households, intakes, service transactions, and online applicants.
    a. 475 Staff will interact with the system. We are unable to provide a breakdown by program, but the majority of those users will come from Head Start. External partners will not be accessing the any of the data. UCA serves approximately 50,000 individuals per year. Additional volume detail will be provided during discovery.

98. For IntakeQ, ChildPlus, and ClientTrack, please identify the programs using each system, approximate record volumes, and available extract methods (API, database extract, or flat file). Is migration of all historical records required, or would active and recent records, with older history retained in a reporting archive, meet UCA's needs?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows
99. Is there a common client identifier across current systems today? Is UCA aware of the approximate level of duplicate client and household records across systems?
    a. UCA uses internal processes to determine a common client identifier. The new platform would need to be able to do so.

100. Is ClientTrack used as UCA's instance of the Utah statewide HMIS for Continuum of Care reporting? If so, does UCA expect the new platform to replace HMIS data entry, or to integrate with HMIS to reduce duplicate entry?
    a. No, ClientTrack is separate from the Utah statewide HMIS. Our preference for this new platform would be to connect to the HMIS to eliminate current duplicate entry.

101. Is full replacement of ChildPlus in scope, including Head Start functions such as ERSEA, attendance, classroom and center management, health and developmental screenings, CACFP meal counts, and PIR reporting? Or does UCA anticipate retaining ChildPlus and integrating it with the new platform?
    a. Yes, this full replacement of ChildPlus is in scope including all of the functions above. We will not retain ChildPlus and it will not be integrated into the new platform.

102. Please list all required integrations, with direction (inbound, outbound, or bidirectional), frequency (real-time or batch), and API availability. Please include state-administered systems for HEAT/LIHEAP, Weatherization, and Workforce Development; HMIS; Office of Head Start systems; CACFP claiming; and UCA's financial/accounting system for client assistance payments.
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs
    b. and full exports are available. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:

i. Intake Q – approximately 24k client records **
ii. Child Plus – approximately 116k client records **
iii. Client Track – approximately 114k client records **
iv. ** does not include any associated records – assuming 10-20x this number of total rows

103. What identity provider does UCA use for staff sign-on (for example, Microsoft Entra ID or Okta)? What email and calendar platform does UCA use, and is synchronization required for communication tracking and appointment management?
   a. UCA uses Microsoft Entra ID
   b. UCA uses Microsoft Outlook for calendar
   c. Yes, the proposed system will need to synchronize with these systems

104. Does UCA have an existing data warehouse or BI tool (for example, Power BI, Tableau, SQL Server, or Snowflake)? Does UCA prefer the analytics layer to be native to the CRM platform or integrated with an existing enterprise BI environment? How many years of historical data must be available for reporting?
   a. UCA currently utilizes Power BI for analytics and visualization purposes. UCA will be requiring the transition of at least 10 years historical data.

105. Which funder and compliance reports must be produced from the new platform, for example CSBG Annual Report and NPIs/ROMA, Head Start PIR, HUD APR/CAPER, LIHEAP, DOE WAP, and WIOA? For each, is the requirement report generation or electronic submission to a state or federal system?
   a. The new system should be able to produce reports for Head Start PIR, CSBG Annual reports, ROMA based outcomes for all our existing programs, and other HUD required reports

106. Can UCA share an inventory or approximate count of current priority reports and dashboards to be rebuilt? Does “workforce and service delivery analytics” refer to UCA staff and caseload analytics, to Workforce Development program outcomes, or to both?
   a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. Each of UCA’s 6 programs will need dashboards to reflect the programs’ outcomes and staff performance to reflect the ‘workforce and service delivery analytics. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:

i. Intake Q – approximately 24k client records **
ii. Child Plus – approximately 116k client records **
iii. Client Track – approximately 114k client records **
iv. ** does not include any associated records – assuming 10-20x this number of total rows

107. Which privacy and regulatory frameworks apply to UCA's data, for example HIPAA (including whether a BAA is required), Head Start confidentiality under 45 CFR 1303, and VAWA confidentiality for domestic violence survivors? Should cross-program data visibility be governed by client consent or release of information? Does UCA require customer-managed encryption keys or field-level encryption, and what are UCA's data retention requirements by program?
    a. Privacy and regulatory frameworks that apply to UCA's data will be dictated by each of the over 65 grants UCA administers. Cross-program visibility will be governed by client ROIs. UCA requires data security for all client documents and must maintain record retention for at least 7 years.

108. Does online intake require an authenticated client portal (account creation, status tracking, document upload, messaging), or are public intake forms sufficient? Which languages must client-facing forms support? Do any programs require offline or field capability, for example Head Start home visits or Weatherization home assessments?
    a. Online intake requires an authenticated client portal. We hope to utilize AI support to translate all forms necessary to languages that meet our clients' needs. The programs may require offline capability.

109. Are specific AI use cases expected within this contract, or should AI capabilities be presented as a roadmap and optional enhancement? Should post-go-live support and maintenance through December 31, 2028 be included in the fixed price, and what coverage hours and response targets does UCA expect?
    a. AI capabilities should be presented as roadmaps and enhancements. Post-go-live support should be included in the fixed price. Further targets will be identified during the SOW phase of the project.

110. Given the high-level requirements, will UCA accept a fixed price for Discovery and Design, with implementation phases fixed-priced on approval of the design deliverables, consistent with the RFP's provision for pricing at each new phase?

    a. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify

assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

111. Given the November 13 award date, what is the expected project start date?
    a. UCA anticipates the SOW to be identified for this project to begin by the end of the year.

112. Do services and financial assistance need to be tracked by grant or funding source? Does the system need to enforce funding-source eligibility rules or spending caps?
    a. The system must be able to track all financial assistance provided by each grant and/or funding source. The system will may need to enforce funding-source eligibility rules and spending caps.

113. For programs that pay landlords, utilities, or vendors, should the system handle requests, approvals, and payment tracking, and integrate with UCA's accounting system? Or will payments be recorded only after they're processed elsewhere?
    a. Current systems record payment after outside processing.

114. For the Weatherization programs, are energy audit tools used, such as NEAT/MHEA or similar? Should audit results integrate with the system?
    a. The energy audit tools and results will not be part of this system.

115. For the Weatherization programs, which job management steps are in scope? These could include the priority list, audits, work orders, contractor assignment, materials and labor costing, health and safety measures, deferrals, final inspection, and quality control inspections.
    a. The program developed should serve as a CRM for the lifecycle of a weatherization project, which may include tracking priority list, audits, work orders, contractor assignment, materials and labor costing, health and safety measures, deferrals, final inspection, and quality control inspections.

