Texoma Community Center

Request for Proposals
EHR Platform

Statement of Work, Submission Instructions, and Process

Issued: September 12, 2016
Response Due: October 14, 2016
Statement of Work

Background
Texoma Community Center (TCC) is seeking to develop a long-term relationship with a technology vendor that provides the critical services in the area of clinical documentation, patient scheduling, and care coordination. The goal, ultimately, is to replace our current hybrid environment with a single product that can facilitate effective care delivery and coordination across all our lines of business, particularly as we look to share data electronically—both directly and via an Health Information Exchange. We are seeking a relationship with a vendor that will support our needs today, and that will be capable of supporting the growth and development of our Center and the behavioral health sector as we continue to see changes to the broader healthcare and health IT milieu in Texas and the United States.

Project Description / Scope
TCC is focused on a combination of currently identified needs and the capability to adapt along with our needs owing to changes in the healthcare delivery ecosystem. As a result, TCC wants to ensure that the foundations of the EHR are robust, can dynamically support changing needs, and that the partner company will similarly be able to support our growth through strong customer service and support. Therefore, we are seeking a vendor that can provide the following outcomes:

- Deploy an EHR solution that can accommodate existing identified needs though native capabilities, customization, and configuration.
- Provision—but not purchase—the hardware and software necessary to achieve all of the TCC requirements. TCC is particularly interested in cost information for software to assess whether to purchase directly or through the vendor.
- Provide human resources to build, manage, and support the development and articulation of the EHR solution.

TCC is expecting a comprehensive proposal from applicants that meets all requirements detailed in the Proposal Instructions. TCC understands that a comprehensive solution that meets all the technical and business needs stipulated in the RFP may require collaboration between a few vendors and will accept proposals that demonstrate a successful partnership between vendors. It must be noted, however, that irrespective of the sub-contracting or partnership arrangement, TCC requires one lead vendor to present the proposal and to bear all responsibility for the outcomes described in this initiative.

Project Objectives and Critical Success Factors

Partnership and Communication
As noted earlier, the Client seeks a vendor with strong capabilities and experience in partnering with large, complex, public-sector and healthcare organizations. The partnership formed as a result of this process will be founded upon open communications and the Client expects full answers to Proposal questions and encourages vendor candidates to propose alternatives that are in the best mutual interest of both parties.

Procurement and Migration Requirements/Timelines
The Client needs to maintain current levels of technical functionality on day one of the transition, with no disruption to key systems and/or functions. Therefore, the Client desires solutions that will allow all systems to be functional no later than November 15th, 2017 in the new environment. The Proposer(s) is encouraged to identify solutions that will allow phased migration of systems and solutions earlier than November 15th, 2017. There are two key periods for this contract: the migration project period (from contract award through November 15th, 2017) and the Post-migration period (after November 15th, 2017).
Length of Contract Commitment:
TCC, as the funding entity, intends to enter into a 3-year contract for services with an option to extend the term for four or more additional one-year renewal terms. As part of the proposal, vendors should address the relative advantages and disadvantages of this contracting arrangement, and its effect on pricing.

Performance Measures and Accountability:
The Client intends to manage and monitor this project and subsequent services through the use of measurable Project Goals and Service Level Agreements (SLAs) as outlined in the Business Requirements: Service Level Agreements.

Proposal Instructions

Proposal Submittal
All communication regarding this RFP must be in writing and addressed to: EHR@texomacc.org. The subject line of all communications must include: EHR Proposal and your company name.

Timeline

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Date</th>
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<tbody>
<tr>
<td>RFP Issued</td>
<td>09/12/2016</td>
</tr>
<tr>
<td>Vendor Questions Due</td>
<td>09/30/2016</td>
</tr>
<tr>
<td>Responses to Questions Published</td>
<td>10/07/2016</td>
</tr>
<tr>
<td>Proposal Due to TCC</td>
<td>10/14/2016</td>
</tr>
<tr>
<td>Vendor Demos</td>
<td>10/14/2016 — 10/28/2016</td>
</tr>
<tr>
<td>Initiate Negotiations</td>
<td>11/07/2016</td>
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</tbody>
</table>

Submission Method
- Proposal submission method (email) to: EHR@texomacc.org
- Include “EHR Proposal” and your company name in the subject line
- Format: PDF or MS Word

Questions
All questions must also be submitted via email to EHR@texomacc.org and must be received by 11:59pm CST on September 30th, 2016. Responses to questions received by this deadline are expected to be posted no later than October 7th, 2016.

