A Guide to Evaluation, Purchase and Implementation of Software Applications for Non-Profit Housing Societies

Appendices

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BCNPHA
BC Non-Profit Housing Association

BC Housing

1.0 Appendix A – Sample Quick Wins

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
1	Clean up of templates and forms in Company\public files\administrative forms. Organize into subfolders, remove duplicates, update address, add version number/date in footer, and any other updates.	Consistent forms accessible by all	Templates	Y	{Consultant} 2013/10/03: Discussed at Steering Committee Meeting	In Progress	{Staff 1} has printed and will go through with department heads.
2	Create spreadsheet to log all forms, name, description, with links, track last updated date, identify next review date.	Consistent forms accessible by all	Templates	Y	{Consultant} 2013/10/03: Discussed at Steering Committee Meeting {Staff 1} to use {Consultant}'s form list.	In Progress	{Staff 1}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
3	Create fill-able online forms for use with applicant placement. Priority on forms which will be given to tenants (e.g. tenancy agreement).	More profession al looking forms, ability to quickly correct mistakes instead of using white out.	Templates	N			
4	Set up separate directory of site staff to store other information (e.g. vacation coverage to do list, working documents).	Info sharing without cluttering forms and template directory	File directory	N			{Staff 3}, {Staff 6}, {Staff 7} to work out standard process for storing incomplete documents.
5	Set up frequent interoffice mail transport for sites (not all sites are frequently visited by {Staff 2} or {Staff 3}).	Ensure timely transportat ion of receipts, increase morale.	Communic ation	N			
6	Iphone - secure wipe after 10 missed passwords. Use "Find my	Ensure private informatio n is	IT security	N	{Consultant} 2013/10/04: Emailed info to {Staff 1}	In Progress	{Staff 1}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
	iphone" if phone is lost, to do secure wipe	protected in case iphone is lost.					
7	Revise PO form to include more details on materials and services required. Separate PO for each vendor. Separate column to mark off whether goods/services were received, and whether invoices were received.	Enable matching of PO to receipt to invoice.	Purchasing, A/P	Y	{Consultant} 2013/10/04: designed revised form and process and sent to {Society} management. {Consultant} 2013/10/11: Sent revised PO and procedures to {Society} management who will consult with Site managers on form and process	In Progress	{Staff 3}, {Staff 2}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
8	Let site managers receive all the invoices and then route the approved ones to A/P once the goods and services have been received.	Enable matching of PO to receipt to invoice.	Purchasing, A/P	Y	{Consultant} 2013/10/04: designed revised form and process and sent to {Society} management. {Consultant} 2013/10/11: Discussed with {Society} management. Invoices should come to HO. Scan invoices to site managers. {Staff 3} and {Staff 2} to approve all invoices.	No Action Required	
9	Policy should be in place for which purposes need to have a purchase order (e.g. amounts < $X and item is not an inventory item).	Streamline PO process so that low risk or value items would not require a	Purchasing, A/P	N			

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
	Items not requiring a PO should be allowed to be purchased on a credit card without a PO.	PO.					
10	Replace petty cash with Visa cards for site managers. Set smaller credit limits, and even transaction limits. Cash withdrawals should not be allowed. Control will be that at month-end, each site manager must submit invoices and provide coding to accounting. Reporting can also be obtained from bank to show frequency of purchases at various stores, types of purchases, etc. for audit purposes.	Streamline PO process so that low risk or value items would not require a PO. Also, minimize use of petty cash and employee's own credit cards.	Purchasing, A/P	N			

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
11	Streamline Costco purchases. Is it possible to combine into a single corporate Costco Membership, and have all cards linked to this membership? Possible to collect points (e.g. cash back).	Streamline payment process, minimize use of employee's own credit cards.	Purchasing, A/P	N			
12	Ask vendor to provide proof of insurance, license.	Ensure vendor is qualified/trained, and also has sufficient insurance cover (reduce {Society}'s risk).	Purchasing, A/P	Y for conversion to new system	{Consultant} 2013/10/11: {Staff 4} to send letter requesting proof of insurance and license with next cheque run.	In Progress	{Staff 4}
13	Communication of pre-screened long-term contractors who are available to provide quality unit turnover work. Site managers should be able to call (and feel	Information sharing with site managers. Reduce unit turnover time	Purchasing, A/P	N		In Progress	{Staff 2} and {Staff 3} to talk to site staff.

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
	comfortable with calling) contractors on the roster to ensure unit turnover work is done on a timely basis.						
14	Ensure consistency in the order of "yes" and "no" boxes between the housing application form and building rental information (green) form. Minor change only.	Ensure consistency , less confusion.	Application	N	{Consultant} 2013/10/11: This is no longer required if we plan on implementing item 45.	No Action Required	
15	Add more questions on dietary restrictions, allergies on application form for supportive housing. (e.g. diabetic, low salt, glutton free, other allergies).	Be aware of dietary restrictions up front so that meals can be prepped accordingly .	Application	Y		In Progress	{Staff 8} and {Staff 2}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
16	Share notes on active applications (e.g. phone calls, documentation asked for) with operations and other admin staff. 2 quick options: 1) Use Outlook (either set up a common mailbox or use one staff's as master and give access to other staff). Create contact for each applicant we are actively working with (could be just name, phone #). In Notes section of contact, enter "Active PXX-XXXX" indicating we are actively working on a specific building, unit. Followed by a separate line for each phone call, info exchanged, etc.	Share status of application placement activities with staff to enable better decision making.	Application Placement	Y only if you plan to put history into system.	{Consultant} 2013/10/11: Option 1 will be easy to implement. {Staff 1} has shared a contact group with some staff. Need further discussion on exactly what info will be recorded.	In Progress	{Staff 1}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
	Once the person is no longer being actively worked on, change to "Inactive PXX-XXXX". This is easy to search on a person's name or by a unit. 2) Create shared drive, file applicants' scanned documents by Housing Registry Number last name first name. Create a contact log file within each applicants' folder to log phone calls, information shared, etc. Limitation: This is hard to search on if you don't the applicant name but just want to see status of work on finding tenant for a specific unit.						

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
17	Consistent process for four months unit inspection for all new tenants (documentation, for those with issues or without issues). Add to form whether a follow up inspection is required and when.	Early interventio n to ensure successful tenancy. Some tenants take longer to fully settle.	Unit inspections (4 months)	Y		In Progress	{Staff 2} and {Staff 3} to talk to site staff.
18	Create an outlook reminder one week after four months unit inspection is due, to check that it was completed and documented.	Ensure 4 month unit inspectors are completed.	Unit inspections (4 months)	Y	{Consultant} 2013/10/17: Tenant placement to add reminder for follow up at the same time the 4 month unit inspection reminder is set up.	In Progress	{Staff 1} to talk to Tenant Placement
19	Consistent process for dealing with excessive cleaning fees when tenant moves out. Consistent guidelines on what can or cannot be	Consistent process for move out.	Unit inspections (move out)	Y			

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
	deducted from deposit, and what documentation/approval is required.						
20	Catalogue of items and cost we can deduct from deposit (e.g. $/hr for cleaning of stove and blinds, disposal fee includes landfill + staff time). Have these agreed to by tenant at pre-move out. They automatically deduct carpet cleaning unless if evidence of professional cleaning is provided. Even if they plan on replacing carpet.	Improved communication with tenants, site managers. Consistent process for move out.	Unit inspections (move out, pre-move out)	N			
21	Create a condensed unit inspection form for inspecting small units (e.g. bachelor, 1 bedroom with no yard).	Easier to use for small units.	Unit Inspections	Y			

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
22	Consistent use of move in and move out forms.	Consistent process.	Unit Inspections (move in, move out)	Y			
23	Pre-move out form should be created, with responsibility for cleaning. (e.g. don't clean carpet if we plan to replace it).	Consistent process.	Unit inspections (pre-move out)	Y	{Consultant} 2013/10/11: Not required if we implement item 29.	No Action Required	
24	Update move-in authorization form to remove Receipt # line above. Receipts have been replaced by an Invoice from accounting, so these fields on the form are no longer used. Remove PAD info at top. Staff should fill out start date on the PAD form.	Form clean up. Reduce confusion.	Move in	Y		In Progress	{Staff 1}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
25	Upon move in, provide standard policies (e.g. mold, pet, parking), ground rules. Site managers review each page with tenants, and have tenants initial each page and take a copy for tenant file. Need to develop move in package. Cater to different buildings.	Increased and consistent communica tion with tenants. Keep proof that they understand the rules.	Move in	N			
26	Check to ensure new tenants have applied for BC Hydro and Fortis account.	Ensure that {Society} does not pay utilities for tenants.	Move in	N	{Consultant} 2013/10/11: Invoices are checked each month by accounting. If it's for new tenants, send bill to tenant. Continue with current process.	No Action Required	
27	Policy and procedure need to be set up to deal	Ensure consistency , less	Move out	Y to track activities in system			

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
	with the death of a tenant (e.g. contact emergency contact, change locks, remove perishable items).	confusion.					
28	Consistent form to be used for tenant's notice to vacate, need forwarding address. Remove clause to allow entry to unit Monday to Friday, 9-4.	Ensure consistency	Notice to vacate	Y	{Consultant} 2013/10/11: If tenant is away (e.g. hospital), give NTE for a time period. Agreed to remove entry date/time on the notice to vacate form.	Assigned	{Staff 2} to talk to {Staff 8}.
29	Send confirmation of notice to vacate to tenant. If not enough notice was given, indicate the revised vacate date.	Ensure consistency, improved communication with tenant	Notice to vacate	Y	{Consultant} 2013/10/09: As per {Staff 9}, this process has just been started. {Consultant} 2013/10/11: We should have consistent use of notice to vacate form.	Assigned?	

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
					Send out letter to confirm notice with details of cleaning expectations.		
30	Tenant Transfer Agreement form contains clause to allow entry of unit 9-4 with minimum 24 hour notice. Should this clause be removed to be consistent with notice to vacate form? Manage using NTE form (24 hours in advance)?		Transfer	Y	{Consultant} 2013/10/11: Update the wording on the form to indicate as information only that we will give you 24 hours notice to show your suite between 9-4.	Assigned	{Staff 1}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
31	Ensure all transfer requests (including internal transfers) are entered into Housing Registry.	Ensure transfers applications are processed in priority order.	Transfer	Y	{Consultant} 2013/10/11: Overhoused - talk to tenants. Should fill out transfer form, but as landlord, can give 2 months notice. Any offer is a formal offer and should be recorded in Housing Registry.	Assigned	{Staff 1}
32	Consistency in collecting post dated cheques? Should these be kept at HO? Or at site? Should Ministry cheques all be sent to HO? Some tenants receive them and give to site managers. How do these get reflected in rent roll?	Ensure consistency.	Rent collection	N	{Consultant} 2013/10/11: {Staff 4} indicated that on rent roll, there is a tab for HO deposit report which shows Ministry and post dated cheques received by HO. Site managers have access to the	Assigned	{Staff 2}, {Staff 3}, {Staff 1}, {Staff 4}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
					info on the rent roll. Ministry cheques should all come to HO. Need to talk to Site managers about accepting cash and consistent recording of late payments.		
33	NSF or late payment spreadsheet, indicate whether a letter has been sent (i.e. after 3 NSF or late in a calendar year), and date.	Improved communica tion.	Rent collection	N	{Consultant} 2013/10/11: {Staff 5} fills in spreadsheet, sends to {Staff 3} to follow up. Warning letters are saved in operations folder.		{Staff 4} to talk to {Staff 5}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
34	Shared directory for storing tenant files and scanned documents for site manager and HO staff. Site manager can scan and upload into the directory, then just send a link to the files to {Staff 2}, {Staff 3} and Admin. Each site manager would only have access to their own building's directory. HO staff would have access to all building directories. Need to have standard naming convention for files. Need to have nightly backup of these directories.	Ensure documents are filed properly in system	Tenant files	N, but would be good for conversion to new system	{Consultant} 2013/10/17: Already set up all buildings, units. One file for PO and tenant file.		{Staff 1}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
35	Create a new tenant complaint form. Have hard-copies available at Sites. Some tenants are using repair request form as it's the only hard-copy form available. This would also ensure non-emergency complaints can be documented and dealt with when site managers are on duty.	Improved communication with tenants.	Tenant files	N		Assigned	{Staff 1}
36	Share FCI information with site managers	Improved communication with site managers.	Maintenance	N		Assigned	{Staff 3} and {Staff 2} to send.
37	Create a guideline/check list and timing for preventative maintenance (gutters, prepare for winter, windows, sprinklers, water shut off, daily walk	Ensure consistency, allow site managers to plan their time.	Maintenance	Y only if you plan to put tasks into the system and track them		Assigned	{Staff 3} and {Staff 2}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
	around, how to start your day, depending on season).						
38	Need to create critical incident report	Record injury, death, fire, security incident.	Tenant files	Y	{Consultant} 2013/10/17: Agreed to rename "Incident report" to "Critical Incident Report". Training for site managers. This is separate from complaint form.	Assigned	{Staff 1}
39	Create a spreadsheet for site staff to record sprinkler water pressure measurements and date by building.	Greater visibility of work done by site staff.	Maintenance	Y	{Consultant} 2013/10/17: Create a weekly checklist for site managers. Part of what {Staff 3} has been doing for Park (for fire)	In Progress	{Staff 3}

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
					on daily, weekly, monthly work. Need to have proper range specified. Need to have this set up for each property, for other items.		
40	In-house plumber to create a maintenance schedule with activities, by building, with dates. E.g. Filters, motors.	Greater visibility of work done by plumber and pest control staff.	Maintenance	Y			
41	Create a spreadsheet for in-house plumber to record maintenance action taken (e.g. sprinkler system) by building and date.	Greater visibility of work done by plumber and pest control staff.	Maintenance	Y	{Consultant} 2013/10/17: Could be combined with 40. Check list of items for plumber to check off when he has completed them.		

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
42	When Admin receives completed repair requests, send to {Staff 2} and {Staff 3} to review, initial, then send back to Admin to file.	Greater visibility of work done by plumber and pest control staff.	Repair	N		Assigned	{Staff 1} to talk to Admin
43	Site manager requesting the in-house plumber and pest control staff's time should copy {Staff 2} and {Staff 3}.	Greater visibility of work done by plumber and pest control staff. If staff is too busy, may be able to allocate the work.	Repair	N	{Consultant} 2013/10/17: Site staff should fill out a work order (new form) with urgency, details of work. Emails should be sent to the plumber and pest control, and CC {Staff 2} and {Staff 3}.	Assigned	{Staff 2} and {Staff 3} to talk to site staff.