116. Which Housing programs will be using the CRM (rapid rehousing, homelessness prevention, and Emergency Solutions Grant (ESG)–funded programs)? Which of them must report through HMIS under the HUD data standards?

a. All ESG, HOPWA and TANF funding must be reported via the UHMIS system

117. For the Housing programs, does UCA take part in coordinated entry? Should assessments, prioritization, and referrals from coordinated entry be tracked in this system?
    a. UCA does not take part in coordinated entry, and this project will not be required to track COC program functions.

118. For the Nutrition programs, does the system need participant-level tracking in the CRM, or mainly meal counts, menu and production records, and site reporting? Are those currently done in another system that will remain?
    a. Meal tracking is currently captured in Child Plus and the new platform would continue this collection.

119. For the Workforce Development programs, should employer partners and job openings be managed in the system?
    a. No

120. Which processes does UCA intend to standardize across all programs, such as intake, client and household records, consent, referrals, case notes, and document management?
    a. UCA intends to standardize all case management functions across all its programs, which may include client intake, household records, consent, referrals, case notes, and document management.

121. Which processes does UCA expect to remain program-specific because of funder or regulatory requirements, such as Head Start ERSEA, Weatherization job management, or HMIS-reportable housing services?
    a. UCA expects the new program to be able to incorporate regulatory requirements for all of its programs into the new system. Our intent is to develop a centralized system for all users in the agency to utilize, which in turn will allow for a more holistic case management experience.

122. Will UCA consider a solution built by configuring a commercial cloud platform to its requirements, rather than custom-developed software? If so, may UCA buy the platform subscriptions directly (including any nonprofit pricing), with the proposal pricing services and listing the expected licensing cost separately?

a. UCA will consider proposals based on configurable commercial SaaS CRM platforms, including solutions that combine standard platform capabilities with configuration, integration, and targeted custom development where necessary to meet UCA's requirements. UCA is not requiring that the solution be developed entirely as custom software. Proposers should include all licensing, subscription, implementation, and ongoing support costs necessary to provide the proposed solution. Any costs that would be contracted directly by UCA should be clearly identified and itemized. UCA's current technology environment, including any existing CRM licenses, nonprofit technology discounts, or donation programs available to UCA, should not be assumed. Proposers should clearly identify any assumptions regarding licensing requirements and pricing.

123. Does UCA expect ChildPlus and ClientTrack to be fully replaced, or kept for Head Start and HMIS reporting with the new system sharing data with them?
   a. Yes, the expectation is that ChildPlus and ClientTrack will be fully replaced.

124. About how many staff would use the system, by program, and roughly how many client and household records and years of history are in IntakeQ, ChildPlus and ClientTrack?
   a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. We would like the ability to have clients submit applications on an external facing portal. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
      i. Intake Q – approximately 24k client records **
      ii. Child Plus – approximately 116k client records **
      iii. Client Track – approximately 114k client records **
      iv. ** does not include any associated records – assuming 10-20x this number of total rows

125. Would a phased implementation, starting with one or two programs, be acceptable? If so, does UCA have a preferred first program?
   a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created.

126. Is there a budget range for the first phase?

   a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project.

127. **Implementation Priorities:** Does UCA anticipate implementing all six programs concurrently, or is there a preferred phased rollout sequence? Are there specific programs or capabilities that must be operational by a target date?
    a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created.

128. **Existing Systems and Integrations**: Beyond IntakeQ, ChildPlus, and ClientTrack, which existing systems or third-party integrations must be supported? Are there systems UCA already intends to retain rather than replace?
    a. There are currently no other systems we intend to replace.

129. **Data Migration:** Can UCA provide approximate record volumes, historical data retention expectations, and available export formats for the systems being consolidated?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. We would like the ability to have clients submit applications on an external facing portal. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

130. **Reporting Requirements:** Are there existing reporting catalogs, defined KPIs, or mandatory funder and regulatory reports that the new platform must reproduce or support across the six programs
    a. The new system should be able to produce reports for Head Start PIR, CSBG Annual reports, ROMA based outcomes for all our existing programs, and other HUD required reports

131. **Security and Compliance**: What program-specific security, privacy, data retention, and regulatory requirements must the platform satisfy? Are there additional restrictions governing cross-program access to client or household information?
    a. All production data, including backups, replicas, and logs, must be hosted and maintained within the United States. Access to production data is limited to authorized US-based

personnel with a role-based business need and appropriate security controls, including MFA, logging, background checks, and confidentiality agreements. Subcontractors are subject to the same requirements. UCA aligns with the NIST Cybersecurity Framework as a best practice.

132. **User Requirements:** Approximately how many staff members are expected to use the platform, and are there established user roles or program-level access restrictions that should inform the architecture and estimate?
    a. 475 Staff will interact with the system. We will need program-level access restrictions built into the architecture.

133. **Hosting and Ownership:** Does UCA have a preferred cloud hosting environment or infrastructure requirements? Are there specific expectations regarding ownership of the developed source code, application data, and hosting infrastructure?
    a. UCA would prefer that Microsoft Azure be used as the hosting environment
    b. UCA would want to retain ownership of the proposed solution and its elements in their entirety

134. **Project Budget:** Has UCA established an anticipated budget range or funding ceiling for the initial implementation and ongoing support?
    a. Yes. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project.

135. **Pricing Structure:** Does UCA require firm fixed pricing for the entire implementation, or may proposers structure pricing by individual project phases, including discovery, implementation, and ongoing support?
    a. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

136. **Project Success:** What would UCA consider the primary measure of success for this initiative, particularly within the first year following implementation?

a. UCA expects the new program to be able to incorporate regulatory requirements for all of its programs into the new system. Our intent is to develop a centralized system for all users in the agency to utilize, which in turn will allow for a more holistic case management experience. The program may utilize AI for data analytics to measure the effectiveness of our program.

137. **Value and Investment:** Under what circumstances would UCA consider paying a premium for a solution that delivers superior results, particularly in operational efficiency, cross-program coordination, and long-term reporting capabilities?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project.

138. **Procurement Follow-Up:** If proposers do not receive responses to their questions by October 26 or an award notification by November 13, what follow-up process should they use, and whom should they contact?
    a. Users will be provided questions will be provided by Oct 26 and an award notification will by provided by Nov 13.