General and Administrative Information
Any contract award resulting from this RFP will be based upon the most responsive proposal that is the most advantageous to the Client over the life of the project in terms of the evaluation criteria specified in this document as determined by TCC in its sole discretion. TCC reserves the right to:
- Reject any or all proposals and discontinue the RFP process without obligation or liability to any entity;
- Waive any defect, irregularity, or informality in any proposal;
- Accept a proposal other than the lowest-priced proposal;
- Award a contract on the basis of initial proposals received without discussions or requests for best and final offers;
- Request additional information or clarification from Proposers, which information may vary by Proposer(s);
• Request best and final offers from any or all Proposers;
• Accept proposals from one or more Proposers;
• Procure the services in whole or in part by other means;
• Award more than one contract; and
• Not award any contract.

Proposal Instructions
Proposals must be valid and proposed fees must be firm and guaranteed for 180 days from the Proposal Due Date. Proposals and any other information submitted by entities in response to this RFP will not be returned. Compensation will not be provided to Proposers for any expenses that they incur as part of the proposal process, including but not limited to expenses incurred in preparing proposals, making demonstrations, responding to inquiries, and attending meetings and negotiations. Proposers submit proposals at their own risk and expense.

Proposers must respond to ALL items contained in the Proposal Contents section. Every page in the proposal, including all appendices, exhibits and attachments, must be numbered consecutively. Each section must be clearly labeled with the title, letter and number of the section. Proposals should be single-spaced, contain one-inch margins, and be typed in Arial 11-point font.

Solicitation Information and Clarifications
All entities are expected to carefully examine the RFP documents. Any ambiguities or inconsistencies should be brought to the attention of the Purchasing Administrator identified under “Inquiries/Point of Contact.” It is TCC’s intent that all information necessary to complete a response is included in this RFP. It is the responsibility of an interested entity to obtain clarification of any information contained herein that is not fully understood. Any entity, by and through the submission of a Proposal, agrees to be held responsible for: Examining the RFP (including attachments and amendments) and all referenced material; (2) becoming familiar with the nature and scope of the services required by the Client; and (3) identifying any local conditions, administrative rules, or other factors that may impact the Client’s timeline for completion of the services. TCC is responsible for interpretation of the wording of this RFP. Its staff will not give verbal answers to inquiries regarding the RFP contents. Any verbal statement regarding the RFP prior to the award shall be considered non-binding. The only formal interpretation of the RFP will be made via responses to formal questions submitted by 9/30/2016. Responses will be posted by 10/7/2016.

Historically Underutilized Business (HUB) Program and Good Faith Effort
It is TCC policy that HUBs have the maximum opportunity to participate in the performance of TCC’s contracts and subcontracts. Proposers shall make a “good faith effort” to take all necessary and reasonable steps to ensure that HUBs have the maximum opportunity to participate as subcontractors. Failure by a contractor or subcontractor to carry out this good faith effort shall constitute a breach of contract and, after notification of such breach by TCC, may result in termination of the contract.

To be eligible under this program, HUB contractors and subcontractors must be certified as a HUB, MWBE, or DBE source by a recognized governmental program, such as:
• City of Sherman Municipal Government;
• Texas Unified Certification Program; or
• State of Texas Building and Procurement Commission.

Any entity identified as a HUB (as either or a prime or subcontractor) shall submit a copy of its certification with its proposal. TCC reserves the right to verify any entity’s HUB status prior to contract award. For more information on the HUB program, refer to the state website: http://comptroller.texas.gov/procurement/prog/hub/
Conflict-of-Interest Questionnaire

Pursuant to Chapter 176 of the Texas Local Government Code, entities submitting proposals shall complete the Conflict-of-Interest Questionnaire (“Questionnaire”) and submit it together with the proposal. See the Texas state website at https://www.ethics.state.tx.us/forms/CIQ.pdf for the form and additional information concerning filling out the Questionnaire.

Proposal Contents

The proposal contents must be organized in the following order:

1. **Proposer Questionnaire**
   The Proposer(s) Questionnaire Form must be completed and will be the first section of the proposal. If the Proposer(s) is including any subcontractors as part of its proposal, Proposer(s) must include a separate Subcontractor Questionnaire Form for each proposed subcontractor. The Subcontractor Questionnaire Form will follow the Proposer(s) Questionnaire Form.