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
44	In-house plumber and pest control staff to complete timesheet indicating time spent by building, activity type.	Greater visibility of work done by plumber and pest control staff.	Time sheet	N	{Consultant} 2013/10/17: Create new work order form. To be filled out by site managers. Sent to plumber/pest staff and copy {Staff 2}/{Staff 3}. Add urgency field. (e.g. there are three levels of urgency: Low - within the week Med - within 2 days High - immediately)	Assigned	{Staff 2} to create form.
45	Consider using Housing Registry for all subsidized housing applications. Ask for additional information when a unit becomes	Less upkeeping of applicant list.	Application	N	{Consultant} 2013/10/17: Agreed that this is a good idea.	Assigned	{Staff 1} to talk to Tenant Placement

ID #	Description	Benefit	Category	In place before system? (Y or N)	Discussion notes / Action taken	Status	Assigned to
	available or trying to "bank" an applicant. (See yellow highlighted fields on {Society}'s form which are not in Housing Registry)						
46	Need to create a new application form for non-subsidized unit. The questions on the current {Society} form is geared towards subsidized housing.	Better information collection for non-subsidized units.	Application	N		Assigned	{Staff 1}

2.0 Appendix B – Sample Requirements Matrix

To be filled in by Society					*To be filled in by Vendor*		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority** **M – Must Have** **S – Should Have** **C – Could Have** **F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
1	1.01 Manage Applicatio ns / Wait Lists	Enter Application	Ability to enter applications for housing (including identification, references, employment info, Housing Registry number if applicable)	M			
2	1.01 Manage Applicatio ns / Wait Lists	Link to housing site/ programs	Ability to link applications to one or more housing site and program, e.g. - market or subsidized - independent or supportive or assisted - senior, family, adults with disabilities, single/couple or youth	M			
3	1.01 Manage Applicatio ns / Wait Lists	Checklist	Ability to set up tenant selection checklists in the system, with different tasks assigned to different staff, with due date (manually entered or auto calculated). Ability for certain tasks to be triggered upon completion of another.	M			

To be filled in by Society					To be filled in by Vendor		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
4	1.01 Manage Applications / Wait Lists	Action log	Ability to enter actions taken with application (e.g. phone calls, reference checks, home visits, viewings, general impression about the applicant's suitability for unit)	M			
5	1.01 Manage Applications / Wait Lists	Shortlist	Ability to create shortlists for specific housing sites and programs.	M			
6	1.01 Manage Applications / Wait Lists	Associate with housing site and unit number	Ability to associate the application with the housing site and unit number they are being considered for.	M			
7	1.01 Manage Applications / Wait Lists	Status of screening work	Ability to search applications which are being considered for a certain unit and the status of screening work.	M			
8	1.01 Manage Applications / Wait Lists	Attachments	Ability to attach electronic files to an application (e.g. signed application form, correspondence, proof of income).	M			
9	1.01 Manage Applications / Wait Lists	Referral source	Ability to enter referral source for application (e.g. service providers, health authorities, hospitals).	S			

To be filled in by Society					*To be filled in by Vendor*		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
10	1.02 Manage Vacancies	Checklist	Ability to set up manage vacancy checklists in the system, with different tasks assigned to different staff, with due date (manually entered or auto calculated). Ability for certain tasks to be triggered upon completion of another.	M			
11	1.02 Manage Vacancies	Tenant's notice to end tenancy	Ability to record tenant's notice to end tenancy with tenancy end date and forwarding address.	M			
12	1.02 Manage Vacancies	Tenant File - action log	Ability to enter actions taken with tenants (e.g. phone calls, complaints, critical incidents, NOE, unit inspections, correspondences, NTE).	M			
13	1.02 Manage Vacancies	Interview notes	Ability to enter information collected (e.g. info that is not available on application form, general impressions of the applicant) from applicant interviews (whether in the office or in the applicant's home) into the system.	M			
14	1.02 Manage Vacancies	Schedule Pre-move out inspection	Ability to schedule pre-move out inspection. This could be automatically triggered by other actions (e.g. tenant gives notice).	M			

To be filled in by Society					*To be filled in by Vendor*		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
15	1.02 Manage Vacancies	NOE	Ability to generate NOE letters from the system using a standard template.	M			
16	1.02 Manage Vacancies	Perform Pre-move out inspection	Ability to enter information from pre-move out inspection into the system using mobile technology.	M			
17	1.02 Manage Vacancies	Trigger work orders	Ability to trigger the creation of work orders from pre-move out inspection.	M			
18	1.02 Manage Vacancies	Available for next tenant	Ability to record estimated date when unit will be available for the next tenant. This can be manually entered, or proposed by the system based on estimated completion date of various work orders.	M			
19	1.02 Manage Vacancies	Available for viewing	Ability to record estimated date when unit will be available for viewings.	M			
20	1.02 Manage Vacancies	Correspondence	Ability to generate correspondence and documents using standard templates (e.g. offer letter)	M			
21	1.02 Manage Vacancies	Offer	Ability to record offers given to applicants.	M			
22	1.02 Manage Vacancies	Accept or Reject Offer	Ability to record whether an offer was accepted or rejected.	M			

To be filled in by Society					To be filled in by Vendor		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
23	1.02 Manage Vacancies	Convert applicant to tenant	Ability to convert applicant to tenants once offer has been accepted. Tenant's file should include tenancy start date, and other information collected during the application process.	M			
24	1.02 Manage Vacancies	Tenant household	Ability to enter household members including name, date of birth, sex, income, pets (number and type).	M			
25	1.02 Manage Vacancies	Move in date	Ability to record the confirmed move in date and time.	M			
26	1.02 Manage Vacancies	Schedule move out inspection	Ability to schedule move out inspection.	M			
27	1.02 Manage Vacancies	Schedule move in inspection	Ability to schedule move in inspection. This should be triggered by the entry of the confirmed move in date.	M			
28	1.02 Manage Vacancies	Signature capture for move in and move out inspections	Ability to obtain tenants' and site management's signatures for move in and move out inspection. This could be printing out the online form filled out using mobile device, and having physical signatures on hardcopy. Or this could be electronic capture of signatures on the mobile	**M** for signing on hardcopy **S** for electronic capture of signatures			

To be filled in by Society					To be filled in by Vendor		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
			device.				
29	1.02 Manage Vacancies	Rent Calculation	Ability to enter rent amount for the tenant applicable for a specific period of time. For subsidized housing, the rent would be calculated using Housing Registry.	M			
30	1.02 Manage Vacancies	Tenancy Agreement	Ability to generate tenancy agreement from the system (with standard clauses) for the tenant to sign. Different versions will be required depending on the housing site and program (e.g. supportive housing, assisted living, subsidized housing, market housing, month-to-month, 6-months lease).	M			
31	1.02 Manage Vacancies	Tenant File - contact	Ability to record emergency contact information for tenants	M			

To be filled in by Society					*To be filled in by Vendor*		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
32	1.03 Manage Move ins	Checklist	Ability to set up move in checklist in the system, with different tasks assigned to different staff, with due date (manually entered or auto calculated). Ability for certain tasks to be triggered upon completion of another. E.g. set up enter phone and mail box.	M			
33	1.03 Manage Move ins	Schedule post move in inspection	Ability to schedule post move in inspection. This could be automatically triggered by other actions (e.g. entry of confirmed tenant move in date). Depending on the tenant, this may be a one-time inspection or a recurring inspection.	M			
34	1.03 Manage Move ins	Perform post move in inspection	Ability to enter information from post move in inspection unit inspection into the system using a mobile device.	M			
35	1.03 Manage Move ins	Follow up inspections	Ability to trigger follow up unit inspections if required.	M			
36	1.03 Manage Move ins	Follow up actions	Ability to trigger follow up action for tenant placement as a result of the post move in inspection results (e.g. revise lease to month-to-month or	M			

To be filled in by Society					To be filled in by Vendor		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
			renew lease).				
37	1.04 Manage Transfers	Transfer application	Ability to indicate that a tenant has submitted a transfer application (Housing Registry).	M			
38	1.04 Manage Transfers	Over or under housed report	Ability to print a report showing all units which are a specific size (e.g. 3 bedrooms), by building, listing all household members.	M			
39	1.04 Manage Transfers	Over or under housed flag in annual unit inspection	Ability to record in the annual unit inspection whether the tenants are over or under housed.	M			
40	1.04 Manage Transfers	Tenant notes re: over or under housed	Ability to enter notes related to tenant. Ability to flag for annual review. (e.g. site management can enter notes relating to tenant's household size change, accounting will ask tenants to confirm change in annual review)	M			
41	1.05 Manage Complaint s	Record complaint	Ability to record complaints received (e.g. date, from whom, building, unit, nature of complaint).	M			

To be filled in by Society					*To be filled in by Vendor*		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
42	1.05 Manage Complaints	Follow up actions	Ability to record follow up action taken on a complaint.	M			
43	1.05 Manage Complaints	Reminders	Ability to set reminders to follow up on complaint.	M			
44	1.05 Manage Complaints	Link to units and tenants	Ability to link complaint to housing sites / units and to tenant files (to both the initiator of complaint and the cause of the complaint if applicable).	M			
45	1.05 Manage Complaints	Link to work order	Ability to link complaints to work orders, and trigger schedule and execute work process.	M			
46	1.05 Manage Complaints	Link to correspondence	Ability to link follow up correspondences and NTE to the complaint.	M			
47	1.06 Manage Critical Incidents	Record critical incident	Ability to record critical incident information (e.g. date, from whom, building, unit, type of incident). May not require every field from the form if the tenant filled it in. Otherwise, site management/maintenance would fill in electronic form.	M			

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48	1.06 Manage Critical Incidents	Link to tenant	Ability to link critical incidents to a specific tenant, if applicable.	M			
49	1.06 Manage Critical Incidents	Record follow up actions	Ability to record follow up action taken on an incident.	M			
50	1.06 Manage Critical Incidents	Trigger checklists	Ability to trigger other processes and checklists (e.g. death of a tenant, insurance claim).	M			
51	1.06 Manage Critical Incidents	Link to work order	Ability to link incidents to work orders, and trigger schedule and execute work process.	M			
52	1.07 Manage Tenant Payments / Security Deposits	Rent rolls	Ability to manage monthly rent rolls (e.g. for each housing site and unit, record rent and other charges due for the month), post revenue for the month.	M			
53	1.07 Manage Tenant Payments / Security Deposits	Payments	Ability to clear accounts receivable with tenant payments, adjust for NSF payments.	M			

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54	1.07 Manage Tenant Payments / Security Deposits	Pre-authorized debit	Ability to process pre-authorized debit (PAD) transactions.	M			
55	1.07 Manage Tenant Payments / Security Deposits	Late payment flag	Ability to flag a late payment against a tenant. Maybe auto set by system?	M			
56	1.07 Manage Tenant Payments / Security Deposits	NSF flag	Ability to flag an NSF (Non-Sufficient Fund) payment against a tenant.	M			
57	1.07 Manage Tenant Payments / Security Deposits	Arrears report	Ability to generate arrears list report (A/R Aging Report).	M			
58	1.07 Manage Tenant Payments / Security Deposits	Late Payment and NSF report	Ability to report on tenants with late payment flags and NSF flags (e.g. which ones have 3 late payment or 3 NSF in a calendar year, or any combination).	M			

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59	1.07 Manage Tenant Payments / Security Deposits	Security Deposit received	Ability to record security deposit received and date (move in).	M			
60	1.07 Manage Tenant Payments / Security Deposits	Security Deposit return	Ability to record deductions to security deposit and forwarding address (move out).	M			
61	1.07 Manage Tenant Payments / Security Deposits	Security Deposit interest	Ability to calculate interest on security deposit. Or the ability to enter lump sum interest (calculated outside the system) against a security deposit.	**S** for auto calculation of interest. **M** for lump sum interest capture.			
62	1.07 Manage Tenant Payments / Security Deposits	Security Deposit return cheque	Ability to generate cheque for security deposit.	M			
63	1.07 Manage Tenant Payments	Other deposits	Ability to record the collection of other deposits (e.g. extra keys, pet deposit, parking fobs).	M			

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	/ Security Deposits						
64	1.07 Manage Tenant Payments / Security Deposits	Other deposits	Ability to record deduction from deposits (e.g. lost keys, pet damage).	M			
65	1.07 Manage Tenant Payments / Security Deposits	Other deposits	Ability to record the return of the deposits.	M			
66	1.08 Manage Tenant Payments (Exceptions)	Late rent and NSF report	Ability to report on incidents of late rent payment and NSF within a period of time (as specific in report parameter).	M			
67	1.08 Manage Tenant Payments (Exceptions)	Generate Invoice	Ability to generate invoices for non-rent charges.	M			

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68	1.08 Manage Tenant Payments (Exceptions)	Report by charge type	Ability to report on specific charges (e.g. NSF charge, work order charged back) separate from rent, by tenant.	M			
69	1.08 Manage Tenant Payments (Exceptions)	Reminder letters	Ability for system to automatically generate reminder letters at 30, 60, 90 days if the invoice is not paid. Each letter will have slightly different language. (could result in someone triggering a run to generate the letters).	M			
70	1.08 Manage Tenant Payments (Exceptions)	Task to determine if NTE should be issued.	Ability to send create a task to determine whether NTE should be issued if charges are still unpaid at 120 days.	M (manually assigned)			
71	1.08 Manage Tenant Payments (Exceptions)	Notes	Ability to enter notes on payment arrangements.	M			

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72	1.09 Verify Tenant Income	Rent calculation	Ability to calculate rent based on income provided. Alternatively, ability to manually enter the calculated rent from Housing Registry.	**S** for calculation of rent, **M** for the entry of calculated rent.			
73	1.09 Verify Tenant Income	Effective dates	Ability to enter effective dates for rent calculation (e.g. effective for 1 year, or 6 months for a short term review)	M			
74	1.09 Verify Tenant Income	Rent calculation history	Ability to view rent calculation history for a tenant	M			
75	1.09 Verify Tenant Income	Reminders	Ability to set up reminders for rent calculation activities.	M			
76	1.09 Verify Tenant Income	Update rent roll	Ability to automatically update rent roll when a new rent is calculated.	M			
77	1.09 Verify Tenant Income	Corresponden ce	Ability to generate correspondence relating to rent calculation (e.g. reminder to tenants to provide income information, notification of revised rent).	M			

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78	1.09 Verify Tenant Income	Link NTE	Ability to link a NTE to a rent calculation (e.g. tenant is no longer eligible for subsidized housing).	M			
79	1.09 Verify Tenant Income	Notes	Ability to enter notes relating to rent calculation (e.g. discussions with tenant on raising rent to 30% of income or market rent).	M			
80	2.01 Schedule and Execute Work	Repair request	Ability to record repair requests (e.g. date, tenant name, building, unit).	M			
81	2.01 Schedule and Execute Work	Create work order from repair request	Ability to convert a repair request into a work order (e.g. urgency, assigned to person, description of material/services required).	M			
82	2.01 Schedule and Execute Work	Create work order	Ability to create a work order without a repair request.	M			
83	2.01 Schedule and Execute Work	Work order assignment	Ability to report on the number of work orders assigned to various staff, and assign or reassign work orders.	M			