139. **Initial Deployment:** Which of IntakeQ, ChildPlus, and ClientTrack must be replaced during the initial implementation phase?
    a. During the initial Phase, it is anticipated ClientTrack and IntakeQ will be replaced with ChildPlus replacement occurring in a later phase.

140. **User Licensing:** Approximately how many users, by role, should vendors include in initial CRM licensing and implementation pricing?
    a. 475 Staff will interact with the system. We are unable to provide a breakdown by program, but the majority of those users will come from Head Start.

141. **Data Migration:** What are the approximate record and attachment volumes to be migrated from IntakeQ, ChildPlus, and ClientTrack?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. We would like the ability to have clients submit applications on an external facing portal. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **

ii. Child Plus – approximately 116k client records **
iii. Client Track – approximately 114k client records **
iv. ** does not include any associated records – assuming 10-20x this number of total rows

142. **Hosting Requirements:** Does UCA have any mandatory hosting, data-residency, security, or cloud infrastructure requirements that the proposed solution must satisfy?
   a. All production data, including backups, replicas, and logs, must be hosted and maintained within the United States. Access to production data is limited to authorized U.S.-based personnel with a role-based business need and appropriate security controls, including MFA, logging, background checks, and confidentiality agreements. Personnel outside the United States may not access UCA production data or production environments, including for remote support. Subcontractors are subject to the same requirements. UCA aligns with the NIST Cybersecurity Framework as a best practice.

143. **Project Budget:** Has UCA established a funding ceiling or anticipated budget range for implementation, licensing, and support through December 31, 2028?

   a. Yes. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project.

144. Our understanding is that UCA ultimately wants to replace IntakeQ, ChildPlus, and ClientTrack with one unified platform. Is this correct? If yes, would UCA prefer to replace all three systems at once, or replace them one at a time in phases? In a phased approach, the systems not yet replaced would continue working and remain connected to the new platform until they are replaced.
   a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created.

145. Which of the six core programs currently uses each named system, and what are the primary business processes performed in those applications? Should the initial implementation encompass all six UCA programs, or is a phased rollout preferred? If phased, which programs and capabilities should be prioritized?

a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created. Head Start currently uses Child Plus, IntakeQ is our central client application system and ClientTrack is used for all other programs.

146. Beyond internal staff functionality, does UCA envision a client-facing portal where individuals can submit applications, upload documents, provide electronic signatures, book appointments, track application status, and communicate with staff?

a. Yes, UCA envisions a client facing portal that may be able to allow clients to submit applications, upload documents, provide electronic signatures, book appointments, track application status, and communicate with staff

147. What approximate volumes of client, household, case, document and service-history records exist in the current systems? Does UCA require complete historical migration, or would selective migration with a searchable archive be acceptable?

a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. We would like the ability to have clients submit applications on an external facing portal. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
    i. Intake Q – approximately 24k client records **
    ii. Child Plus – approximately 116k client records **
    iii. Client Track – approximately 114k client records **
    iv. ** does not include any associated records – assuming 10-20x this number of total rows

148. Does UCA have a preferred cloud provider, identity or single sign-on environment, and any mandatory security or compliance standards, data-residency requirements, retention policies or disaster-recovery targets beyond those identified in the RFP?

a. UCA uses Microsoft Azure and Microsoft Entra ID.
b. All production data, including backups, replicas, and logs, must be hosted and maintained within the United States. Access to production data is limited to authorized U.S.-based personnel with a role-based business need and appropriate security controls, including MFA, logging, background checks, and confidentiality agreements. Personnel outside the United States may not access UCA production data or production environments, including for remote support. Subcontractors are subject to the same requirements. UCA aligns with the NIST Cybersecurity Framework as a best practice.

149. Is an approved budget range or implementation cost ceiling available? For the requested fixed-price breakdown, should vendors quote all capabilities through December 2028 as one committed scope?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

150. Can UCA share an estimated budget range or not-to-exceed amount, either for the full engagement or for Discovery and Design? Which funding sources will support the project, and do any have spending deadlines that affect the timeline?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

151. Part 1 says pricing may be negotiated at the start of each contract year or each new phase of implementation. Part 2, Section 3 says pricing will be negotiated at the start of each one-year extension. Which applies? Detailed requirements will be defined during discovery. Would UCA accept a fixed price for Discovery and Design, with budgetary estimates for later components that are confirmed at the start of each phase?
    a. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

152. Is there a required pricing form or format? For support, licensing and ongoing maintenance, what period should pricing cover: annual costs, the initial term through December 31, 2028, or the extension years as well?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value. There is not a required pricing form or format.

153. Does UCA have a standard contract that proposers should review, and should exceptions be noted in the proposal? Does the 30-day escape clause apply to both parties, and would work completed through the termination date be paid? What payment structure does UCA expect, for example milestone-based or monthly?
    a. No, there is no standard contract for this contract. Any additional details for the contract will be determined during the contracting period, including termination and payment provisions.

154. The RFP describes a custom platform but also asks for licensing costs. Will UCA consider solutions built on an existing CRM or low-code platform, such as Salesforce or Microsoft Dynamics, as well as fully custom applications? Will both be scored the same way under Technical Architecture?
    a. UCA will consider all solutions. But would prefer low code platforms such as Microsoft Dynamics.

155. Does UCA have a preferred cloud environment, an existing technology stack (such as Microsoft 365 or Azure), or an identity provider for single sign-on? Does UCA prefer to host the platform itself or have the vendor host it?
    a. Yes, Microsoft 365 and Azure
    b. UCA would prefer to self host

156. Will UCA own the source code and all data at the end of the contract?
    a. Yes

157. Of UCA's approximately 500 employees, how many will use the platform, by program and role? How many concurrent users do you expect? Beyond online intake, should clients have a self-service portal, for example to check status, upload documents or message staff?
    a. Appx 475 users are anticipated. Concurrent roles will be defined as SOW is identified. Clients may have the ability to check application status, upload documents or message staff.

158. Roughly how many client and household records, and how many years of history, are held in IntakeQ, ChildPlus and ClientTrack? How much of that history should be migrated?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. We would like the ability to have clients submit applications on an external facing portal. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

159. UCA reserves the right to retain, replace or phase out current systems, and the phased roadmap is a discovery deliverable. For pricing, should proposers assume full replacement of and migration from all three systems? If any system will be kept for part of the project, should interim integrations with it be priced?
    a. Pricing should be for full migration from all three systems

160. Which federal and state reports must the platform produce, for example the Head Start PIR, CSBG Annual Report, LIHEAP, DOE Weatherization, or nutrition program reporting? If ClientTrack is currently used for HMIS reporting, must the new platform meet HUD HMIS requirements or integrate with an existing HMIS?
    a. The new system should be able to produce reports for Head Start PIR, CSBG Annual reports, ROMA based outcomes for all our existing programs, and other HUD required reports.