2. **Executive Summary (2 pages maximum)**
   The Executive Summary is a brief narrative that demonstrates the vendor’s understanding of the services requested by this RFP and the scale and complexity of this initiative. The Executive Summary should demonstrate the strengths of the vendor’s proposed approach, the key features that distinguish its proposed solution to meet the requirements and the major benefits it offers. If the vendor is collaborating with other vendors, identify instances where the prime vendor has worked with the proposed subcontractors.

3. **Approach for EHR Implementation (2-3 pages)**
   The approach for implementation a brief description of the approach the vendor proposes to use to implement its solution
   - Describe the requirements gathering process for key components of the EHR that require customization or configuration. This could include, but is not limited to:
     - Screening and/or assessment tools that must be configured within specific workflows;
     - Tools that are mandated by the State of Texas;
     - Report, especially where requirements of State contracts;
   - Given that TCC will be moving from an existing EHR and document management system, please describe your recommended approach for data migration and/or system integration, including which aspects of your EHR can/cannot accept a bulk load of information.
   - Please describe how you intend to handle cut-over given that TCC can experience no disruption in services, and the range of programs and sites served by TCC.

4. **EHR Detailed Narrative (6-10 pages)**
   Provide a detailed narrative of your experience and approach for each of the items listed in the EHR Detailed Narrative section below. Each item in the table has a cross reference to specific Technical or Business Requirements provided in Addendum II. Vendor responses to the items in the table should address the identified requirements. Vendors are also encouraged to find areas of overlap between their responses and other Technical or Business requirements. See Addendum II for details on requirements for each functional unit of TCC.
Section A
Please describe your solution data architecture, including where and how data is stored and how it is protected at rest, in transit and how access to restricted for local, remote, and off-line users. (Requirements: BUS-002, SEC-001-SEC-004, FUNC-004, FUNC-012, TECH-001,)

Section B
Please describe your system’s data architecture including how to create, access, write to and extract data from various structures, including rules-based alerts. This should include the solution’s capacity to enable the use of custom user interfaces that can write data to core components of the patient record. (Requirements: ADMIN-001, ADMIN-002, FUNC-001, FUNC-002, FUNC-008, FUNC-016, FUNC-019, FUNC-023, FUNC-024, FUNC-025, TECH-002, TECH-003, TECH-005, TSR-001 to TSR-006, CS-002, CS-003,

Section C
Please describe your solutions approach to consent management and the use of roles-based access controls. (Requirements: BUS-005, FUNC-013, FUNC-017, FUNC-026, TECH-005, MR-004, MR-005)

Section D
Please describe your solution’s capabilities as concerns medication inventory management. (Requirements: BUS-004)

Section E
Please describe your solution’s capabilities as concerns medication inventory management. (Requirements: BUS-004)

Section F
Please describe in detail the components of your solution that support patient engagement and usability, including the capture of patient reported data, sharing of patient appointment scheduling, and billing/invoicing. (Requirements: FUNC-003, FUNC-005, FUNC-009, FUNC-010, FUNC-011, FUNC-018, FUNC-021, TECH-004, COSR-001, COSR-002, BILL-001 to BILL-007

Section G
Please describe how your tool will support usability requirements, particularly as regards usability across platforms, use of rules-based clinical and administrative support, and roles-based access. (Requirements: FUNC-003, FUNC-005, FUNC-009, FUNC-010, FUNC-011, FUNC-018, FUNC-021, TECH-004, COSR-001, COSR-002, BILL-001 to BILL-007

Section H
Please describe your standard approach to risk particularly as regards continuity of services and service line agreements that meet with industry standards. (RISK-001 to RISK-003)

5. Hardware/Software Requirements (2-4 pages)
Please describe minimum and optimal hardware and software requirements to support your EHR system. Should include computers, laptops, tablet computers, and hand-held devices, and software requirements to support this system. Cloud-based systems should also include bandwidth requirements including for mobile technology. The proposal should describe the software version(s) and hardware specifications such as memory and cache requirements. Furthermore, the description should clearly identify any component described in this RFP—particularly where it affects the business and technical requirements—that will require TCC expenditures above and beyond those included in this bid.