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84	2.01 Schedule and Execute Work	Work order link to units	Ability to link work order to housing sites and units, and to specify the reason for the work order.	M			
85	2.01 Schedule and Execute Work	Work order status and details	Ability to update work order status and enter work done. Ability to indicate whether a work order is in progress or stalled with comments (e.g. waiting for a part). Ability to enter estimated and actual completion dates.	M			
86	2.01 Schedule and Execute Work	Work orders link to suite turnover	Ability to report on all work orders associated with a single suite turnover.	M			
87	2.01 Schedule and Execute Work	Work order link to Notice of entry (NOE)	Ability to link NOE letters with work orders.	M			
88	2.01 Schedule and Execute Work	Create PO request from work order	Ability to convert the entire or part of a work order into a purchase order request (e.g. vendor, list of materials and services, quantities, estimated cost, estimated delivery date).	M			
89	2.01 Schedule	Approve PO	Ability for a purchase order request to be approved and	M			

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	and Execute Work		assigned a PO number.				
90	2.01 Schedule and Execute Work	PO link to units	Ability to link purchase order to housing sites and units, and to specify the reason for the purchase order.	M			
91	2.01 Schedule and Execute Work	Receive PO materials and services	Ability to record a PO line for materials or services as being received (i.e. OK to pay invoice).	M			
92	2.01 Schedule and Execute Work	PO linked to suite turnover	Ability to report on all purchase orders associated with a single suite turnover.	M			
93	2.01 Schedule and Execute Work	Open PO	Ability to report on all purchase orders which have not been fully received or fully invoiced.	M			
94	2.01 Schedule and Execute Work	Time tracking - general.	Ability to for staff to enter time they spend at each building, activity performed, link to work orders if applicable. This can be used for charging their time to buildings and for resource management purposes.	M			

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95	2.01 Schedule and Execute Work	Invoice for time spent	Ability to generate invoices for staff time for specific buildings (e.g. charge strata corporation for actual time spent by site management and maintenance staff).	M			
96	2.01 Schedule and Execute Work	Time tracking - payroll	Ability to reflect time entry in payroll (e.g. pay staff for hours worked).	M			
97	2.01 Schedule and Execute Work	Time tracking - cost allocation	Ability to allocate staff salary/wages cost to specific buildings based on actual hours worked at each building.	M			
98	2.01 Schedule and Execute Work	Order non-inventory items	Ability to order a non-inventory item through a purchase order.	M			
99	2.02 Inspect Units and Buildings (annual)	Annual unit inspection print out	Ability to print out annual unit inspection results for a specific unit, and share with the tenant (if needed).	M			
100	2.02 Inspect Units and Buildings (annual)	Inspection using mobile device	Ability to perform annual unit inspections using mobile device.	M			

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101	2.02 Inspect Units and Buildings (annual)	Generate Work Order	Ability to generate work orders from unit inspection.	M			
102	2.02 Inspect Units and Buildings (annual)	Update remaining useful life	At the time of annual unit inspection, the ability to see the calculated remaining useful life of each asset / equipment, and be able to adjust these as needed.	S			
103	2.02 Inspect Units and Buildings (annual)	Perform inventory of asset and equipment	Ability to perform an inventory of the asset and equipment in a unit.	M			
104	2.02 Inspect Units and Buildings (annual)	Escalation tasks	Ability to create escalation tasks for management (e.g. excessive damage).	M			
105	2.03 Perform Preventati ve Maintena nce	Recurring maintenance activities	Ability to identify recurring maintenance activities linked to specific types of assets (e.g. how often does sprinkler system need to be checked).	M			
106	2.03 Perform Preventati ve	Record measurement s	Ability to record measurements (e.g. sprinkler water pressure) while performing maintenance	M			

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	Maintenance		activities. This could be done using notes.				
107	2.03 Perform Preventative Maintenance	Generate Work Order	Ability to automatically generate work orders and assign to staff (based on site/location and skillset). System to propose but can be manually overwritten.	M			
108	2.03 Perform Preventative Maintenance	Link to repair work	Ability to link preventative maintenance work order to follow up repair work (separate work order).	M			
109	2.03 Perform Preventative Maintenance	Attachment to work order	Ability to attach inspection reports from outside vendors to a work order (e.g. fire and safety, elevator)	M			
110	2.04 Manage Inventory	Multiple sites	Ability to manage inventory at multiple sites.	M			
111	2.04 Manage Inventory	Multiple storage locations	Ability to set up storage locations within a site (e.g. shelf number, storage closet, drawer) if needed.	M			

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112	2.04 Manage Inventory	Inventory item details	Ability to record detailed information about an inventory item (e.g. unit of measure, average cost, minimum inventory level per site, specific to which site, preferred vendor, delivery lead time required). Question: How should inventory cost be allocated to work orders? Standard price? Moving Average price? Average pricing.	M			
113	2.04 Manage Inventory	Minimum inventory level	Ability to report on inventory items which are below minimum inventory level at specific sites. (i.e. need to reorder).	M			
114	2.04 Manage Inventory	Attach photo	Ability to attach a photo to the inventory item.	S			
115	2.04 Manage Inventory	UPC code as catalogue number	Ability to manage materials using UPC code (i.e. use UPC code as material catalogue number).	S			
116	2.04 Manage Inventory	Inventory movements using scanners	Ability to perform inventory movements (e.g. receipt, transfer to another site or storage area, consumed in work order) by scanning UPC code using mobile devices.	S			

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117	2.04 Manage Inventory	Inventory count	Ability to perform inventory counts and make adjustments.	M			
118	2.04 Manage Inventory	Write off with reason	Ability to write-off inventory balance and specify reason (e.g. damaged, obsolete).	M			
119	2.04 Manage Inventory	Restricted write off	Ability to limit access to inventory write off transaction to certain staff, or have the ability to approve inventory write offs before they are posted.	M			
120	2.04 Manage Inventory	Consumption linked to site and unit	Ability to link inventory consumed in work orders to the site and unit, if applicable.	M			
121	2.04 Manage Inventory	Auto posting on consumption	Ability to automatically post cost to a building's GL accounts when inventory has been consumed (either to maintenance account or replacement reserve).	M			
122	2.05 Plan Capital Expenditures	Unit specific asset/ equipment inventory	Ability to record appliances (fridge, stove) and structural (e.g. kitchen cabinet/countertop, carpet) inventory for a unit. Information may include original/estimated purchase date, make, model.	M			

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123	2.05 Plan Capital Expenditu res	Property specific asset / equipment inventory	Ability to record property-wide components (e.g. roof, boiler, parking membrane, window) information such as original/estimated date of the purchase/install, make, model.	M			
124	2.05 Plan Capital Expenditu res	Warranty	Ability to record warranty or extended warranty period for specific equipment (e.g. fridge, stove, furnace), and also on structural elements on building (e.g. roof).	M			
125	2.05 Plan Capital Expenditu res	Forecast capital expenditures	Ability to calculate estimated capital expenditures (up to 30 years into the future) based on unit specific and property specific asset/ equipment inventory. E.g. using variables such as useful life, replacement cost.	M			
126	2.05 Plan Capital Expenditu res	Report on capital expenditures for next X years.	Ability to report on replacement reserve expenditure forecast for the next X years, based on the selection criteria.	S			
127	2.05 Plan Capital Expenditu res	Capital planning variables and assumptions	Ability to enter capital plan variables and assumptions. E.g. for each type of asset / equipment, ability to identify useful life, replacement cost.	S			

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128	2.05 Plan Capital Expenditures	Replacement cost	Ability to enter estimated replacement cost for a property specific asset / equipment (e.g. roof, parking membrane).	S			
129	2.05 Plan Capital Expenditures	Allocation to replacement Reserve	Ability to calculate appropriate amount of allocation to replacement reserve.	S			
130	2.05 Plan Capital Expenditures	Post recurring allocations	Ability to automatically post recurring replacement reserve allocations.	M			
131	2.05 Plan Capital Expenditures	Site specific information	Ability to track various information by site (e.g. zoning, mortgage expiry date, land lease expiry date, name of lessor, assessed value for land and building, building appraisal for insurance purposes, neighbourhood amenities, land and building size).	M			
132	2.05 Plan Capital Expenditures	Market rent	Ability to record market rent for comparable units in the neighbourhood, along with date of the market rent assessment.	C			
133	2.05 Plan Capital Expenditu	Redevelopment assessment	Ability to flag a site as a candidate for redevelopment, and relative ranking with	C			

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	res		other sites (i.e. which should be redeveloped next).				
134	2.05 Plan Capital Expenditures	Record FCI	Ability to record Facility Conditions Index calculated by outside consultants.	M			
135	2.05 Plan Capital Expenditures	Portfolio reporting	Ability to generate report on capital planning data across the portfolio.	C			
136	2.05 Plan Capital Expenditures	Extraordinary expenses and revenue	Ability to record extraordinary expenses and revenue (e.g. insurance claim for fire or flood).	M			
137	3.01 Manage Contracts and Preferred Vendors	Preferred vendor list	Ability to create preferred vendor list for various categories of materials and services.	M			
138	3.01 Manage Contracts and Preferred Vendors	Vendor performance notes	Ability to enter performance notes against a vendor (e.g. do not use, has certain expertise).	M			

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139	3.01 Manage Contracts and Preferred Vendors	Create contract	Ability to create a contract for materials and services (e.g. as a result of RFP process). This includes listing line items for materials and services, unit prices, dates, holdbacks. Ability to attach contract document in the system.	S			
140	3.01 Manage Contracts and Preferred Vendors	Transactions with non-preferred vendors	Ability to report on transactions with non-preferred vendors.	C			
141	3.01 Manage Contracts and Preferred Vendors	Vendor documentatio n	Ability to link vendor documentation (e.g. licences, insurance info) to the contract or the vendor master.	M			
142	3.01 Manage Contracts and Preferred Vendors	Contract invoices	Ability to report on invoices matched against a contract and determine remaining contract value.	M			
143	3.01 Manage Contracts and Preferred	Expiring contracts	Ability to report on contracts which are about to expire, to determine whether they need to be renewed.	M			

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	Vendors						
144	3.02 Process Invoices	Match to PO	Ability to match invoice to PO lines.	M			
145	3.02 Process Invoices	Match to Contract	Ability to match invoice to contract lines.	M			
146	3.02 Process Invoices	Match to goods and service receipt	Ability to match invoice to goods and service receipt	S			
147	3.02 Process Invoices	Cheques and EFT	Ability to pay vendors using cheques and electronic fund transfer.	M			
148	3.02 Process Invoices	Payment terms	Ability to set up payment terms (e.g. due on receipt, net 30, 2% 10 net 30).	C			
149	3.02 Process Invoices	Invoice due date	Ability to calculate invoice due date based on payment term.	C			
150	3.02 Process Invoices	Pay when invoices are due	Ability to include invoices in the payment run based on the invoice due date.	C			
151	3.02 Process Invoices	Duplicate invoice check	Ability to check for duplicate invoices (e.g. the same invoice number for the same vendor).	M			

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152	3.02 Process Invoices	Send for approval	Ability to send invoices to manager electronically for approval (e.g. discrepancy between invoice and PO amount, invoice not related to PO or contract).	S			
153	3.02 Process Invoices	Electronic approval	Ability to electronically approve invoices.	S			
154	3.02 Process Invoices	Vendor master report	Ability to report on vendor master created or changed and by whom in a time period.	M			
155	3.02 Process Invoices	Block invoice	Ability to block an invoice for payment (e.g. dispute with vendor).	M			
156	3.02 Process Invoices	Taxes	Ability to post invoices with applicable taxes (e.g. PST and GST, GST only, self-assessed).	M			
157	3.03 Process Employee Expenses	Submit and send for approval	Ability to submit expense statements electronically (i.e. with coding) and send for approval. This includes mileage. Can also be applicable to Board Members.	C			
158	3.03 Process Employee Expenses	Approval	Ability to electronically approve expense statements	C			

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159	3.03 Process Employee Expenses	Post expense statements	Ability to automatically post expense statements into GL upon approval.	C			
160	3.03 Process Employee Expenses	Upload credit card details	Ability to upload spreadsheet (or other format) containing company credit card expenditures and GL coding. This would then automatically create a journal entry in the system.	C			
161	3.03 Process Employee Expenses	Chargeback to employees	Ability to chargeback to employees for personal expenses on company credit card.	M			
162	3.03 Process Employee Expenses	Pay by cheque or EFT	Ability to pay employees by cheque or electronic fund transfer for expenses.	M			
163	3.03 Process Employee Expenses	Petty cash	Ability to track petty cash float per site.	C			
164	3.04 Process Payroll	Timesheet entry by staff	Ability for staff members to enter their own timesheets into the system.	M			
165	3.04 Process Payroll	Timesheet details	Ability for timesheets to be captured into the system. (e.g. time spent on various activities, at various sites, reason for absence).	M			

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166	3.04 Process Payroll	Timesheet - job class	Ability for timesheets to capture staff's work in a different job class (for unionized staff only).	M			
167	3.04 Process Payroll	Timesheet approval	Ability to for managers to electronically approve timesheets of their direct reports.	M			
168	3.04 Process Payroll	Timesheet reflected in payroll	Ability for timesheet hours to be reflected in payroll run for hourly employees. (i.e. pay for hours worked).	M			
169	3.04 Process Payroll	Allocate staff cost	Ability to allocation % of each staff's time (based on timesheets) to specific buildings where they worked (either to operational cost or replacement reserve).	M			
170	3.04 Process Payroll	Overtime request	Ability to submit overtime requests (include reason, which building, estimated hours).	S			
171	3.04 Process Payroll	Approve Overtime	Ability to approve overtime requests.	S			
172	3.04 Process Payroll	Document overtime	Ability to document overtime hours spent on emergency issues, by building.	M			
173	3.04 Process Payroll	Request overtime payment	If the employee wishes to be paid for overtime, the ability pay at the agreed upon	M			

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			overtime rate.				
174	3.04 Process Payroll	Request bank overtime	If the employee wishes to bank overtime for time off, the ability to track overtime banked.	M			
175	3.04 Process Payroll	Payroll adjustments	Ability to enter payroll adjustments (e.g. retroactive payments).	M			
176	3.04 Process Payroll	Payroll run	Ability to run payroll within the system and issue EFT or cheques (for new employees' first pay cheque only).	M			
177	3.04 Process Payroll	Payroll remittances	Ability to report on remittances (e.g. receiver general, WorkSafe BC, benefits) and issue payments as required.	M			
178	3.04 Process Payroll	Vacation request	Ability to submit vacation requests	S			
179	3.04 Process Payroll	Approve vacation request	Ability to approve vacation requests	S			
180	3.04 Process Payroll	Record vacation accrued and taken	Ability to record accrued vacation and actual vacation taken for employees	S			
181	3.04 Process Payroll	Sick Leave or other leave	Ability to record sick leave and other reasons for absenteeism on employee	S			

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			file.				
182	3.04 Process Payroll	ROE	Ability to generate Record of Employment from the system.	S			
183	3.04 Process Payroll	Employee info	Ability to record information and upload attachments on employee's file (e.g. SIN, resume, training certificates, emergency contact, bank account, tax info, date started, date terminated).	**M** for information, **S** for attachments			
184	3.05 Manage Recruitment Processes	Candidate notes	Ability to enter notes on candidates (e.g. interview notes, result of skills testing, reference checks).	S			
185	3.05 Manage Recruitment Processes	Probation review reminder	Ability for reminder to be set for probation review.	M			
186	3.05 Manage Recruitment Processes	Probation review results	Ability to document probation review and reason for failing, passing or extending probation period.	S			
187	3.05 Manage Recruitment	Disputes on probation review	Ability to document any staff dispute to probation review results, and schedule follow up actions.	S			