161. Beyond IntakeQ, ChildPlus and ClientTrack, which systems must the platform integrate with? Examples include finance or accounting, HR, state eligibility systems, utility partners, document storage, e-signature, and email or text messaging tools for communication tracking.
    a. Currently we only anticipate to replace IntakeQ, ChildPlus and ClientTrack with a CRM that allows us to implement a centralized case management model.

162. Which privacy and security requirements apply, for example HIPAA, FERPA for Head Start records, or Utah state privacy law? Are any certifications required, such as SOC 2? Do programs have data retention schedules that the platform must enforce?
    a. Privacy and regulatory frameworks that apply to UCA's data will be dictated by each of the over 65 grants UCA administers. SOC2 will be required for cloud-hosted Saas.

163. Do field staff need the mobile experience to work offline, for example during home visits or weatherization assessments? Which languages must intake support?
    a. Field staff may need mobile experience to work offline during weatherization audit and production periods. We anticipate utilizing AI to allow us to translate all of our intake forms into any language.

164. Should the proposal follow the numbered outline in Part 2, with Technical Solution, Project Methodology, Implementation Schedule and Pricing as subsections of Section 2? Do Sections 3 and 4 require a written response? Are there page limits beyond the one-page letter of intent?

Yes. Proposers should organize their responses using the numbered outline provided in Part 2 of the RFP. Technical Solution, Project Methodology, Implementation Schedule, and Pricing should be included as subsections within Section 2 and clearly labeled to facilitate the evaluation process.

Sections 3 and 4 should also be completed and included in the proposal submission. While these sections may primarily consist of forms, certifications, references, or other required information, respondents should provide all requested content and supporting documentation.

Other than the one-page Letter of Intent, no specific page limits have been established for proposal submissions. Respondents are encouraged to provide concise but sufficiently detailed responses to fully address all requirements and evaluation criteria outlined in the RFP.

165. For the Vendor NFP CRM Experience & References criterion, will UCA count experience building case management and data systems for public-sector human services and early learning agencies? Or must experience and references come from nonprofit organizations?

The references can come from both public sector and non-profit organizations

166. What documentation should proposers include to receive the Small Business and Labor Surplus points under 2 CFR 200.321?
    a. Proposers seeking the Small Business and Labor Surplus preference must submit a signed certification indicating their eligibility under 2 CFR 200.321, along with any supporting documentation they deem relevant. UCA may request additional documentation or verification prior to award.

167. Has UCA completed any needs assessment, requirements documentation or process mapping that can be shared with vendors?
    a. Needs assessment and process mapping may be shared with the vendor chosen for this RFP.

168. Does UCA have a target go-live date or key milestones? If interviews are requested, what dates should proposers hold before the November 13 award?
    a. Key Milestones will be identified during the contracting process. UCA has reserved November 9, 10, and 12th for interviews in advance of the anticipated award on November 13.

169. What internal staff will UCA dedicate to the project, for example a project lead, IT staff, and program subject matter experts for discovery and testing?
    a. UCA's executive team will work identify leads from our various departments to provide support to the project team awarded this contract.

170. Can the work be performed mainly remotely, with on-site visits for discovery and training? Must proposers be registered to do business in Utah before the contract is signed?

    Proposers are not required to be registered or foreign qualified in Utah at the time of proposal submission. However, the selected proposer must be authorized to conduct business in the State of Utah prior to contract execution and award. Evidence of active registration, foreign qualification, or other authorization to do business in Utah may be requested before final award.

171. Which of the six core programs are expected to be included in the initial implementation, and which programs may be introduced in later phases?
    a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created.

172. How many total users are expected to access the system? Please provide an estimated breakdown of staff users, administrators, external partners, and any clients requiring direct access.
    a. 475 total users, access to be granted by pre-defined roles in the system

173. What are the approximate numbers of existing client and household records, and the estimated annual volumes of new intakes, referrals, service activities, and associated documents across the programs?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. We would like the ability to have clients submit applications on an external facing portal. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

174. For IntakeQ, ChildPlus, and ClientTrack, which systems and functions must be replaced at launch, and which may be retained or integrated during a phased transition?
    a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created. We anticipate ClientTrack and IntakeQ to be the first programs replaced.

175. For the Head Start program, which existing ChildPlus functions and reporting capabilities must be supported in the new platform?
    a. The majority of the functionality in ChildPlus will need to be replicated and reporting capabilities including the Head Start PIR.

176. How many years of historical data must be migrated from each existing system? What are the approximate volumes of records, documents, and attachments, and will UCA provide data exports and handle data cleaning?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. We would like the ability to have clients submit applications on an external facing portal. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

177. Apart from IntakeQ, ChildPlus, and ClientTrack, which other internal or external systems must be integrated? For each integration, is data exchange expected to be one-way or bidirectional, and real-time or scheduled?
    a. HMIS is a statewide database operated by the Department of Workforce Services. We would like to explore an automated way of integrating our client data into the HMIS system to minimize duplication of data entry.

178. What requirements must the system support for identifying duplicate clients, matching household records, managing consent, and sharing information across different programs? Will UCA provide the applicable data governance rules?
    a. The program should be able to identify duplicate accounts and merge/manage account creation and deletion across all programs. UCA will provide applicable data governance rules.

179. How many intake forms, assessments, eligibility rules, electronic signature forms, and program-specific workflows need to be configured during the initial implementation?
    a. All pre-determined functionality will need to be configured in the initial implementation

180. What program-specific regulatory reporting, compliance requirements, and data submissions must the platform support? Can UCA provide samples of the existing forms and reports?
    a. The new system should be able to produce reports for Head Start PIR, CSBG Annual reports, ROMA based outcomes for all our existing programs, and other HUD required reports. UCA will share all available existing reports, dashboards and KPIs needed to be supported at launch. The proposed solution may need to integrate with some reporting tools.

181. How many existing reports, custom reports, dashboards, and KPIs need to be supported at launch? Are there existing reporting or business intelligence tools that the proposed solution must integrate with?
    a. The new system should be able to produce reports for Head Start PIR, CSBG Annual reports, ROMA based outcomes for all our existing programs, and other HUD required reports. UCA will share all available existing reports, dashboards and KPIs needed to be supported at launch. The proposed solution may need to integrate with some reporting tools.