For EHR systems that can support self-hosted systems, please articulate all hardware/software requirements to support this option.

<table>
<thead>
<tr>
<th>Hardware/Software Requirement (Please specify product, manufacturer, technical requirements, and/or version as appropriate)</th>
<th>Units Required</th>
<th>Please specify unit (eg. users, servers, etc.)</th>
<th>Purpose: Build/Maintain/Both</th>
<th>If the item will not be required long-term, over what term will it be needed?</th>
<th>COMMENTS</th>
</tr>
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<tbody>
<tr>
<td>example: PC w/Windows 7, 8GB Memory, and 5GB hard drive</td>
<td>8 (1/FTE)</td>
<td>licenses (1/box)</td>
<td>both</td>
<td></td>
<td>eg: Given your desire for scalability, you should explore an enterprise license which will allow you to use this for up to XX boxes.</td>
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</tbody>
</table>
6. **Team (3-4 Pages)**
   Detailed overview of the functional roles required as part of the solution implementation for each vendor and any proposed subcontractors. Where possible, this section should identify all key team members by name and role, or provide a CV for an individual representative of someone who may fill that role.

   The response to this section should describe staff involved in building this system, creating interfaces, importing data, running data checks, and documenting procedures in support of the goal of a well-functioning, high quality EHR solution.

   - **Organization Chart:** In addition to identifying all team members (including any subcontractors) by name (for key members) and roles the chart should identify all roles, teams and governance groups that the vendor expects BTCS to provide for the implementation.
   - **Name, role and brief experience of key members of the team (include key subcontractor positions).**

   *Note: TCC is seeking a vendor that is able to complete the full implementation by the end of year 2017. Vendors should take this into account when considering the team size and makeup.*

7. **Other Services (2 pages)**
   Identify and provide details for other supporting services that will be provided as part of the on-going servicing of the overall implementation and maintenance. These include:
   - Help Desk Services,
   - Documentation and Knowledge Transfer Services,
   - Service Level Agreements (include standard SLA documents as an appendix), and
   - Software Support (including upgrades and maintenance).

8. **Project Implementation Timeline (2-3 pages)**
   Provide a timeline for the overall implementation. Identify the key tasks, milestones and deliverables within the timeline. Any assumptions used in developing the timeline should be identified in this section. If there are specific tasks that TCC will be responsible for, they should be identified clearly within the timeline. *(Assume a January 9, 2017 implementation start date)*

   *Note: The Project Implementation Timeline should consider a strong desire at TCC to complete deployment of the EHR solution by EOY 2017. In addition to that, TCC has on-going reporting requirements for state and other contracts with deadlines that cannot be missed without substantial penalties.*

9. **Business Model and Pricing (2-3 pages)**
   Costs for all required components (including services and any other costs) must be included using the pricing table below. All areas are required to be addressed. If an area is non-applicable a reason must be provided as to why there is no price. If a cost for an area is included within other costs please mark the item as “included” and specify in the Comments column where the cost is covered.
In the Hardware/software table, vendors should articulate specific hardware/software requirements along with pricing and unit requirements. TCC expects to negotiate and purchase items independent of vendor, but reserves the right to purchase through the Vendor if price and/or support is advantageous.

Vendors must indicate if their proposed solution requires collaboration with any other entities not included as subcontractors and must clearly state if these are ongoing or new relationships.

Vendors must clearly identify components of the EHR solution that are proprietary in nature.

Vendors may add additional rows within the table as required. This includes adding sub-components to an existing line to provide a more detailed breakdown of a cost or adding new rows to identify a cost component not identified in the table. Please be sure to indicate the creation of a new sub-component or row within the Comments column and to provide an explanation for why it was included.

Consulting rates over the life of this contract for new customized requirements cannot increase in years 1 and 2, and by not more than CPI+2% per year subsequently.