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Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
	Processes						
188	3.06 Manage Human Resource Processes	Centralized policies and procedures	Ability to document formal policies and procedures in a central place, accessible by staff.	M			
189	3.06 Manage Human Resource Processes	Compare salary to market	Ability to extract salary information from the system to compare with market.	M			
190	3.06 Manage Human Resource Processes	Adjust pay scale	Ability to adjust pay scale for specific job classes.	M			
191	3.06 Manage Human Resource Processes	Adjust per diems	Ability to adjust per diems for meals and mileage $/km as needed.	M			
192	3.06 Manage Human Resource Processes	Collective agreement changes	Ability to make adjustments as per collective agreement.	M			

To be filled in by Society					*To be filled in by Vendor*		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
193	3.06 Manage Human Resource Processes	Complaints about employee	Ability to track complaints from tenants on an employee file.	M			
194	3.06 Manage Human Resource Processes	Critical incidents relating to employee	Ability to track critical incidents on an employee file (e.g. injuries, death of a tenant).	M			
195	3.06 Manage Human Resource Processes	Follow up actions on employee critical incidents	Ability to track follow up actions from critical incidents to an employee (e.g. counselling, light duties).	M			
196	3.06 Manage Human Resource Processes	Employee feedback	Ability to record positive and negative feedback about an employee.	M			
197	3.06 Manage Human Resource Processes	Action plan for performance issues	Ability to record action plan to address performance issues.	M			
198	3.06 Manage Human Resource Processes	Performance plan	Ability to record performance plan for employee (identify gaps, agree on training).	M			

To be filled in by Society					*To be filled in by Vendor*		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
199	3.06 Manage Human Resource Processes	Schedule training	Ability to schedule training for employees.	S			
200	3.06 Manage Human Resource Processes	Training completed	Ability to record employee's completion of training courses.	M			
201	3.06 Manage Human Resource Processes	Upload training certificates	Ability to upload training certificates in employee's file.	M			
202	3.06 Manage Human Resource Processes	Career planning notes	Ability to enter career planning notes regarding an employee (e.g. would like to move to a more senior role).	M			
203	3.06 Manage Human Resource Processes	Bonus	Ability to pay bonus to employees.	M			
204	3.06 Manage Human Resource Processes	Employee's complaint or grievance	Ability to record an employee's complaint or grievance.	M			

To be filled in by Society					To be filled in by Vendor		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
205	3.06 Manage Human Resource Processes	Follow up on employee's complaint or grievance	Ability to enter follow up actions taken on an employee's complaint or grievance.	M			
206	3.06 Manage Human Resource Processes	Adjust vacation hours	Ability to adjust vacation hours as per policy (e.g. allow X days to carry over to next year, or you must "use it or lose it")	M			
207	3.06 Manage Human Resource Processes	Adjustments for Time off in lieu of overtime	Ability to track time off taken in lieu of overtime, and make adjustments as per policy (e.g. must take time off in lieu of overtime before using vacation days, "use it or lose it" at fiscal year end).	M			
208	3.06 Manage Human Resource Processes	Mileage reporting	Ability to report on mileage on employee's own vehicles (from expense statements) and society's vehicles to determine carbon blueprint.	M			
209	3.06 Manage Human Resource Processes	Reminders of staff birthday	Ability to set up reminders for staff's birthdays.	S			
210	3.06 Manage Human Resource	Reminder for staff's anniversary of when they	Ability to set up reminders for staff's anniversary of when they started with the society.	S			

To be filled in by Society					To be filled in by Vendor		
Req #	Process	Requirement (Short Description)	Requirement (Long Description)	Priority M – Must Have S – Should Have C – Could Have F - Future	Fit	Application & Module	Fit Explanation
	Processes	started working					
211	3.07 Manage Budgets	Original approved budget	Ability to record the original approved budget.	M			
212	3.07 Manage Budgets	Revised budget	Ability to record revised budgets with reason.	M			
213	3.07 Manage Budgets	Latest view reporting	Ability to report on the latest view (e.g. actuals for the periods passed, plus budget for the future periods) for revenue and cost accounts.	M			
214	3.07 Manage Budgets	Extract data for BC Housing budgeting process	Ability to extract data (revenue and expense accounts) required to establish next year's budget with BC Housing. Data include last fiscal year's actuals, current year actuals for first 6 months, projected current year forecast, current year budget, proposed next year budget, proposed budget change, % budget change, reason for budget change.	S			

To be filled in by Society					To be filled in by Vendor		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
215	3.08 Manage Accounting Processes	G/L accounts	Ability to set up General Ledger accounts for assets, liabilities, revenue and expenses.	M			
216	3.08 Manage Accounting Processes	Multiple legal entities	Ability to set up multiple legal entities, each linked to GL accounts and buildings.	M			
217	3.08 Manage Accounting Processes	Group G/L accounts	Ability to group G/L accounts for reporting and budgeting purposes.	M			
218	3.08 Manage Accounting Processes	Set up building	Ability to set up new buildings as "profit centres" without having to recreate/link all the related G/L accounts.	M			
219	3.08 Manage Accounting Processes	Budget actual reporting	Ability to generate reports for budget and actual comparisons from the system. Budget could be entered at a **high level**, with actuals being more detailed account level.	M			
220	3.08 Manage Accounting Processes	Real-time posting of journal entries	Ability to have real-time posting of journal entries (as opposed to batch).	M			

To be filled in by Society					To be filled in by Vendor		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
221	3.08 Manage Accountin g Processes	Reflect A/P and A/R postings in G/L real time	Ability to have A/P and A/R postings to be reflected real time in the General Ledger accounts.	M			
222	3.08 Manage Accountin g Processes	Set up recurring journal entries	Ability to set up recurring journal entries (e.g. frequency, GL accounts, amounts).	M			
223	3.08 Manage Accountin g Processes	Post recurring entries	Ability to trigger the posting of recurring entries.	M			
224	3.08 Manage Accountin g Processes	Journal entries	Ability to enter regular and adjusting journal entries.	M			
225	3.08 Manage Accountin g Processes	Intercompany transactions	Ability to enter intercompany transactions (e.g. a single bank account to pay for expenses in multiple companies).	M			
226	3.08 Manage Accountin g Processes	Multiple bank accounts	Ability to set up multiple bank accounts and link them to GL accounts.	M			

To be filled in by Society					To be filled in by Vendor		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
227	3.08 Manage Accountin g Processes	Cheque cashed date	Ability to record cheque cashed date in the system.	M			
228	3.08 Manage Accountin g Processes	Outstanding cheques list	Ability to generate list of outstanding cheques.	M			
229	3.08 Manage Accountin g Processes	Short term cash forecast	Ability to generate short term cash forecast.	S			
230	3.08 Manage Accountin g Processes	Reminders for accounting and reporting tasks.	Ability to set up reminders for various accounting and reporting tasks (e.g. month-end tasks).	M			
231	3.08 Manage Accountin g Processes	Mark tasks as completed	Ability to record whether specific accounting tasks have been completed for the period.	M			
232	3.08 Manage Accountin g Processes	Sensitive information change require second person to confirm	If changes to sensitive information (e.g. vendor name, address, vendor or employee bank account) are made, a second person must confirm the change before it	M			

To be filled in by Society					*To be filled in by Vendor*		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
			will take effect.				
233	3.08 Manage Accounting Processes	Cost categories within replacement reserve	Within replacement reserve, the ability to allocate cost to specific expenditure categories (e.g. painting, carpet), and link to the building/unit and other notes.	M			
234	3.08 Manage Accounting Processes	Record quantities against expenditures against replacement reserve	For replacement reserve expenditures, the ability to report on number of purchases, number of hours of various work (e.g. painting). This information is useful for budgeting purposes.	S			
235	3.08 Manage Accounting Processes	Print signature on cheques	Ability to print signatures on cheques based on user security, expenditure type and corporate policy.	F			
236	3.08 Manage Accounting Processes	Vacant units for the month	Ability to report on list of vacant units for the month. This is used to reconcile against the rent roll to ensure rent is collected on all occupied units.	M			

To be filled in by Society					To be filled in by Vendor		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
237	Audit requireme nts	Unique Identifiers	Ability for various system document / transactions to be assigned unique identifiers (e.g. PO number, Work Order number, Critical Incident number).	M			
238	Audit requireme nts	User ID	Ability to identify the user ID of the person who created or modified a document / transaction.	M			
239	Fleet Managem ent	Society owned vehicles	Ability to manage society owned vehicles used by staff, including capturing assigned to name, mileage usage, maintenance.	F			
240	Fleet Managem ent	Society owned vehicles - chargeback	Ability to charge society vehicle cost to tenants (e.g. removal of furniture) and to buildings.	F			
241	Fundraisin g	Donor information	Ability to track donors' information (e.g. contact info, donations received)	C			
242	Fundraisin g	Target donors	Ability to target specific donors with emails or letters to request funds for a specific fundraising event.	C			
243	Other	Security profile	Ability to assign security profile to individual staff based on their functions. For site management, ability to restrict their access to specific	M			

To be filled in by Society					*To be filled in by Vendor*		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
			information in their buildings.				
244	Other	Password Controls	Ability to manage passwords - Minimum Password Lengths, Scheduled Password Expiry times, # of login attempts, # of passwords to retain etc., # of digits required, # of special characters required, password lengths etc. 'Forgot my Password' functionality with personalized security questions and new password email notification. User administration of specific password controls should be available - for example "change my password".	M			
245	Other	Export capability from system to import to Accounting	If the system does not have full accounting functionality, need the ability to export accounting summary data into Excel or comma separated file.	M			
246	Other	Data security	If the system is hosted by the vendor, ability to ensure data is securely stored, backed up frequently and safeguarded against unauthorized access.	M			

To be filled in by Society					*To be filled in by Vendor*		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
247	Productivity	Staff's work list	Ability for staff to view tasks and work orders assigned to him/her and complete tasks.	M			
248	Productivity	Manager's view of work list	Ability for managers to view their staff's tasks which are assigned, completed, past due date.	M			
249	Productivity	Correspondence templates	Ability to easily create and modify templates for correspondences.	M			
250	Productivity	Generate correspondence	Ability to generate correspondence using templates created, and data from the system.	M			
251	Productivity	Web-access	Ability for users to access the system over the web (e.g. home office).	M			
252	Productivity	Mobile devices	Ability to interface with handheld devices to complete various activities (e.g. move in/out inspection, annual unit inspection).	M			
253	Productivity	Electronic forms	Ability to set up electronic forms which can be filled out using mobile devices (e.g. questions which can be answered using tick boxes, radio buttons, dropdown lists or free text).	M			

To be filled in by Society					*To be filled in by Vendor*		
Req #	**Process**	**Requirement (Short Description)**	**Requirement (Long Description)**	**Priority M – Must Have S – Should Have C – Could Have F - Future**	**Fit**	**Application & Module**	**Fit Explanation**
254	Productivi ty	Link photos to electronic forms	Ability to attach photos taken from mobile device to electronic forms (e.g. move in and move out forms).	M			
255	Reporting	Export capability in general	Ability to export data for reporting in CSV or Excel format.	M			

3.0 Appendix C – Sample Consultant Contract

This Agreement is effective {Date} (the “**Effective Date**”).

BETWEEN:

{Society}, a not-for-profit society, governed by the laws of British Columbia and having a place of business at {Address} (the **“Client”**)

AND:

{Consultant}, a company, governed by the laws of British Columbia and having a place of business at {Address} (the “**Vendor**”)

In consideration of {Society} retaining {Consultant}. to perform support services for {Society}, it is agreed as follows:

1. Compensation and Term

The Vendor hereby agrees to perform consulting services as specified in the Appendix as required by the Client, through {end date of contract}. The Vendor will be performing all of the consulting services. At various times services will be performed at the Client’s headquarters, housing sites, or at the Vendor’s office, as mutually agreed to by all parties. The Vendor will perform the services at various times and for various durations as mutually agreed to by all parties.

The following fees shall apply:

{Rate} per hour for services.

The maximum hours billable under this contract are:

{# of Hours} hours x {Rate} per hour = {Total value}

The above rates will be subject to any applicable taxes, including but not limited to the General Sales Tax, at the applicable tax rates.

Reasonable and necessary business and travel expenses for travel outside of Metro Vancouver actually incurred by the Vendor shall be reimbursed by the Client upon submission of expense reports with back-up documentation. All such expenses and all travel plans must be approved in advance by the Client.

The Vendor shall provide monthly detailed invoices and paid within thirty (30) days of invoice receipt. If the Vendor brings a legal action to collect any sums due under this Agreement, it shall be entitled to collect, in addition to all damages, its costs of collection, including reasonable legal fees.

This Agreement shall commence on the date stated above, and shall remain in effect until all obligations under this Agreement have been properly completed.

2. Termination

Any party to this Agreement may terminate this Agreement with or without cause by providing at least ten (10) business days written notice to the other party.

On termination of the Contract, the Vendor shall, in addition to its other obligations under the Contract at the request of the Client,

- (a) provide the Client with any completed or partially completed Deliverables;
- (b) provide the Client with a report detailing:
  - (i) the current state of the provision of Deliverables by the Vendor at the date of termination; and
  - (ii) any other information requested by the Client pertaining to the provision of the Deliverables and performance of the Contract;
- (c) comply with any other instructions provided by the Client, including but not limited to instructions for facilitating the transfer of its obligations to another Person. This paragraph shall survive any termination of the Contract.

On termination of the Contract, the Client shall only be responsible for the payment of the Deliverables provided under the Contract up to and including the effective date of any termination. Termination shall not relieve the Vendor of its warranties and other responsibilities relating to the Deliverables performed or money paid. The Client may hold back payment or set off against any payments owed if the Vendor fails to comply with its obligations on termination.

Immediately upon termination of this contract the Vendor agrees to surrender, and remove form their possession, any property of the Client that may be in the Vendor's possession.

3. Warranties

The Vendor represents and warrants to the Client that it has the experience and ability to perform the services required by this Agreement; that it will perform said services in a professional, competent and timely manner; that it has the power to enter into and perform this Agreement; and that its performance of this Agreement shall not infringe upon or violate the rights of any third party or violate any federal, provincial and municipal laws.

4. Independent Contractor

The Vendor acknowledges that the services rendered under this Agreement shall be solely as an independent contractor. The Vendor shall not enter into any contract or commitment on behalf of the Client. The Vendor further acknowledges that it is not considered an affiliate or subsidiary of the Client, and is not entitled to any Client employment rights or benefits. It is expressly understood that this undertaking is not a joint venture.