182. Does UCA require a separate data warehouse during the initial implementation, or may vendors propose an alternative architecture that provides the required centralized reporting and analytics capabilities?
    a. Vendors may propose alternatives

183. Would UCA accept an existing configurable cloud-based CRM and case management platform that meets the stated requirements, or is a newly developed custom-built application required?
    a. UCA is open to evaluating existing configurable cloud-based CRM, but they must meet the specifics of this RFP.

184. Beyond the security controls outlined in the RFP, are there specific requirements for security certifications, data hosting location, SSO/MFA, data retention, and disaster recovery that the selected solution must meet?
    a. SSO/MFA must use Microsoft Entra ID
    b. Data retention should be 7 years

185. What is the preferred go-live date for the first implementation phase, and are there any mandatory program deployment deadlines or requirements for operating existing systems during the transition?
    a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created.

186. Is a configured commercial platform such as Salesforce acceptable as the proposed solution, or does UCA expect custom-coded software?

    a. UCA is open to evaluating existing configurable cloud-based CRM, but they must meet the specifics of this RFP.

187. Does UCA require a data warehouse separate from the CRM platform, or is a reporting and analytics layer within the platform acceptable for the Data Platform requirements?
    a. CRM platform will be the data warehouse

188. Will ChildPlus and ClientTrack be retired or retained and integrated?
    a. Both systems will be retired once integration takes place.

189. What are the approximate record volumes and years of history to migrate from each of IntakeQ, ChildPlus and ClientTrack?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

190. Which compliance reports must the platform produce natively per program (for example Head Start PIR, HUD HMIS APR and CAPER, DOE Weatherization, LIHEAP), and which may continue to come from existing systems?

    a. The new system should be able to produce reports for Head Start PIR, CSBG Annual reports, ROMA based outcomes for all our existing programs, and other HUD required reports.

191. Of the approximately 500 employees, how many staff will use the system by program? Will volunteers or partner agency staff also need logins, and how many? How many external clients are expected to use the online intake portal per year, and do clients need accounts or is a public form acceptable?
    a. 475 internal users will be needed. We anticipate around 40k out of our 50,000 individuals served per year will apply through our intake system and they may need to have accounts for this platform to apply for services.

192. What is UCA's preferred go-live sequence by program, and does any program have a hard deadline driven by a funder or contract?

    a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created. We anticipate that this process may take 3-5 years.

193. Has UCA identified a budget range or funding source for this project, and does that budget cover licensing as well as implementation?

    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

194. Will UCA accept a phased fixed-price structure, with Phase 1 priced as a fixed fee and later phases priced at the start of each phase, as described in the Contract Terms section?

    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

195. Is there a budget range or not-to-exceed amount, and which funding sources (for example CSBG, Head Start, other grants) will pay for the project?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

196. Is a configurable low-code or SaaS platform acceptable as the foundation, or must the solution be custom code? Who should own the source code and IP?
    a. UCA will consider all solutions. But would prefer low code platforms such as Microsoft Dynamics.

    b. UCA would own the source code

197. Is fixed price per phase acceptable, with later phases re-priced after discovery, given the RFP allows pricing to be negotiated each phase?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

198. Must ChildPlus be replaced in the first phase, or can Head Start remain on ChildPlus with integration while other programs move first? Which federal reports (for example Head Start PIR) must the new system produce?
    a. The new system should be able to produce reports for Head Start PIR, CSBG Annual reports, ROMA based outcomes for all our existing programs, and other HUD required reports.

199. Is ClientTrack used as, or feeding, an HMIS? Does the new system need to report to the state or HUD HMIS?
    a. No, we do not currently feed in HMIS. Staff currently enter data twice, once into each system. We would prefer the new CRM to exchange data with HMIS.

200. How many staff users per program and role, and roughly how many clients, households and years of history are in each legacy system?

a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
    i. Intake Q – approximately 24k client records **
    ii. Child Plus – approximately 116k client records **
    iii. Client Track – approximately 114k client records **
    iv. ** does not include any associated records – assuming 10-20x this number of total rows

201. What integrations are required (finance/accounting, HR/payroll, e-signature, utility vendors for HEAT, state systems, Microsoft 365)?
    a. The SOW will require transitioning from ClientTrack, IntakeQ, and Child Plus. We anticipate integration with Microsoft 365.

202. What is your hosting preference (UCA's own Azure/M365 tenant vs. vendor-hosted), and do you already use Power BI or another BI tool?
    a. UCA's own Azure/365 Tenant
    b. UCA already uses Power BI

203. Which compliance regimes apply to the data (HIPAA for Head Start health records, FERPA, 42 CFR Part 2, state privacy rules)?
    a. Privacy and regulatory frameworks that apply to UCA's data will be dictated by each of the over 65 grants UCA administers.

204. Is the work expected onsite in Salt Lake City, or is remote delivery with periodic onsite sessions acceptable?
    a. Remote with periodic onsite are acceptable

205. Are there page limits, required forms, or insurance requirements not included in the RFP? Will finalists be asked to demo?

Other than the one-page Letter of Intent, no specific page limits have been established for proposal submissions. Respondents are encouraged to provide concise but sufficiently detailed responses to fully address all requirements and evaluation criteria outlined in the RFP. All other details are contained in the RFP or this Q&A document. Finalists may be invited for a demo/interview.

206. What go-live dates or priorities by program do you have in mind within the Dec 31, 2028 term?
    a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created. We anticipate that this process may take 3-5 years.

207. Would UCA be receptive to a solution built on Salesforce Nonprofit Cloud that leverages preconfigured, human-services-specific functionality and accelerators, while being tailored to UCA's individual programs, eligibility rules, service delivery processes, and reporting requirements? This approach would allow UCA to benefit from proven functionality without starting from scratch or compromising program-specific needs.
    a. UCA will consider all viable solutions

208. In reviewing UCA's programs, we noticed opportunities for individuals and families to engage with multiple services, such as HEAT, Weatherization, Housing, and Workforce Development. Is UCA's vision to establish a shared client and household record that enables staff to identify needs, coordinate referrals, and track services across programs while maintaining appropriate program-level confidentiality?
    a. Yes – common client record across all UCA programs w program level confidentiality

209. UCA currently offers different application experiences across its programs, including online applications, staff-assisted processes, and program-specific eligibility requirements. Would UCA envision a common initial intake that captures shared household information once, followed by program-specific questions and workflows? Are there existing application forms or process documents UCA could share to help vendors understand where those requirements differ?
    a. UCA would like to create a common initial intake, but this functionality may be limited subject to each department's grant obligations. There are existing application forms that will be provided to the selected vendor for this project.