<table>
<thead>
<tr>
<th>Solution Item:</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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<tr>
<td>EHR Configuration/Customization/Deployment</td>
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<tr>
<td>Design</td>
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<td>Development</td>
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<td>Testing</td>
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<td>Deployment</td>
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<td>Other: Please Specify</td>
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<td>Regular Maintenance</td>
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<td>Report Development/Deployment</td>
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<td>Planning</td>
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<td>Requirements (eg. discussions with stakeholders, articulation of needs, data requirements, etc.)</td>
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<td>Design</td>
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<td>Development</td>
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<tr>
<td>Testing</td>
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<td>Implementation</td>
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<td>Other: Please Specify</td>
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<td>Other: Please Specify</td>
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**Evaluation Process**

TCC will evaluate proposals using a structured process that graduates and scores proposals from stage to stage. The first three stages may overlap and occur at different rates resulting in vendors being at different stages of the process at any given time during the overall process.
Proposals will be screened and evaluated using the following stages:

- **Minimum Qualifications Screening for Responsiveness** -- Proposals will be reviewed by the evaluation committee against minimum qualifications established in the RFP to determine their responsiveness. The evaluation committee will request additional clarifications as needed to assist in the evaluation. Proposals that are deemed non-responsive will be eliminated from further review.

- **Written Proposal Evaluation** -- Written proposals that have been deemed to be responsive will be evaluated and scored by the evaluation committee using the evaluation criteria described below. Based on that scoring the committee will establish a ‘short list’ of proposers.

- **Proposer Presentations** -- Proposers invited to make presentations to the committee will present greater detail regarding their EHR solutions, proposals, and proposed solutions. Proposers will also answer any questions for clarification from the committee. The presentation results will be combined with the written Proposal evaluation results to finalize a list of proposers that will be invited to negotiate and submit a best and final offer (BAFO) for contract award.

- **Letter of Intent / Due Diligence** -- The Proposers selected to negotiate and submit a BAFO will be notified by TCC and required to submit a letter of intent indicating their agreement within 5 business days of receipt of the letter of intent from TCC.

- **Negotiations/Best and Final Offer** -- After the 5 day response period, negotiations for the best and final offer phase will begin. This phase will be used to finalize all requirements and proposers will be required to submit a Best and Final Offer that documents all of the results from the negotiations. The Best and Final Offer will be the basis for the final determination of contract award of some type to the Proposer(s).

Proposals will be evaluated for:

- **Completeness**: whether materials include all necessary sections and whether page-limits, submission dates/times and other criteria are strictly adhered to.

- **Clinical Capabilities**: The degree to which the solution will address the clinical requirements as defined in the requirements section.

- **Business Capabilities**: The degree to which the solution will address the business requirements as defined in the requirements section.

- **Functional Capabilities**: The degree to which the solution will address the functional requirements as defined in the requirements section.

- **Implementation Plan**: Whether, in the eyes of TCC, the vendor can support the implementation in the right timeframe and using staff as described in the document.

- **Company Stability/Longevity**: Based on submission materials whether and to what degree reviewers believe the Vendor will exist and can continue to support product implementation with TCC for at least 5 years.

- **Team**: Does the implementation team demonstrate adequate expertise, seniority, and robustness to support effective implementation?

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Points</th>
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<tbody>
<tr>
<td>Exec Summary</td>
<td>5</td>
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<tr>
<td>EHR Detailed Narrative</td>
<td>60</td>
</tr>
<tr>
<td>Clinical Criteria</td>
<td>30</td>
</tr>
<tr>
<td>Business Criteria</td>
<td>15</td>
</tr>
<tr>
<td>Functional Criteria</td>
<td>15</td>
</tr>
</tbody>
</table>
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At any time, TCC reserves the right to modify this process without prior notification to the vendors.
Attachment A: Proposer Questionnaire

Proposer General Information:

Complete (Legal) Name of Proposer: ________________________________

Proposer Tax Identification Number: ________________________________

Business Address: ________________________________________________

Telephone Number: ________________________________________________

Type of Organization: ☐ Individual ☐ Partnership ☐ Corporation ☐ Association

☐ Other (please describe) ________________________________

If incorporated, state of incorporation: ________________________________

Date organization was formed (Month/Year): __________________________

Principal type of business: _________________________________________

Total number of years in business: ________________________________

Proposer’s history (include description of formation, mergers, acquisition, other names, etc.): ___

Number of years providing services similar to those requested in this RFP: _____________
Please certify the following by placing an “X” in the appropriate column:

<table>
<thead>
<tr>
<th>Certification</th>
<th>Yes</th>
<th>No</th>
</tr>
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<tbody>
<tr>
<td>Is Proposer is currently in the process of filing for bankruptcy?</td>
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<tr>
<td>Has Proposer filed for bankruptcy within the past five (5) years?</td>
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<tr>
<td>Do you certify that the Proposer does not owe taxes to the District?</td>
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<tr>
<td>Do you certify that the Proposer is not currently under suspension or debarment by any governmental entity (local/state/federal government)?</td>
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<tr>
<td>Do you acknowledge that if the Proposer is currently under suspension or debarment, its proposal may not be considered?</td>
<td></td>
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</table>