5. Confidentiality

The Vendor recognizes and acknowledges that this Agreement creates a confidential relationship between the Vendor and the Client and that information concerning the Client's business affairs, customers, vendors, finances, properties, methods of operation, computer programs, and documentation, and other such information, whether written, oral, or otherwise, is confidential in nature. All such information concerning the Client is hereinafter collectively referred to as "Confidential Information." The Vendor agrees to follow information security procedures and otherwise take all reasonable precautions for the protection of Confidential Information. The Vendor will only share Confidential Information of the Client if explicit permission is given by the owner of the Confidential Information. Such information may include business processes, internal controls, and other information relevant to designing best practices and identifying system functionalities.

6. Non-Disclosure

The Vendor agrees that, except as directed by the Client, it will not at any time during or after the term of this Agreement disclose any Confidential Information to any person whatsoever and that upon the termination of this Agreement it will turn over to Client all documents, papers, and other matter in its possession or control that relate to Client. The Vendor further agrees to bind its employees and subcontractors to the terms and conditions of this Agreement.

7. Grant

The Vendor agrees that its work product produced in the performance of this Agreement shall remain the exclusive property of the Client, and that it will not sell, transfer, publish, disclose or otherwise make the work product available to third parties without the Client's prior written consent. Any rights granted to the Vendor under this Agreement shall not affect the Client's exclusive ownership of the work product.

8. Office Rules

The Vendor shall comply with all office rules and regulations, including security requirements, when on the Client premises.

9. Conflict of Interest

The Vendor shall not offer or give a gratuity of any type to any the Client employee or agent.

10. Governing Law

This Agreement shall be construed and enforced in accordance with the laws of the Province of British Columbia.

11. WorkSafe BC Coverage

The Vendor is responsible for registering and obtaining WorkSafe BC coverage for themselves and their employees.

12. Professional Liability Insurance

The Vendor is responsible for obtaining Professional Liability Insurance for themselves and their employees.

13. Entire Agreement and Notice

This Agreement contains the entire understanding of the parties and may not be amended without the specific written consent of all three parties. Any notice given under this Agreement shall be sufficient if it is in writing and if sent by certified or registered mail.

IN WITNESS WHEREOF,

{Society} and {Consultant} have duly executed this Agreement as of the day and year first above written.

{Society}

By:...

Name:...

Title:...

Date:...

{Consultant}

By:...

Name:...

Title:...

Date:...

Consultant Contract Appendix: Scope of Services

The deliverables for this contract are:

1. Business Needs Analysis and Detailed System Functionality
- Develop a project plan including timelines and estimated budgets per phase.
- Work with a staff task team to document existing processes and desired new processes (best practice)
- Identify detailed requirements and key business drivers
- Forecast needs for the lifetime of the solution
- Identify quick wins
- Identify system tools which can enable business process improvements.

2. Develop Request for Proposal
- Research options within the marketplace and identify potential solutions, develop budget estimates for all potential solutions
- Prepare RFP package which may include:
    - Scope Statement
    - Project Charter
    - Requirements Analysis
    - Technical Specifications for the Product
    - Acceptance Criteria for the Product
    - Statement of Work
    - Evaluation Process and Criteria
    - Timeline for Evaluation

3. Evaluation of Proposed Solutions
- Facilitate the evaluation of proposals with {Society}'s Staff Task Team.
- Coordinate the RFP process (e.g. set up vendor demos, create demo scripts).

It is expected that items 1. and 2. will be performed from {Start Date} to {End Date}, with the RFP being issued {RFP Date}.

Item 3. above is anticipated to take place in {Month, Year}.

All deliverables are contingent on the availability of {Society}’s management team and subject matter experts to provide requested information on a timely basis.

4.0 Appendix D – Sample Market Scan

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
			11	10	7	14	2	19	2	5	5	9	15	15	10	2	0	11	7	1	18	
		Yes																				See notes on each module.
		Yes	Partial?	Y	Y	Y		Y				Y		Y	Y					Y		Applies to multi-family properties. Separate add-on for single family properties (Single Family Homes toolkit). Capture applicant info, but not detailed activities (e.g. phone calls, tour dates, etc) like
		No						Y					Y	Y	Y							Not web-based.

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
Name of software	Brochure	Yes	Y	Y	?			Y				Y	Y	Y	Y			Y			Y	Data can be exported to QuickBooks. Provide basic functionality. Access for Owners (not applicable). Might be useful for small organizations?
		Yes														Y						
	Brochure	Yes				Y		Y				Y		Y							?	Detailed management of work order, PO, schedule recurring WO, charge maintenance cost back to tenant or enter AP invoices. Not clear if this is

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						extra functionality
	Brochure	Maybe								Y											?	Asset tracking, depreciation, warranty tracking. Use this to track unit level equipment?
	Brochure	Maybe									Y										?	Inventory in multiple location, barcode readers can be used, inventory activity, auto calculate replenishment. Suppliers with contract pricing. Depending on

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						cost, this might be overkill?
	Brochure	Yes						Y				Y						Y				Maintenance staff to see work orders assigned to them, add labour, inventory to WO, record time, enter notes, complete work orders. Create work orders. From any web-based mobile device.
	Brochure	Yes												Y				Y				Approve PO and invoices on mobile (any mobile device).

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
	Brochure	Yes			Y													Y				Mobile device. Even if no cell or wireless connection, will synchronize data once connection is reestablished.
	Brochure	No																	Y		?	Limited to dashboards, intranet pages for Sharepoint. Has document management functionality for storage, collaboration using Sharepoint.
	Brochure	Maybe	Y																		?	Focused on tracking leads, reporting on number of enquiries,

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						source of enquiries. Might be overkill for what we need.
	Brochure	No																Y			Y	Dashboards, reporting on leads, tenant service requests.
	Brochure	No																				Overkill for what we need. Advanced budgeting, enter assumptions, calculation of NPV, IRR, what if analysis.
	Brochure	Maybe											Y						Y		?	Online rent payment (probably not applicable), batch cheque scanning to

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						create deposit files for bank (could be useful).
	Brochure	Maybe																			?	Online catalogue of items to purchase, payment vendors by EFT or cheque. Matching invoices to PO.
	Brochure	No																				Bill tenants for energy, collect meter readings, reporting.
	Brochure	No																				Pricing your lease using balance between inventory, traffic and market

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						condition. Not applicable.
	Brochure	No																				For large commercial property owners (e.g. shopping malls, multi-currency leases). Complex leasing terms (e.g. % of sales).
	Brochure	Maybe?																				Tracking prospects, interactions with customers, mobile app, integration with Outlook to link emails to contacts. Could be used for donors.

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
		Maybe	Y	Y		Y		Y				Y	Y	Y	Y						Y	Recommended for societies with less than 1000 units. Asset management functionality marked as "coming soon". RGI calculation, waiting list.
		Yes	Y	Y	?	Y	Y	Y	?	Y	Y	Y	Y	Y	Y				Y		?	Has automated BC Subsidy calculations, replacement reserve, cheque printing, warranty tracking. No mention of mobile device integration. Maybe this is an extra module?

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						Unclear which modules were included in the quote. Also, the quote is based on internally hosted system. Need to confirm that having it hosted will provide the same functionality. No Payroll functionality.

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
On Site	Used by another Society. Info from website:	Maybe - limited	?	Y	Y	?		Y		?			Y	?				Y	Y		Y	Mobile devices can integrate. No integration with accounting software. Monthly revenue and AR numbers are generated, manually posted into GL. Move in and move out inspections with deposit info. Ability to enter tenant notes. Tracking of A/P invoices and shows when they are due. Not clear how they get paid, and if routing for approval is

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						available. Ability to create work orders. Allow vendors to go online to see work assigned to them. Not clear if these are linked to PO or inventory items. Pricing is by number of units.
		Maybe - limited	Y	Y		Y		Y					Y	Y	Y			Y			Y	With portal for tenant and owners. Full GL accounting, charges, payment tracking, electronic receipt and payments (extra cost involved).

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						Ability to export data to Excel. Used in 30 countries, some add-on services not available outside US. $ US company. Not sure where data is hosted.
		No, too limited																				Most have no GL functionality, mostly focused on basic tenant info, rent collection, basic work order functionality.
		Maybe - limited	Y	Y		Y		Y					Y	Y	Y			Y			Y	More expensive

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
		Yes																				See notes on each module. Easy integration with Microsoft Office (Word, Excel, Outlook). Not clear if there is SAAS option. Backend is MS Access 2010 (based on release notes for July 2013).
		Yes																				Central database
		Yes											Y									
		Yes											Y	Y	Y							A/R, A/P, G/L, cheque writing, bank rec, budgeting

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
		Maybe?						?														Costing for construction projects from small to large
		Maybe?																				
		No																				Replace pre-printed cheque stock.
		Maybe?																				Prints signatures based on security level.
		Yes											Y	Y								
		Yes						Y				Y										

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
		Yes						Y			Y											
		Maybe?																				Remote access of the system by owners, staff. Not clear if mobile devices can be used.
		Maybe?														Y						Data can be extracted into GL
						Y		Y		Y	Y	Y						Y			Y	Robust maintenance functionality. Nothing for tenant or accounting functionality. Zoom dashboard (show on map, maintenance

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						work) List View - work order list by property, type, drilldown capability. HippoMobile - View and update work order
		Maybe	Y	Y	Y	Y		Y		Y		Y	Y	Y				Y	Y		Y	Ability to add custom fields. Mobile access to all functionality. Currently, not able to pay vendors electronically. No PO functionality?

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
		No	Y	Y		Y		?					Y					Y				SQL back-end based on SW backup guide No mention of repairs, work orders. Main focus is to do list, collection of tenant payment, payment to landlords. Tasks are linked to Outlook which can be viewed on mobile devices
						Y		Y			Y											Cloud based - 0.5 per unit unit per month and up Focus on renter satisfaction (includes online survey results),

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						maintenance activities. Intuitive user interface.
				Y		Y		Y	?				Y	Y	Y						Avail	From IT round table - an integrated property management/accounting solution. RGI calculation. SQL database. Capital Assessment - produce building condition assessment. Capital Jobs Module - capital planning, facility condition.

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						SAAS available using Property Clerk Online - Citrix
			Y		Y	Y		Y					Y	Y	Y				Y		Av ail	property management software available as an on-site or web-based (Saas) solution. Some smaller locations have reported that is more affordable and manageable than other larger property management solutions. May

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						not have full accounting capability, can interface with QuickBooks, MS Dynamics. Full reporting, drilldowns.
						Y	Y												Y			modular, web-browser based software solution marketed as “Person Centred Management Software” for managing staff, tenants, and incidents. It is highly customizable and can be self-hosted (using

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						your organization's equipment) or managed externally as SaaS (See Software as a Service).

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
		Yes	?	Y	?	Y		Y	Y?	Y?	Y	Y	Y	Y	Y	Y		Y	Y?	Y	Av ail	Core: Service Management solution - dispatch boards, job (work order) tracking, time tracking Property Management solution - A/R, tenant, rent, Add-on: Service Inventory, Service Purchasing (purchase orders) Not clear how many modules must be purchased together to get Property

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						Management and core work order tracking, etc. May have to buy the entire construction and real estate solution which has lots of project management, construction functionality we don't need. Use Crystal Reports. Mobile/web access seems only available using SAAS Seems to be more specific to

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						construction activities, versus property management. (share reports, project files, time sheets).

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
		Yes	Y	Y	Y	Y	Y	Y	Y	Y	?	Y	Y	?	?			?		Y		CRM functionality: Identify what programs the applicant is eligible for. Wait-listing, short-listing, assessments, service request management. Not clear if it contains full accounting functionality.

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
		No	?	?	Y	Y		Y	Y?	Y		Y	?	?	?			Y	Y	Y	Y	Property management: Self-serve for option tenants. RFP and quotes. Asset info, waranty. Building and unit timelines (events, history, maintenance in past and planned) Building manager: inspections. Strata council members: polling owners, share meeting notes, status of work done, rating of

Software	Info reviewed	Meets our needs? (if overkill, enter no)	Tenant Selection	Vacancy Management	Inspections (unit, site)	Task management / workflow	Critical Incident Tracking	Schedule/execute work	Capital Planning	Asset tracking	Inventory Management	Preventative Maintenance	Tenant payments	A/P	General Ledger	Payroll	HR	Mobile Device	Document Management	Web-based	SAAS?	
																						vendors, forecasting project cost, asset replacement timelines, monitoring expenses. Not clear it it has full accounting capability.

{Society Name}

RFP No. {RFP #}

Property Management System

Request for Proposal

Direct All Inquiries To: {Contact Name}

Email: **{Contact Email}**

Issued: {RFP Issueing Date}

Summary of Key Information

Item	Details
• **Request For Proposal Content**	This RFP is organized into the following 3 parts: **Part A:** Introduction, Proposal Format and Evaluation Criteria **Part B:** Solution Requirements and Current Environment **Part C:** Administrative and General Conditions
• **Receipt Confirmation Form (Mandatory)**	Proponent's shall complete the attached mandatory Receipt Confirmation Form (Appendix "A") and return it to the Issuing Office by **2:00 pm (PST) on {Date}**. All subsequent information regarding this RFP will be directed only to those who return the form with indication that they intend to respond. **Only Proponents who return the Receipt Confirmation Form on time will have their Proposal considered.**
• **Instructions to Proponents**	Proponents shall submit 3 copies of their Proposal and 1 full CD/DVD copy, to the Issuing Office address shown below, no later than **2:00 pm (PST) on {Date}.** Contents of CD/DVD should include full copy of Proposals in **Acrobat PDF** format, with Detailed Functional Requirements table(s) and Costing Worksheet in **MS Excel** format. Submissions must be received in a sealed envelope, clearly identifying the Proponent's name, the RFP number and the RFP title. All submissions must be signed by the person(s) authorized to sign on behalf of the company, firm or individual and bind the Proponent to statements made in Proposal to this RFP. No oral (by telephone or otherwise) or written unsealed Proposal(s) (by telegraph, facsimile, or otherwise) will be accepted for the Proposal submission. Late proposals **may** be reviewed, at the sole discretion of the society. Proposals that are unsigned, improperly signed or sealed, conditional, illegible, obscure, contain arithmetical errors, erasures, alterations, or irregularities of any kind may be declared informal and rejected. A submission containing an omission, inaccuracy, misstatement or which does not in the opinion of the Issuing Office, adequately address all the

Item	Details
	requirements of this RFP, and may be rejected in whole or in part at the discretion of the society. Proponents who request the RFP document via electronic mail are advised that the onus of successful and complete transmission is borne solely by the Proponent. Standard documents are produced through Microsoft Office Word. **To:** {Contact Name} {Contact Address}
• **Closing Time**	**2:00 pm (PST) on {Date}** **Late Proposal submissions may be reviewed, at the sole discretion of the society.**
• **Direct All Inquiries To (Via Email Only)**	**{Contact Name}** **Email:** {Contact Email} Inquiries will be addressed on an ongoing basis. Answers will be incorporated into addenda to the RFP documents and will be distributed to all Proponents who returned Receipt Confirmation Forms. All inquiries must be received by **2:00 pm (PST) on {Date}.**
• **Result**	{Society name} are aiming to make its final decision by **{Date}.**

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Part A: Introduction, Proposal Format, and Evaluation Criteria

6.0 Introduction

6.1. {Society Name}

{Society name} is a non-profit society founded in {date} that provides low-cost housing to {tenant types} across {area} of British Columbia. It is working in partnership with {funders, e.g. Provincial and Municipal Government agencies}. The Society employs approximately {number} employees and has an annual operating budget of {$ amount}.