210. Would UCA consider a phased rollout that establishes the shared client and household foundation first, followed by program-specific capabilities based on organizational priorities? If so, are there programs, existing system contracts, or operational deadlines that would influence the preferred sequence?
    a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created. We anticipate that this process may take 3-5 years.

211. ChildPlus Modernization Objectives: We understand the RFP identifies ChildPlus as a system targeted for replacement. Given the specialized enrollment, classroom, health, family services, and federal reporting functions involved in Head Start, could UCA share the primary objectives behind replacing ChildPlus? Is the priority to eliminate disconnected client

information and reporting, address specific limitations within ChildPlus, reduce costs, or fully consolidate Head Start operations into the new platform?

a. Utah Community Action is working to implement a centralized CRM across all departments to create a more integrated client experience and enable staff to collaborate seamlessly across programs. Remaining in ChildPlus limits our ability to connect clients with the full range of services available to them and reinforces silos that work against that goal.

212. Replacement vs. Integration: Depending on those objectives, would UCA be open to evaluating both a full ChildPlus replacement and an integrated approach in which the new CRM provides a shared family record, coordinated intake, referrals, and cross-program reporting while ChildPlus continues to manage specialized Head Start functions? Our goal would be to recommend the approach that best balances UCA's desired outcomes, compliance obligations, implementation cost, and long-term maintenance.

a. Utah Community Action is working to implement a centralized CRM across all departments to create a more integrated client experience and enable staff to collaborate seamlessly across programs. Remaining in ChildPlus limits our ability to connect clients with the full range of services available to them and reinforces silos that work against that goal.

213. Head Start Functional Scope: If full replacement is preferred, which ChildPlus capabilities would UCA expect the new platform to support, including eligibility, recruitment, selection, enrollment, attendance (ERSEA), classroom management, developmental and health screenings, family engagement, and Program Information Report (PIR) reporting? Are there any external reporting or funding requirements that would influence the transition?

a. All ChildPlus functionality will be replicated

214. Housing Service Delivery: We understand UCA supports rental and deposit assistance, landlord-tenant mediation, and homelessness intake and diversion at Homeless Resource Centers. Would the new platform be expected to support these distinct workflows, including assistance eligibility, landlord payments, mediation activities, and housing stabilization outcomes? Are there additional housing operations, such as shelter placements, bed availability, or waitlist management, that should also be considered?

a. The new platform will be required to support distinct workflows across all our programs, including housing service delivery. UCA does not provide shelter operations.

215. HMIS & Housing Data Exchange: For homelessness services, does UCA currently enter or exchange information with a Homeless Management Information System (HMIS) or other coordinated-entry and HUD-related systems? If so, would UCA expect the new platform to integrate with those systems, support required reporting, or assume responsibility for any of those functions?

a. UCA currently enters some of its data in HMIS through double entry into our system and the HMIS system and would like to explore alternatives to double entry.

216. We noticed UCA's HEAT application process references the Utah state application system, and that the program includes seasonal assistance, crisis assistance, and utility benefits. Would UCA envision the new CRM managing the full HEAT application and benefit lifecycle, or primarily supporting intake coordination, case management, client visibility, and data exchange with existing state systems? Are utility-provider integrations or benefit-payment exchanges required?
   a. The HEAT application is required to go through the State application process. We would like to identify an API to extract the State data and pull it into our system.

217. UCA's Weatherization program includes home inspections, energy audits, improvement recommendations, and repair coordination. Should the new platform support the full workflow from application through inspection, work assignment, contractor coordination, completion, and outcomes? Are specialized energy-audit or field-service systems currently used that would need to remain in place?
   a. The program developed should serve as a CRM for the lifecycle of a weatherization project, which may include tracking priority list, audits, work orders, contractor assignment, materials and labor costing, health and safety measures, deferrals, final inspection, and quality control inspections.

218. For Workforce Development, would UCA like the platform to track individual goals and service plans, course participation, credential attainment, referrals, and employment or education outcomes? Are there existing learning management, scheduling, or credentialing tools that should integrate with the CRM?
   a. UCA would like to track all case management activities and client outcomes in the new platform. We do not anticipate integrating any CRMs with the new platform.

219. We understand UCA's Nutrition services include the Central Kitchen, meals for Head Start and other community programs, and Summer Dinners. Is the intent for the CRM to primarily track individuals served and program outcomes, or should it also support operational activities such as meal counts, distribution, site coordination, and production reporting?
   a. Both point in time of service tracking for meals and operational counts

220. In addition to the systems identified for replacement, could UCA provide a list of existing applications or external systems that must exchange information with the new platform? It

would be particularly helpful to distinguish integrations required at initial go-live from those that could be introduced in later phases.

a. We plan on identifying APIs that that may need to be integrated as part of the SOW process. We do not anticipate many APIs for integration as this new platform should serve as the sole CRM for the agency operational needs.

221. Could UCA share approximate client and household record volumes, historical data requirements, and attachment/document quantities for IntakeQ, ChildPlus, and ClientTrack? Would UCA prefer to migrate all available history, or prioritize active records and a defined period of historical information?

a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
    i. Intake Q – approximately 24k client records **
    ii. Child Plus – approximately 116k client records **
    iii. Client Track – approximately 114k client records **
    iv. ** does not include any associated records – assuming 10-20x this number of total rows

222. Is UCA's initial priority consolidated operational and program reporting within the CRM, or does the desired scope include establishing a separate enterprise data warehouse? Are there specific cross-program, grant, or regulatory reports that would be especially valuable to prioritize?

a. UCA’s priority is to consolidate operational and program reporting within the new platform. We will identify the prioritization of reporting transitions during the SOW phase of this project.

223. Approximately how many internal staff members would require access to the platform, and does UCA anticipate self-service access for clients, partner agencies, landlords, contractors, or other external stakeholders?

a. 475 staff

224. Has UCA established an anticipated investment range for the implementation? Would UCA be open to phased fixed-price proposals that separately identify implementation services, software licensing, and ongoing support, allowing the organization to evaluate both initial and long-term costs?

a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will

accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

225. Must the three required references be clients of the bidding firm, or can relevant prior work of named personnel or actual subcontractors qualify when each role is disclosed?
   a. Yes, the references must be clients of the bidding firm.