Individual authorized to bind Proposer to contract:

Name/Title: __________________________________________
Telephone: _____________________________
E-Mail: __________________________________________

Point of contact information for this RFP (if different from authorized individual):

Name/Title: __________________________________________
Telephone: _____________________________
E-Mail: __________________________________________

Proposer Organization:

Executive Team

<table>
<thead>
<tr>
<th>Name and Title of Executive</th>
<th>Role</th>
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<tbody>
<tr>
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</table>
List current number of full-time employees (FTEs) (minimum of 32 hours/week) in each category:

<table>
<thead>
<tr>
<th>Employee Category</th>
<th>Total Number of Employees (Texas-based)</th>
<th>Total Number of Employees (Entity-wide)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total FTE’s</td>
<td></td>
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<tr>
<td>Customer user support FTEs</td>
<td></td>
<td></td>
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<tr>
<td>Customer technical support FTEs</td>
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<td></td>
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<tr>
<td>Research and development FTEs</td>
<td></td>
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<tr>
<td>Project management FTEs</td>
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<td></td>
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<tr>
<td>Project implementation/rollout FTEs</td>
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<td></td>
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<tr>
<td>Other (please describe)</td>
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<td>Other (please describe)</td>
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<td>Other (please describe)</td>
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</table>

**Proposer Revenues:**

What are the Proposer’s total revenues received from Electronic Health Record sales and services during each of the last three (3) years (rounded to the nearest 1,000):

2014 Revenues: ________________________________

2013 Revenues: ________________________________

2012 Revenues: ________________________________

How many EHR customer implementations does the Proposer currently support? __________

What is the annual contract value of the Proposer’s three (3) largest Electronic Health Record Contracts?

Contract #1: ________________________________

Contract #2: ________________________________

Contract #3: ________________________________
Proposer Pending Litigations:

Are there any current claims, or have any claims been made against the Proposer in the past 2 years? ☐ Yes  ☐ No

If yes, please identify the claims and describe the dispensation of the claim or claims (include client name, description of litigations, imposed damage amounts, imposed dates, collected amount, and description of cause for litigation).
Attachment B:

Historically Underutilized Business (HUB) Form

TCC policy is to include Historically Underutilized Businesses (HUBs) in its procurement process and to provide equal opportunities for HUB participation in the provision of supplies, services, equipment, and construction projects required by the District. As such, BTCS seeks to ensure that a “good faith effort” is made to assist certified HUB vendors and contractors in its award of contracts and subcontracts.

To be considered as a “Certified HUB Contractor/Vendor”, the contractor/vendor must have been certified by, and hold a current and valid certification, from any of the following certifying agencies recognized by the Texas Building and Procurement Commission (State of Texas), City of Sherman, and the Texas Unified Certification Program (TUCP), which includes six certifying agencies.

<table>
<thead>
<tr>
<th>Proposer HUB Declaration</th>
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<tbody>
<tr>
<td>Is your company certified as a HUB or an MBE/WBE/DBE source? ☐ Yes ☐ No. If yes,</td>
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<tr>
<td>1. Attach your certification to this form and return it in the proposal;</td>
</tr>
<tr>
<td>2. Identify the certification agency by checking all that apply; ☐ Texas Building and Procurement Commission; ☐ City of Sherman; ☐ Texas Unified Certification Program; and</td>
</tr>
<tr>
<td>3. Identify HUB Status (Gender &amp; Ethnicity): ______________________________</td>
</tr>
</tbody>
</table>

Subcontractor HUB Declaration

**Please complete this section if your proposal includes the use of HUB Subcontractors.**

Estimated percentage of the bid (proposal) that is to be subcontracted with Certified HUB Sources: ________

For each proposed HUB subcontractor, complete the information below and attach the subcontractor’s HUB certification to this form and return it in the proposal.

<table>
<thead>
<tr>
<th>HUB Subcontractor Name</th>
<th>Contact Person/Title (First/Last Name)/Title</th>
<th>Telephone Number (including area code)</th>
<th>Email address (if available)</th>
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