{EXAMPLE TEXT:}

KEY STATISTICS

- Works in partnership with the British Columbia Housing Management Commission (BC Housing), The City of Vancouver and the Royal Canadian Legion;
- Provides affordable housing to more than 1,050 households across the Lower Mainland;
- Governed by a 10-person board of directors elected from 22 member branches and 2 zones of The Royal Canadian Legion across B.C.
- Owns and operates 18 properties and manages 1 property for BC Housing;
- Provides affordable housing to over 525 low income seniors and/or people with disabilities, and 385 families low income families.
- Provides supportive housing to 50 seniors in East Vancouver.
- Annual operating budget of ${amount} . Revenues consist primarily of rents from tenants and subsidy funding from BC Housing.

OPERATIONAL ACTIVITES

- An average of 675 rents processed monthly through Pre-Authorized Debit.
- Approximately 185 rent cheques are received directly from the Ministry each month.
- Approximately 190 tenant cheques are deposited each month.
- 5-10 suite turnovers monthly.
- 150 A/P cheques are created monthly.
- 200 VISA transaction expenses processed monthly.
- 35 full time and 9 part time staff on payroll.
- 10 full time head office staff and 13 site staff that would be using a property management software

OFFICES

{Society name}s head office is located in Burnaby, BC. All development and program administration, along with support infrastructure, is located at head office.

INFRASTRUCTURE

There are 12 remote site offices located at various Society properties. Each of these site offices has a computer workstation that logs in remotely to the main terminal server located at the Head Office. Each Site Staff is equipped with an iPhone on which they receive company emails and can use to access the internet remotely.

BENEFITS

The work of the Society enhances the lives of people with housing needs. The Society contributes to communities and the social and economic health of the community assisting people with low incomes or with special needs to find and maintain appropriate and affordable housing.

6.2. RFP Overview

{Society Name} would each like to implement a property management system. The society is looking for the right combination of system functionality and implementation model (e.g. internally or externally hosted, phased approach) which will best meet their needs.

The Proponent will be expected to implement the system and provide training to select support staff (internal and/or external). The Proponent may also be asked to train end users, at the discretion of the society.

For systems hosted at the society's site, the society will be responsible for administering the system, with the Proponent providing support as required (in the form of support calls from the society's head office) post rollout. For externally hosted systems, the Proponent will be responsible for administering the system and providing support as required post rollout.

6.3. Project Overview

The society manages a number of rental properties (both subsidized and market rent). For subsidized housing, the society uses The Housing Registry (web-based system administered by BC Housing) to look for prospective applicants for some of the buildings. BC Housing's web-based Housing Connections system is used to calculate tenant's rent contribution for some of the buildings. The society uses an off-the-shelf accounting software. Much of the vacancy management, tenant management and maintenance processes are managed manually using paper or spreadsheets.

The current manual processes are not sustainable as the society expects to expand the number of properties and units in the near future. A long-term, comprehensive solution is required to satisfy the following business needs:

1. Ability to standardize business processes and to perform day-to-day operations more efficiently.
2. Ability to have a central repository of information which is accessible to staff **when** and **where** they need it (e.g. tenant history, unit history, policies).
3. Ability to eliminate the use of paper where possible.
4. Ability to report effectively and accurately, allowing timely follow up of issues and planning of future expenditures.

The society uses an outside contractor to provide all IT services. It is expected that these IT service providers will be involved with the property management system implementation and support.

{Society name} is a private independent not-for-profit society. Much of the business is conducted outside of government funding. This property management system will be independently funded by the society.

6.4. Project Scope

The scope of this project is to provide a property management system and includes the following:

- Implementation of a client-hosted system or an externally-hosted system to satisfy all of the newly defined requirements and system characteristics defined in Appendix B. The new system should also provide the required reporting functionality as specified in Appendix F.
- Although the following functionality has been included in the requirements list, they are considered desirable but **optional**:
    - Functionality for capital planning.
        - If the system **does not** have full functionality, then must be able to extract asset related data so that capital planning can be done in another system.
    - Full accounting and payroll functionality, including data conversion from legacy accounting systems.
        - If the system **does not** have full accounting or payroll functionality, then must include interfaces with existing accounting software.
    - Human resources functionality.
    - Donor tracking (for fundraising).

6.5. Related System

Accounting System:

- At {Society Name} - Sage ERP Accpac 100 (Version 6.0A)

If the new property management system does not contain full accounting functionality, then we will need to interface the following data between the property management system and the accounting systems:

- Summary GL postings
- Accounts payable details to make payments
- Vendor master information

Stand-alone Human Resources system

{Society Name} uses a stand-alone system, Staff Files Pro, to accrue vacation and track vacation taken. Data conversion to the new system may be required.

6.6. Estimated Timeframe

The project will have the following phases:

PHASE 1 – Evaluate and Select Implementation Vendor

Estimated Start Date: {DATE}

PHASE 1 involves the completion of this RFP to select a property management system for the society that can meet the society's business and technical requirements.

The objectives of this RFP are:

- Gather information from potential property management system vendors on functionality and system delivery models available,
- Ascertain the vendor's history, viability in the Canadian market, product training and support policies; and,
- Obtain general cost estimates, warranty policies and other service delivery policies and practices.

SUBMISSIONS RECEIVED IN PROPOSAL TO THIS RFP WILL BE REVIEWED AND EVALUATED WITH THE INTENT TO SELECT A SOFTWARE SYSTEM FOR THE SOCIETY AT THE CONCLUSION OF PHASE 1. THE SUCCESSFUL PROPONENT WILL THEN COMMENCE WITH THE DISCOVERY PHASE OF THE PROJECT.

Proponents shall carefully examine the Proposal Documents and shall fully inform themselves as to the intent, existing conditions and limitations that may affect their proposal submission. No consideration will be given after submission of a Proposal to any claim that there was any misunderstanding with respect to the conditions imposed

{Society name} reserves the right at its sole discretion to clarify any Proposal after the closing date and time or to negotiate with one or more vendors after the closing date and time without becoming obligated to offer the same opportunity to any other vendor(s).

{Society Name} reserves the right to waive any non-compliance by a vendor with the requirements of this RFP in order to obtain the best overall value for the society.

IF NO AFFORDABLE PROPOSAL IS SUBMITTED, THEN THE SOCIETY MAY TERMINATE THE RFP PROCESS.

PHASE 2 – PERFORM DISCOVERY ACTIVITIES

Estimated Start Date: {DATE}

The successful Proponent for the society will interview key society staff, obtain clarifications on society's requirements, and perform other tasks as required to provide the society with a fine-tuned project proposal, including project timelines and fixed price for the project.

THE INFORMATION OBTAINED FROM THE SELECTED VENDOR(S) WILL BE INCORPORATED IN THE SOCIETY'S PROJECT BUDGET WHICH WILL BE SUBMITTED TO THE RESPECTIVE BOARD OF DIRECTORS FOR APPROVAL. ONCE APPROVED, NEGOTIATIONS FOR IMPLEMENTATION SERVICES WILL COMMENCE.

IF THE REVISED PROJECT PROPOSAL COST IS SIGNIFICANTLY HIGHER THAN THE ORIGINAL PROPOSAL, OR IS BEYOND THE SOCIETY'S BUDGET FOR THIS PROJECT, THE SOCIETY HAS SOLE DISCRETION TO INITIATE NEGOTIATIONS WITH ANOTHER VENDOR OR TO TERMINATE THIS RFP PROCESS.

PHASE 3 - DESIGN AND IMPLEMENT SOFTWARE SOLUTION

Estimated Start Date: {Date}

The Implementation phase will commence after a legal contract is in place with the successful Proponent for the society for the acquisition of the selected system and services.

THE INFORMATION CONTAINED IN THIS RFP DOCUMENT IS INTENDED TO ASSIST PROPONENTS IN OFFERING A PROPERTY MANAGEMENT SYSTEM SOLUTION. RECEIPT OF SUBMISSIONS FROM PROPONENTS IN RELATION TO THIS RFP WILL NOT CONSTITUTE A LEGAL OFFER OR A CONTRACT TO PURCHASE GOODS/SERVICES. NO RESPONENT WILL ACQUIRE ANY LEGAL RIGHTS OR PRIVILEGES WHATSOEVER IN RELATION TO THIS PROJECT AS A RESULT OF THIS RFP.

Instructions for providing a submission, the procedure and criteria by which a Proponent will be selected, the general and technical requirements and the suggested format and content of submissions are described herein.

The following timetable outlines the anticipated schedule for **Phase 1** of the RFP. The timing of events relating to this RFP may vary and will ultimately be determined by the society.

Event	Date*
1. RFP is issued	{Date}
2. Receipt Confirmation Form due	{Date}
3. End date for all vendor queries.	{Date}
4. RFP closes	{Date}
5. Evaluation of RFP	{Date}
6. Preliminary short-list of Proponents	{Date}
7. Presentations with Preliminary short-list of Proponents	{Date}
8. Proposal evaluation completed (estimated)	{Date}
9. Phase 2 begins (estimated)	{Date}
10. Phase 3 begins (estimated)	{Date}

***** The dates specified above are subject to change at any time during this process.

6.7. RFP Terminology

Throughout this RFP, terminology is used as follows:

Term	Definition
BC Housing	British Columbia Housing Management Commission
{Society Acronym}	{Society Name}
IT staff	External IT service provider (e.g. desktop or infrastructure support) currently engaged by the society or internal staff trained to provide IT support
Nice to Have	A requirement that is considered “nice to have” but not important to the objectives of the RFP.
Proponent	The firm, company and/or individual submitting a Proposal under the terms and conditions of this RFP.
Proposal	The written Proposal of a Proponent to this RFP.
The province	Provincial government of British Columbia and crown corporations. E.g. BC Housing, health authorities.
RFP	Request For Proposal
Shall, Mandatory, Must, or Required	A requirement that shall be met in an unaltered form in order for the Proposal to receive consideration.
Should or Desirable	A requirement having a significant degree of importance to the objectives of the RFP.
Society	{Society Name}
Vendor, Supplier or Contractor	These terms are synonymous and refer to the successful Proponent.

7.0 Proposal Preparation and Submission

7.1. General

7.1.1. The society is expecting Proposals from vendors having extensive experience in property management systems, preferably with experience in British Columbia with the non-profit sector.

{Society Name} needs the successful Proponent to be able to deliver first level support to the respective head offices within the terms of the Service Level Agreement.

7.1.2. Proponents are cautioned to read and follow the procedures required by this RFP carefully as any deviation from these requirements may be cause for rejection.

7.2. Closing Date

7.2.1. Proposals shall be received by **{TIME} (PST) on {Date}** and submitted to

{Contact Name}
{Contact Address}

7.3. Receipt Confirmation Form

7.3.1. Proponents are required to fill out and return the attached Receipt Confirmation Form (Appendix A).

7.3.2. Forms must be received by: **{TIME} (PST) on {Date}.**

7.3.3. All subsequent information regarding this RFP, including changes made to this document will be directed only to those Proponents who return the form indicating that they intend to submit a Proposal. Information will be distributed by email to the email address specified on the Receipt Confirmation.

7.3.4. Any Receipt Confirmation Forms received after date indicated will result in the Proponent not having their Proposal considered.

7.4. **Proponent Instructions**

7.4.1. Proponents shall submit 3 copies of their Proposal and 1 full CD/DVD copy, to the Issuing Office address, no later than **{TIME} (PST) on (insert date).** Contents of CD/DVD should include full copy of Proposals in **Acrobat PDF** format, with Detailed Functional Requirements table(s) and Costing Worksheet in **MS Excel** format.

7.4.2. Submissions must be received in a sealed envelope or box, clearly identifying the Proponent's name, the RFP number and the RFP title.

7.4.3. An RFP Submission Form must be signed by the person(s) authorized to sign on behalf of the company, firm or individual and bind the Proponent to statements made in Proposal to this RFP (See RFP Submission Form.PDF Attached).

7.4.4. No oral (by telephone or otherwise) or written unsealed Proposal(s) (by telegraph, facsimile, or otherwise) will be accepted for the Proposal submission.

7.4.5. The society may reproduce any of the Proponents' Proposals and documents for internal use and for any other purpose as required by law.

7.4.6. Submissions received after the closing date **may** be reviewed, at the discretion of the society.

7.4.7. Proposals that are unsigned, improperly signed or sealed, conditional, illegible, do not follow format instructions, obscure, contain arithmetical errors, erasures, alterations, or irregularities of any kind may be declared informal and rejected.

7.4.8. A submission containing an omission, inaccuracy, misstatement or which does not in the opinion of the society, adequately address all the requirements of this RFP, may be rejected in whole or in part at the discretion of the society.

7.4.9. Proponents who request the RFP document via electronic mail are advised that the onus of successful and complete transmission is borne solely by the Proponent. Standard documents are produced using Microsoft Office Word and published as an Adobe PDF.

7.4.10. The society will base their selection of shortlisted Proponents on the information contained in the submissions. Each Proponent shall include in its submission any comments on the terms and conditions set out herein, and any other matter it wishes to bring to the society's attention. Proponents should not assume that an opportunity would exist to add such matter after the closing date.

7.5. **Amendment/Withdrawal of Submission**

7.5.1. Amendments to a submission will be accepted if received in writing one day prior to the Closing Date. Proponents may not make modifications to their submission after date and time of closing.

7.5.2. Proposals to this RFP may be withdrawn prior to the Closing Date only. Withdrawal notification must be in written form and received by the Issuing Office prior to the Closing Date.

8.0 Proposal Format

In order to receive a uniform format of submissions, Proponents are requested to:

1. **Respond to each section in the order shown below;**
2. **Identify each section by title and number;**
3. **Include any RFP question or request followed by the Proponent's Proposal;**
4. **Consecutively number all pages; and**
5. **Present Proposals in 3-ring binders with Section tabs.**

It should be noted that the Evaluation Committee will not spend extra time searching for information in an effort to clarify a poorly documented Proposal and that failure to follow these instructions may be sufficient cause for rejection of the Proposal.

All copies of the Proposals shall be presented in the following format:

8.1. Title Page

8.1.1. Identify RFP number, project name, closing date and time, Proponent's telephone number, and contact person.

8.2. Letter of Introduction

8.2.1. One page, introducing the company and signed by the person(s) authorized to sign on behalf of, and bind the company to, statements made in Proposal to this RFP.

8.3. Table of Contents

8.3.1. Include page numbers.

8.4. Executive Summary

8.4.1. Brief one or two page summary of the key features of the Proposal and how it will address the society's requirements as stated in this RFP.