226. Will UCA consider separately awarded discovery, migration-validation or reporting work packages, or must a single prime provide the entire CRM and ongoing support scope?
   a. No, this will be awarded based on single prime being able to deliver the solution

227. For an out-of-state LLC, what Utah registration timing, onsite requirements and insurance minimums apply?

Proposers are not required to be registered or foreign qualified in Utah at the time of proposal submission. However, the selected proposer must be authorized to conduct business in the State of Utah prior to contract execution and award. Evidence of active registration, foreign qualification, or other authorization to do business in Utah may be requested before final award.

The Contractor shall maintain throughout the term of the Agreement the following insurance coverages with insurers rated A- VII or better by A.M. Best:

- Commercial General Liability: $1,000,000 per occurrence, $2,000,000 aggregate.
- Technology Errors & Omissions/Professional Liability: $2,000,000 per claim and aggregate.
- Cyber Liability and Privacy Liability: $3,000,000 per claim and aggregate.
- Workers' Compensation: Statutory limits and Employer's Liability of $1,000,000.
- Commercial Automobile Liability: $1,000,000 combined single limit.
- Umbrella/Excess Liability: $3,000,000.

Coverage shall remain in force throughout the contract period and for not less than two (2) years following final acceptance of the solution with respect to claims-made policies.

228. Is there an available budget range, and what concurrent-user count and migration volumes should bidders use for sizing?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

229. Is there a budget range or not-to-exceed amount for the initial contract period through December 31, 2028? Which grants or programs will fund the project?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

230. ClientTrack and HMIS. Utah's statewide HMIS runs on ClientTrack. When the RFP refers to replacing ClientTrack, does that mean a ClientTrack instance UCA licenses for its own programs, UCA's use of the statewide HMIS, or both? For HUD-funded programs that must keep reporting to HMIS, should proposers plan for staff to keep entering data in HMIS, or has the state approved an automated interface?
    a. UCA currently uses ClientTrack as a CRM for our case management services. HMIS is a statewide database operated by the Department of Workforce Services. We would like to explore an automated way of integrating our client data into the HMIS system to minimize duplication of data entry.

231. Other state systems. HEAT eligibility is recorded in the state's eREP system. Are HEAT, Weatherization, Workforce or Nutrition programs required by state or federal funders to use any other specific system the platform should integrate with?
    a. No

232. Must the new platform produce Head Start reporting (such as the PIR and ERSEA tracking) directly within the initial contract period, or may ChildPlus be retained and integrated until a later phase?
    a. The new platform must produce Head Start reporting within the initial contract period.

233. Existing data platform. Should the new reporting and analytics layer feed, integrate with, or replace UCA's current Domo environment?
    a. Replace UCA's current DOMO environment.

234. Hosting and technology standards. Does UCA prefer a solution hosted in a cloud account UCA owns (for example, within its Microsoft environment) or vendor-hosted? Should staff sign in with their Microsoft 365 accounts? Are there any other required platforms or technology standards?
    a. Yes, Microsoft Environment
    b. Staff would leverage their Microsoft Entra ID accounts for SSO and MFA

235. Users and volume. Approximately how many staff users, active clients and households, and years of historical records would the platform need to support and migrate from IntakeQ, ChildPlus and ClientTrack?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

236. Security and privacy. Does UCA require specific vendor certifications or frameworks (for example, SOC 2)? Which privacy rules apply to UCA's data (for example, HIPAA, Head Start confidentiality, VAWA)?
    a. Privacy and regulatory frameworks that apply to UCA's data will be dictated by each of the over 65 grants UCA administers. SOC2 will be required for cloud-hosted Saas.

237. Insurance. What insurance types and coverage limits will be required of the selected vendor?

The Contractor shall maintain throughout the term of the Agreement the following insurance coverages with insurers rated A- VII or better by A.M. Best:

- Commercial General Liability: $1,000,000 per occurrence, $2,000,000 aggregate.
- Technology Errors & Omissions/Professional Liability: $2,000,000 per claim and aggregate.
- Cyber Liability and Privacy Liability: $3,000,000 per claim and aggregate.
- Workers' Compensation: Statutory limits and Employer's Liability of $1,000,000.
- Commercial Automobile Liability: $1,000,000 combined single limit.
- Umbrella/Excess Liability: $3,000,000.

Coverage shall remain in force throughout the contract period and for not less than two (2) years following final acceptance of the solution with respect to claims-made policies.

238. Pricing structure. Part 1 (Contract Terms) says pricing may be negotiated at the beginning of each contract year or each new phase, while Part 2, Section 3 says product pricing will be negotiated at the beginning of each one-year extension. Which applies? Would UCA accept a firm fixed price for discovery and design, with prices for later phases stated in the proposal and confirmed at the start of each phase?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

239. Small business consideration. What documentation should proposers include to receive consideration under the Small Business and Labor Surplus Area criterion (2 CFR 200.321)?
    a. Proposers seeking the Small Business and Labor Surplus preference must submit a signed certification indicating their eligibility under 2 CFR 200.321, along with any supporting documentation they deem relevant. UCA may request additional documentation or verification prior to award.

240. Interviews. If UCA requests interviews or demonstrations, may they be conducted remotely?
    a. Yes

241. Will UCA consider separately scoped proposals for data-quality validation, API integration testing or migration reconciliation, or must every proposal cover the complete platform under one prime contractor?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

242. If only a prime proposal is acceptable, may a qualified prime include an international independent specialist working remotely from Saudi Arabia? What restrictions apply to data access or residency, and could that specialist work solely with synthetic/de-identified test data?
    a. No
    b. All production data, including backups, replicas, and logs, must be hosted and maintained within the United States. Access to production data is limited to authorized U.S.-based personnel with a role-based business need and appropriate security controls, including MFA, logging, background checks, and confidentiality agreements. Personnel outside the United States may not access UCA production data or production environments, including for remote support. Subcontractors are subject to the same requirements. UCA aligns with the NIST Cybersecurity Framework as a best practice

243. Do the three-reference and Utah business-eligibility requirements apply to the prime only or to every proposed subcontractor?
    a. The three-references apply to the Prime contractor.

244. Is there a published budget range or ceiling for the discovery, integration and testing components?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

245. Given that detailed discovery often uncovers legacy business rules, will UCA consider a commercial structure where Phase 1 (Discovery & Architecture) is a fixed price, with an estimated range for Phase 2 (Implementation) to be confirmed upon final delivery of the Phase 1 roadmap?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

246. Under the 30-day contract termination provision, will the agreement support milestone-based acceptance and payment for all completed deliverables and work-in-progress up to the date of termination?

Yes. UCA anticipates that the agreement will include milestone-based acceptance criteria. Additional contract provisions including termination and payment details will be determined during the contracting process.

247. For the "Small Business and Labor Surplus" evaluation criterion (5 points), does UCA award points to prime contractors who partner with certified small business subcontractors?
    a. These points will awarded only if the Prime Contractor meets the criteria. Proposers seeking the Small Business and Labor Surplus preference must submit a signed certification indicating their eligibility under 2 CFR 200.321, along with any supporting documentation they deem relevant. UCA may request additional documentation or verification prior to award.

248. Are any legacy systems (such as ChildPlus for Head Start or state portals for HEAT/Weatherization) mandated by grantors to remain in place for direct reporting, or is the new platform intended to fully replace all intake and case management tools?
    a. No, the new platform is intended to replace all intake and case management tools.

249. Are there known vendor-imposed contractual or technical restrictions on extracting historical data from IntakeQ, ChildPlus, or ClientTrack?
    a. No

250. In defining the data migration scope, does UCA expect the vendor to perform data cleansing and deduplication, or will UCA provide validated, cleansed datasets for loading?
    a. UCA will assist with validating and cleansing the dataset for loading.

251. Are there specific compliance or regulatory standards (e.g., HIPAA BAA, 42 CFR Part 2, SOC 2 Type II) or strict data residency requirements that apply to the platform and vendor team?
    a. All production data, including backups, replicas, and logs, must be hosted and maintained within the United States. Access to production data is limited to authorized U.S.-based personnel with a role-based business need and appropriate security controls, including MFA, logging, background checks, and confidentiality agreements. Personnel outside the United States may not access UCA production data or production environments, including for remote support. Subcontractors are subject to the same requirements. UCA aligns with the NIST Cybersecurity Framework as a best practice. SOC2 will be required for cloud-hosted Saas.

252. Does UCA support a blended delivery model (combining remote delivery with on-site presence for key milestones and discovery workshops in Utah)?
    a. Yes

253. What user counts and migration volumes should proposals assume for IntakeQ, ChildPlus and ClientTrack, and which migrations or integrations are required in the first implementation phase? Are there specific data privacy or hosting requirements beyond those stated in the RFP?
    a. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. There are not any specific data privacy or hosting requirements beyond those stated in the RFP. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
        i. Intake Q – approximately 24k client records **
        ii. Child Plus – approximately 116k client records **
        iii. Client Track – approximately 114k client records **
        iv. ** does not include any associated records – assuming 10-20x this number of total rows

254. Is there a budget range, and what milestone acceptance and payment structure is expected? How would completed work and work in progress be paid if the 30-day escape clause is used?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. Additional details on payment will be determined during the contracting phase.

255. For the three references, may a proposed project lead use work personally delivered before the bidding firm was formed (with the role and prior employer/client clearly attributed), or must all references be clients of the bidding firm?
    a. The three-references must be from the bidding firm.

256. Budget: Can UCA share an anticipated budget range, or a not-to-exceed amount, for the initial build (discovery through launch), and a separate range for annual support and maintenance through December 31, 2028?
    a. The approved budget for this project is not-to-exceed $2,000,000 over a 5 year period, which is the anticipated estimated completion for the entire project. There will be multiple Federal and Non-Federal funding sources used to pay for this project. UCA will accept phased implementation approaches. However, proposers must provide sufficient pricing information for UCA to evaluate the total anticipated project cost. Any pricing contingent upon the completion of discovery should clearly identify assumptions, deliverables, and the methodology for determining future phase pricing. UCA reserves the right to evaluate proposals based on total projected cost and overall value.

257. Out-of-state vendors / Utah registration: Will UCA accept a proposal from an out-of-state firm that commits to completing Utah business registration after award and before contract execution, or must registration be complete by the proposal due date?

Proposers are not required to be registered or foreign qualified in Utah at the time of proposal submission. However, the selected proposer must be authorized to conduct business in the State of Utah prior to contract execution and award. Evidence of active registration, foreign qualification, or other authorization to do business in Utah may be requested before final award.

258. Head Start / ChildPlus data: (a) Must the system support Office of Head Start reporting (e.g., PIR) directly, or will ChildPlus be retained for any period? (b) What FERPA, HIPAA, or other confidentiality and consent rules apply to child health and family records? (c) How many years of ChildPlus, IntakeQ, and ClientTrack history must be migrated?
    a. Privacy and regulatory frameworks that apply to UCA's data will be dictated by each of the over 65 grants UCA administers. We anticipate migrating at least 10 years of data from these systems.

259. Preferred platform: Does UCA have a preferred or prohibited technology stack, cloud provider, or BI tool (e.g., Microsoft 365/Azure/Power BI, Google Workspace, an existing SSO

provider)? Would a custom application on a low-cost managed cloud database and open-source components be acceptable?

a. UCA does have a preferred technology stack and cloud provider. UCA would prefer the solution to be hosted by leveraging Microsoft365/Azure/PowerBI.

260. Hosting and ownership: Should the vendor host and manage the platform, or will it be deployed in a UCA-owned cloud tenant? Are there U.S.-only data residency, uptime, or recovery requirements? Will UCA own the source code and data at the end of the contract?

a. The preferred solution would be hosted in a UCA-owned cloud tenant.
b. UCA requires that the data only be hosted inside the US, maintaining a 99.0 uptime.
c. UCA would retain ownership of the code at the end of the contract.

261. Timeline and phasing: Is there a target go-live date or required program order for the rollout (e.g., Head Start before the program year, HEAT before the heating season)? Are there contract-end dates for IntakeQ, ChildPlus, or ClientTrack the schedule must meet? Roughly how many staff users and clients per program are expected?

a. UCA is considering a phased rollout. We will be prioritizing our case management services for phase one and then roll out subsequent programs based on organizational priority. Target go-live dates will be determined once a vendor is identified, and a SOW is created. We anticipate that this process may take 3-5 years. There are not contract end dates that need to be met for purposes of this project for the software(s) identified. The selected vendor will lead data migration into the new system. We expect to be able to transfer all around 10 years of data from the systems outlined below. Supported APIs and full exports are available. 475 Staff will interact with the system. There are not any specific data privacy or hosting requirements beyond those stated in the RFP. Some of the areas the following systems will require data migration and the number of clients associated with each system are as followed:
    i. Intake Q – approximately 24k client records **
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