8.4.2. Please include the following sections:

1. **Benefits and Costs**: Describe the benefits in precise, quantified terms; describe the implementation and expected operational costs over a 2 year term;
2. **Implementation and Maintenance**: Describe the methods and timeline for implementation; describe maintenance methods, terms and conditions;
3. **References**: Summarize at least three other enterprises of similar size, with similar programs to the society where similar products or modules have been implemented. List references for the above firms including contact name, title, email address and telephone number. For each, please provide project start and finish budgets;
4. **Miscellaneous**: Include other information of interest and pertinence for the society's evaluation team.

8.5. Proponent Information

Proponent will provide:

8.5.1. A brief history (no greater than 3 pages) of their organization including the following:

1. Number of years in business.
2. Description of product and service offerings.
3. Number of years of designing property management systems.
4. Number of years implementing property management systems.
5. Number of years supporting property management systems.

8.5.2. Location of the head office, major offices, the office that would be responsible for the future account.

8.5.3. Brochures and/or white papers that describes the products/services to support your submission and which are directly applicable to the proposed project.

8.5.4. A link to your most recent annual report.

8.5.5. Confirmation that the society may review the Proponent's financial statements for the last two years (if the annual report is not included with Proponent's Proposal) and/or conduct a credit check on its business, if the society deems necessary.

8.6. **Client References**

8.6.1. In relation to your firm, provide the number of fully completed property management system implementations in each of Canada and British Columbia. Provide a sample client list of the above.

8.6.2. In relation to your firm and the products implemented as part of 3.6.1 indicate the number of client sites similar to the society in size and scope of business functions. Provide a sample client list of the above.

8.6.3. Indicate any projects or experience of similar size and scope, integrating with third party accounting software such as Accpac or Simply Accounting.

8.7. Solution Description

Provide an overview of the proposed property management system and implementation outlining how it will meet the society's business requirements. Describe any additional capabilities that may not have been requested but are considered relevant to the society's implementation. Additional information and innovative or alternative proposals should be formatted on regularly sized paper with pages numbered. For hard-copy submissions, they should be stapled or bound together. The additional information, innovative or alternative proposal should be clearly outlined and noted as a secondary submission. Provide a cross reference in the submission to an Appendix, which should contain a copy of the completed Detailed Functional Requirements from Appendix B of the RFP Document.

8.7.1. Application Functionality

Describe the functions and modules of the software applications included in your Solution Proposal.

8.7.2. Elements of Services

Provide a brief description of each of the elements of the proposed services. Where appropriate, please refer to supporting documentation and either attach those documents or provide the URL for those resources on your web sites (with passwords, if required). If any of these services are partnerships, please provide a list of these partners.

Categories for inclusion in this section, as appropriate:

1. Configuration of property management system;
2. Data conversion
3. Report development
4. System Implementation services required and included in the Proposal;
5. Implementation Methods, Scope and Duration;
6. Training and Change Management services included in the Proposal;
7. Metric Tracking and Reporting tools included in the Proposal; and,
8. Support Services provided and priced in the Proposal.

8.8. Solution Requirements

Proponent's Proposal to RFP requirements are to be entered in separate spreadsheet (see Appendix B). Requirements are detailed in Part B of this RFP. Instructions and guidelines as to how to complete the requirements spreadsheet are contained in the worksheet entitled 'Table Key'.

8.9. Pricing

8.9.1. Fixed cost for the discovery phase (Phase 2 as per 1.8) and fixed cost estimate for the system implementation (Phase 3 as per 1.8) are requested and will form part of the RFP evaluation process. When providing the costs above, Proponents are requested to fully describe their costing model in the attached costing worksheet for each of Phase 2 and 3. Please submit the cost worksheet in **MS Excel format**.

8.9.2. If after the discovery phase, the revised cost is either significantly higher than the original estimate or is beyond the society's budget for this project, the society may initiate negotiations with another vendor or terminate the RFP process.

8.9.3. Proponents are requested to provide a not-to-exceed firm cost in Canadian funds (effective for a period of 1 year) relating to the discovery phase, including:

1. **Consulting Effort**. These costs should include the Proponent's expected effort to perform the Discovery Phase at the society.

8.9.4. Proponents are requested to provide a fixed price estimate in Canadian funds for the various components of their product(s) relating to Phase 3 (Implementation), including:

1. **Implementation Effort**. These costs should include the Proponent's expected effort to implement the solution at the society. If the Proponent is required to partner with other third party product vendors to address functionality/modules that are not part of their core product, provide a fixed cost with the corresponding consulting hours (work effort) for integrating the products to provide a complete solution.
2. Based on the proposed system configuration, indicate the cost and effort required for future upgrades and new releases.
3. **Annual Maintenance Cost**. Indicate Proponent's fee for providing ongoing support of the new solution, and the associated support levels. A sustainment contract will be signed at the discretion of the society. Proponent's fee will be for a one year period after go-live, with an option, at the society's discretion, to renew for an additional year at the proposed price.
4. **Reporting and Management Tools.** Indicate any reporting or management tools required that have not already been covered by the property management system.
5. **Other Required Components.** List and provide the cost for additional components or consulting not covered above.
6. **Pricing Structure**. In order to determine pricing levels for future related business in excess of this RFP's requirements please state the discount level from retail list price that is represented by the firm's pricing provided in your Proposal.

8.9.5. Indicate all costs for training of end users. The society has sole discretion on the final training strategy and may engage the Proponent to conduct all or part of the training, if needed.

8.9.6. Proponents should include the following:

- **Cost for Project Management** to be quoted on a per hour basis with a total capped amount.
- **Installation of proposed system** quoted at an hourly rate with a total capped amount.
- **Post implementation support**, quoted on an hourly basis.
- If there are pricing options flexibility please make a proposal.
- Method for charging consultants' travel and accommodation expenses.
- Suggestions for cost savings in any area.

8.9.7. The property management system may be expanded to new buildings (acquired by the society) in the future. Please indicate the level of expertise and training required for the society to add these new buildings in the future. If consulting services are required from the Proponent, please indicate the discount off list price for consulting services for up to two years, to accommodate the implementation of the same functionality to the new buildings.

8.9.8. **Pricing**

1. The costs should be the total including all software and labour required to complete Phases 2 and 3 including expenses. The recurring costs should include the annual maintenance for all software support and system updates/upgrades entitlement.
2. Please include quantities, list price, discounts and extended totals on all cost breakdowns included in your Proposal.
3. State any additional costs which the society needs to be aware of that is not part of the vendors deliverables.

8.9.9. **Price Protection for Discovery Phase (Phase 2)**

The society will not pay any additional costs above those costs listed in a Proponent's Proposal for Phase 2. If the Proponent's general list prices decrease prior to the date of acceptance or for three (3) months after such acceptance, any contract entered into by the parties shall be modified to reflect the lower prices.

8.9.10. **Price Protection for Implementation Phase (Phase 3)**

Proponents should indicate any price protection offered on the estimated Phase 3 cost and maintenance cost, if the fine-tuned cost is higher after the Discovery Phase.

The Society will only pay for Discovery Phase (Phase 2) costs upon successfully proceeding to Phase 3 (e.g. project cost is within the society's budget, contract is successfully negotiated).

8.9.11. **Future Procurement**

1. The society retains the right to purchase additional hardware, software, licenses, etc. from other vendors.
2. Future purchases will not be restricted to original Proponent.
3. The society will have the option to make future purchases from other suppliers.

8.10. Risks, Assumptions, and Constraints

8.10.1. Include in the submission, Proponent assumptions with a quantifiable impact if the assumption(s) is/are not met or possible.

8.10.2. Any conditions, with which the society must comply, to ensure the success of the proposed approach must be stated and those conditions in effect for the submission.

8.11. Implementation Summary

Describe the implementation plan for the proposed solution with the estimated timeline and resource requirements for each Phase of the project (if applicable).

8.11.1. Show the total estimated time for the Implementation, expressed in terms of weeks elapsed from the approved and funded start date, following a contract award and signing.

8.11.2. Segment the implementation into phases (if applicable) and indicate the elapsed time for each phase in terms of weeks elapsed. For each phase, please describe the following:

1. Objectives of the phase.
2. The major elements of the Statement of Work for the phase.
3. Completion or signoff criteria for each phase.
4. Test plans or other certification methods to validate the completion criteria.
5. Training plans for both system administration and end users. See Appendix D for approximate number of end users.

8.11.3. Indicate the total “slack” time in the plan, both in weeks or elapsed time and as a percent of the total Implementation plan.

8.11.4. Indicate which activities are on the critical path of the proposed implementation plan.

8.11.5. **Key Personnel**

The Proponent will provide the names Key Personnel assigned to this project, key personnel is defined as a person who has responsibility for the day-to-day operations of major segments of the work. Examples of such positions are Project Manager, Business Analyst and Senior Configurator etc.

1. The Proponent is to identify the key positions
2. The Proponent is to provide resumes of the proposed key persons
3. The Proponents is required to submit letters of commitment for the key personnel and/or contingent letters of offer and acceptance counter-signed by the Proponent and the prospective 3rd party vendor or consultant.
4. Key Personnel must be qualified to perform the work
5. Key person(s) must remain on the job, for the duration of the project, except for a catastrophic event (i.e., illness, accident, or death).

8.11.6. In the event that the Proponent’s key personnel is changed during the project, the Proponent will ensure that appropriate knowledge transfer takes place between the old and new resource(s) at the expense of the Proponent.

8.11.7. **Resource plan**

Describe the resources required for each phase, showing quantity, skills, and duration for the following:

1. Resources included in this proposal.
2. Resources that must be contracted separately.
3. Resources required from the society.

8.12. **Third Party Vendors**

8.12.1. Proponents who will be partnering with third party vendors for the society's implementations and possible future maintenance/sustainment must clearly state this relationship. The Proposal shall include the company name of all third party vendors proposed to be used in the performance of the work with a description of the work they would be performing.

8.12.2. The third party vendor listed in the Proposal may not be changed without the written consent of the society. The Proponent shall be prepared to confirm to the society the competence of the third party vendor prior to acceptance of the Proposal.

8.12.3. Proponents must also ensure that the third party vendors are subcontractors of the Proponent and will represent themselves as part of the Proponent's team.

8.12.4. The Proponent must be responsible for all tasks and future sustainment of the third party vendor.

8.12.5. Please note that the society's preference is toward a single vendor solution.

8.13. **Maintenance Summary**

8.13.1. **Proposed Maintenance Plan**

Describe your maintenance plan in terms of the following:

1. Scope of maintenance coverage, e.g. remote support; on-site support; diagnosis; repair; remedial patches or upgrades; new release upgrades; other factors provided. Proponent is expected to provide support to IT staff located at the society's Head Office.
2. Coverage Hours for the maintenance coverage. Indicate the scope of coverage outside of Coverage Hours and indicate which scope elements are at additional charge, if any.

8.13.2. **Maintenance Plan Details**

Provide the following details of your maintenance plan:

1. Indicate the procedures for updates to the property management system for mandatory and optional updates. Indicate if installation of those updates is included in the proposed maintenance service or is chargeable. Indicate if the installation of the updates can be performed by the society's IT staff, and if so, what training would be required.
2. Indicate the policies and procedures for updates to the property management system related to security (and virus protection). Indicate if the installation of the updates can be performed by the society's IT staff, and if so, what training would be required.

3. Indicate any required remote network access by Proponent's personnel to the solution elements during implementation and maintenance. If such is required, please indicate the methods provided to assure security and network integrity for the society.

8.13.3. Maintenance Plan Options

1. Present any options that you wish the society to consider for maintenance as alternatives or additions to the proposed solution. These might include variations in hours of coverage, inclusion of software upgrades in the maintenance contract, managed or hosted service options, etc.
2. Include any options you believe to be pertinent to the society, though Proposal to this item is optional.

8.13.4. Service Level Agreements

Indicate the Service Level Agreements, by type of event, that you are proposing for this solution in terms of the elapsed time from notification of a service event (automatic or via alert from the society).

8.13.5. Liquidated Damages

1. Indicate the liquidated damages, penalty payments, maintenance charge credits, or other compensation that your firm will provide to the society in the case that the Service Level Agreements are not met.

8.13.6. Term and Renewal

1. Indicate the term of the proposed maintenance agreement and the conditions for renewal.
2. Indicate if other maintenance agreement terms are available and, if so, what differences in maintenance pricing are associated with those alternate terms.

8.14. Customer Responsibilities

The Proponent is to indicate any elements of the proposed solution that are to be provided or addressed by the society. The Proponent is not responsible for delivery of these elements.

8.14.1. Prerequisite Systems, Infrastructure, Environment

Specify the prerequisite environment for the Proposed Solution. Please specify all required elements, such as the following:

- Network capacity.
- Network connectivity.
- Network protocols.
- Network bandwidth.
- Network latency.
- Firewalls, security devices/software, gateways, etc.

- E-mail or other messaging system capabilities.
- Directory and/or database system capabilities.
- End User Devices (PCs, Cell phones, wireless devices) capabilities.
- Mobile device operating systems. Describe any limitations with specific mobile operating systems (e.g. iOS, Android).
- Environmental attributes (and associated Solution characteristics).
- Space and floor loadings.
- Other, as may be required.

8.14.2. Customer-provided Solution Elements

Specify the elements of the Proposed Solution to be provided by the society, such as the following:

1. Staffing during implementation, indicating numbers and skill levels by implementation phase, showing expected person-days for each staff position or skill level.
2. Staffing during the operation and maintenance life-cycle phase, indicating numbers and skill levels, showing expected person-days per calendar month for each staff position or skill level.
3. Equipment and Software, such as servers, operating systems, routers, gateways, monitors/keyboards, mobile devices, maintenance software, reporting software, or other similar elements.
4. Facilities for Solution elements and for the Proponent’s implementation or maintenance personnel, if required.

8.15. Sample Contracts

The Proponent is to supply the following samples:

1. Contract for Phase 2 (Discovery) and Phase 3 (Implementation);
2. Software License Agreement;
3. Standard Maintenance & Support contracts; and
4. Service Level Agreements.

9.0 Selection Criteria and Evaluation Process

9.1. Evaluation Criteria

9.1.1. The society will evaluate the submissions on the basis of the overall best value including any or all of the following:

1. Fixed cost for discovery activities (Phase 2).
2. Estimated implementation costs (Phase 3) and price protection offered.
3. Ongoing licensing cost.
4. Ongoing support cost (and support services available).
5. Business and technical reputation of the Proponent.
6. Proponent's experience and success in providing a similar service to other organizations.
7. Long-term financial viability of the Proponent.
8. Quality and completeness of submission.
9. Quality and relevance of Proponent's presentation (applicable only to those Proponents who have been short-listed).
10. Proposed system's match to the society's requirements.
11. Ease of use of the proposed system (including user interface, web and mobile device access).
12. Implementation strategy and timeline.

9.1.2. In addition, although not considered mandatory requirements, preference will be given to any features or advantages which are unique to the Vendors Proposal which the society has not listed in this document.

9.1.3. The society will follow a 3-Step Evaluation Process (See Section 4.2 below) in this RFP. Proposals not deemed satisfactory in any step of the evaluation process may not advance to the next step.

9.1.4. At the end of the evaluation process (estimated to be March 18, 2014), a vendor will be selected to perform discovery activities.

9.2. 3-Step Evaluation Process

The following describes the three-step evaluation process that will be used in this RFP (See also the Evaluation Criteria Model contained in Appendix C):

9.2.1. **Step 1 – Compliance to Mandatory Criteria**

The first step of the evaluation process will be to determine that all Proposals have addressed the mandatory criteria. Specifically, these include the following:

1. Completed and returned Submission Proposal Form.
2. Delivered 3 copies of the submission on time and signed by the authorized person(s);
3. Submission is written in English and not sent by facsimile or email.
4. Submission includes a CD/DVD with a full copy of the Proposal in Adobe PDF format and the completed Detailed Functional Requirements table(s) and Costing Worksheet in MS Excel format.
5. Submission includes pricing for all requested components.
6. Solution is developed and supported by a technology provider with significant presence in British Columbia and experience with the non-profit sector.

Submissions not responding to all mandatory criteria may be rejected from further evaluation, at the discretion of the Society.

The Proponent's pricing information will also be considered during Step 1 to determine an order of magnitude assessment of affordability to the society, which may cause a Proposal to be eliminated.

9.2.2. Step 2 – Solution Requirements, Technical Architecture, and Submission Quality

Proposals having met the mandatory requirements outlined in Step 1, will progress to Step 2 of this evaluation process. Step 2 will primarily consider the fit of the Proponent's submission to the Solution Requirements (see Part B and Appendix B), the solution's technical architecture fit to the society, and the overall quality of the submission.

9.2.3. Step 3 – Solution Presentation, Client Reference Check, and Overall Assessment

Proposals having met the requirements outlined in Step 1 and Step 2, will progress to Step 3 of the evaluation process. This final step will require the Proponent to provide a presentation of their proposed solution to the evaluation team, based on a detailed demonstration script provided by the society. **The presentation will take place on {Date} in {City}, British Columbia, Canada.**

In addition, customer reference conference calls or visits will be conducted by the evaluation team to assess the strength of Proponent's solution in a live production environment. The results of the demo and reference checks will form part of the overall evaluation of the RFP process.

Part B: Solution Requirements and Current Environment

10.0 Business Process Overview

The detailed functional requirements found in Appendix B were developed from the high level business processes described below.

It should be noted that this overview reflects the future or ‘to-be’ business processes for the society. For each section, future system opportunities highlight some key system functionality needed to streamline the business process. Appendix E contains process flow diagrams to illustrate the main business process activities and some of the proposed interaction with the system.

10.1. Manage Applicants and Tenants (Process 1.00)

10.1.1. Manage Applications / Wait lists – Independent Subsidized Housing (Process 1.01.01)

All applicants are asked to submit applications to The Housing Registry. The societyrelies on the business processes at The Housing Registry for eligibility review and to ensure that contact information and housing need are updated periodically.

Optional for buildings with high unit turnover, Tenant Placement runs Applicant Match in The Housing Registry to search for applicants to shortlist for the property. Tenant Placement contacts applicants and performs other shortlisting activities.

10.1.2. Manage Applications - Independent Market Housing (Process 1.01.02)

The process begins when a tenant gives notice. Tenant Placement tries to fill the vacancy by advertising the vacancy, and searching on The Housing Registry for suitable applicants. Interested applicants fill in an application and go through screening steps. The successful candidate proceeds to vacancy management process (see process 1.02).

10.1.3. Manage Applications / Wait lists - Supportive Housing (Process 1.01.03)

Applicants contact the supportive housing site directly. All contact (by phone, email or in person) are logged for follow up purposes. Tenant Placement interviews the applicant and provides a tour of the facilities and a unit. If tenant is a potential fit with the facility, then an application package is given to the applicant to fill out. This package includes a letter to the applicant’s doctor to requesting information about the applicant’s health and disability. The applicant is either rejected or shortlisted.

10.1.4. Manage Applications / Wait lists - Assisted Living (Process 1.01.04)

Health Authorities perform needs assessment and refer applicants to the society. Tenant Placement provides a tour and determines whether the applicant is a good fit for the site. Tenant Placement updates the Health Authorities’ system (Pathways system for Island Health) with the contact log and comments on whether or not the applicant is a fit and is shortlisted.

10.1.5. Manage Vacancies (Process 1.02)

When the tenant gives notice to move out or when the tenant is given a notice to end tenancy, Tenant Placement begins the process to find the next appropriate tenant. For market housing, process 1.01.02 is triggered. For subsidized housing, search is conducted in transfer applications, shortlist of applicants for the building, and in The Housing Registry. Prospective tenants are screened, interviewed and are given a unit viewing.

At the same time, Site Management or Maintenance performs pre-move out inspection and schedule and execute work required to turn over the unit (see process 2.01). Site Management or Maintenance performs move out inspections and reach agreement with tenants on deductions from security deposit.

Once an appropriate applicant is found, the unit is offered, the tenancy agreement or lease and other paper work are signed and the security deposit is collected. The Housing Registry is used to do the rent calculation, record the offer and acceptance, and enter tenancy information for subsidized units. The move in date and time is coordinated between the new tenant and Site Management or Maintenance.

10.1.6. Manage Move ins (Process 1.03)

When a new tenant moves in, Site Management performs move in inspection, provides welcome package and orientation for the building, and performs other tasks. Depending on the society's policy, post move in inspection (one-time or recurring) may be required for the tenant. If a post move in inspection is performed, Operations Management reviews the unit inspection report and determines whether the tenant should remain, be evicted, or whether another inspection is required.

10.1.7. Manage Transfers (Process 1.04)

For subsidized housing, when a tenant requests to be transferred or when the society is aware that a tenant is over or under housed, the tenant is asked to submit a transfer application in The Housing Registry. The society relies on The Housing Registry to determine whether the transfer reason(s) are valid.

Periodically, over-housed tenants are reviewed by the society. Depending on the circumstance, the society may issue warning letters and notice to end tenancy to the tenant.

10.1.8. Manage Complaints (Process 1.05)

Tenants fill out a complaint form and submit to Site Management. Complaints regarding staff members are escalated to Operations Management. Complaints relating to repairs are routed to process 2.01. If the complaint is relating to another tenant (e.g. excessive noise), Site Management contacts the tenant and works out a course of action. If the issue persists, Operations Management issue warning letters and may issue notice to end tenancy.

10.1.9. Manage Critical Incidents (Process 1.06)

Critical incidents are identified and recorded. Depending on the type of incident, different follow up actions are triggered (e.g. process 1.02 Manage Vacancies, process 2.01 Schedule and Execute Work).

10.1.10. Manage Tenant Payments / Security Deposits (Process 1.07)

Accounting updates the rent roll and post rent receivables/revenue. Tenant payments are received through Pre-Authorized Debit (PAD), personal cheques and Ministry of Finance cheques (for tenants on Income Assistance). If the rent cheque is late or if the bank notifies of an NSF payment, this is recorded in the tenant's file and a notice to end tenancy is issued. Tenants may pay the rent after receiving the notice to end tenancy.

For security deposit returns, the move out inspection form is reviewed by Operations Management and Accounting to approve the payment.

10.1.11. Manage Tenant Payments (Exceptions) (Process 1.08)

Periodic reports are run by Accounting for tenants with three incidents of late rent or NSF within the calendar year. Operations Management issues warning letters to the tenant. When a fourth incident of late rent or NSF occurs, notice to end tenancy is issued to the tenant.

Tenants with NSF charges or work order charges are sent invoices, with reminder letters at 30 and 60 days. If invoices are still unpaid, Operations Management sends final reminder letters and may work on a payment arrangement or issue notice to end tenancy.

10.1.12. Verify Tenant Income (Periodic, Changes) (Process 1.09)

For subsidized housing, tenants are asked to submit income proof each year prior to the effective date (anniversary date). Reminders are sent to tenants to provide this information. If tenants do not provide the income proof on time, they are either sent notice to end tenancy, or have their rent raised to maximum economic rent, depending on the building. Tenant may choose to provide income proof, pay increased rent, or give notice to move out.

Accounting performs new rent calculation based on new income proof provided. If tenants' income has increased and they are no longer eligible for subsidized housing, the new rent may be raised to 30% of income or the maximum economic rent, depending on the building. Tenant may choose to stay and pay the higher rent or give notice to move out.

If Operations Management decides to increase rent or other charges, tenants are notified. For subsidized units, any increase in rent must go through the budgeting process and obtain approval from BC Housing.

10.1.13. Future System Opportunities

- Capture information obtained about applicants and tenants (e.g. contact log, additional information from applicants in interviews).
- Record the status of the applicant screen activities (e.g. waiting for doctor's letter).
- Record reason for rejecting applicants.
- Functionality to upload documents and link them to applicants and tenants.
- Manage shortlists for various buildings in the system.
- Creating correspondences manually or automatically from the system and linking them to the applicants and tenants.
- Checklists and reminders for various activities.
- Centralized document management for tenancy related documents.

10.2. Manage Maintenance Processes (Process 2.00)

10.2.1. Schedule and Execute Work (Process 2.01)

Maintenance-related work is triggered from various processes including when tenants submit a repair request. Each work item is recorded as a work order and prioritized and assigned by Site Management, Maintenance and Operations Management. If new materials or services are required, purchase orders may be required (based on policy). Purchase orders are approved by Operations Management.
Site Management or Maintenance make the purchases and coordinate the execution of the work.
Work order information such as status, building/unit, inventory used, new assets purchased are captured for reporting purposes.

10.2.2. Inspect Units and Buildings (Annual) (Process 2.02)

Annually, Site Management or Maintenance inspects every unit and building. If repairs are required, these are addressed in process 2.01. If a revised expected useful life for an asset or equipment is identified, the information is used to plan capital expenditures (see process 2.05). If extraordinary issues are discovered, they are escalated to Operations Management to perform follow up actions.

10.2.3. Perform Preventative Maintenance (Process 2.03)

For each asset or equipment, maintenance schedules are set by Operations Management. These recurring work orders are assigned to Site Management or Maintenance staff to coordinate or perform. During the course of maintenance activities, if the asset or equipment's remaining useful life should be changed, this is factored into the capital expenditure planning process (see process 2.05).

10.2.4. Manage Inventory (Process 2.04)

Inventory is kept at various sites. Size and value of the inventory varies by society. Inventory is ordered to address a work order, or when inventory is lower than the minimum level. Site inventory levels go down when items are consumed by work orders, become damaged or obsolete (scrapped) or are transferred to other sites. Periodic inventory count is performed to identify discrepancies and adjust inventory to actual levels.

10.2.5. Plan Capital Expenditures (Process 2.05)

Operations Management maintains a list of building and unit level assets and equipment. Based on assumptions for useful life and replacement cost, Accounting generates the capital expenditure forecast. This information feeds into the budgeting process. Accounting ensures that adequate allocation to replacement reserves takes place, and posts actual expenditures against the replacement reserve.

10.2.6. Future System Opportunities

- Manage work orders and perform inspections on mobile devices. Replace paper-based processes.
- Capture more information on work orders in formats that can be easily reported.
- Easy routing of documents (e.g. PO) for electronic approval.
- Central repository for assets and equipment in each building and unit.
- Ability to enter assumptions to generate capital expenditure forecast.
- Inventory management functionality to ensure accurate tracking of inventory levels and usage.
- Perform inventory transactions using mobile devices (e.g. scanning barcode) to minimize errors.

10.3. Manage Financial and Human Resource Processes (Process 3.00)

10.3.1. Manage Contracts and Preferred Vendors (Process 3.01)

Operations Management reviews materials and services needs and initiates RFP process for quantifiable and large expenditures. A contract is created for the successful bid.

For other expenditures, Operations Management maintains a preferred vendor list for various material and service types, using feedback from Site Management and Maintenance. Preferred vendors are engaged to provide ongoing material and service needs.

For all contract and preferred vendors, Accounting creates the vendor master in the system and collects vendor license and insurance information.

10.3.2. Process Invoices (Process 3.02)

Accounting receives all invoices. If the invoices relate to a PO or contract, then the invoices are matched to the respective PO or contract lines. Part of the matching activity is to ensure goods have been received. Depending on society's policy, all invoices may require approval from Operations Management. Once invoices are been matched and approved, they are posted and paid via EFT or cheque.

10.3.3. Process Employee Expenses (Process 3.03)

Employees make purchases using petty cash, society's credit card or personal credit card/cash. For petty cash, the petty cash administrator collects all receipts and submits them with the request for petty cash replenishment. Accounting approves the petty cash replenishment, posts charges and provides petty cash replenishment.

For society's credit cards, each employee collects receipts for the month and indicates coding on each receipt. Accounting reconciles receipts to the credit card statements. The manager of the employee approves the credit card charges, and then Accounting posts the charges and pays the credit card balance.

For personal credit card/cash, the employee submits an expense report which is approved by his/her manager. Accounting posts the charges and pays the employee using cheque or EFT.

10.3.4. Process Payroll (Process 3.04)

Various employees are required to submit timesheets (to allocate their time/wages to buildings and/or to pay them for hours worked). Overtime worked or planned is also submitted for approval. Managers approve the time sheets and overtime. Accounting/Payroll processes timesheets; allocates wages to the appropriate buildings and replacement reserve; enters adjustments (e.g. vacation taken); processes payroll run and submits remittances.

When an employee is terminated or goes on extended leave, his/her manager performs checklist of employee exit activities. Accounting/Payroll creates record of employment and pays out accruals. Human Resources terminates benefits for the employee. When new employees are hired, Human Resources collects and records employee information and passes these to Accounting/Payroll.

10.3.5. Manage Recruitment (Process 3.05)

Human Resources recruits new employees with involvement from other staff for interviews and to test candidates for specific skills. New employees are subject to a review at the end of the probation period. Based on the employee's performance, he/she may pass or fail probation. Unionized staff may be able to dispute the decision.

10.3.6. Manage Human Resource Processes (Process 3.06)

Human Resources adjusts HR policies, benefits and salary as required (e.g. based on market rates or as a result of a new collective agreement). Human Resources also tracks various activities linked to each employee (e.g. complaints or grievances, positive or negative feedback, performance plan, professional development and training, vacation, leaves).

10.3.7. Manage Budgets (Process 3.07)

For subsidized housing, BC Housing requests the society to submit their proposed budget for the next fiscal year. The society drafts, reviews, and submits budgets to BC Housing for approval. Various adjustments may occur to incorporate BC Housing's feedback. Once the budget is approved by BC Housing, it is then approved by the society's Board of Directors. Budgets are locked down and any revisions are tracked. Budget figures are compared to actuals in periodic reporting.

10.3.8. Manage Accounting Processes (Process 3.08)

Accounting performs journal entries, recurring entries, and period-end processes. Period-end reports are generated for senior management to follow up as needed. Reconciliations for bank accounts and credit cards are done regularly to forecast short-term cash.

10.3.9. Future System Opportunities

- Track preferred vendor list for various types of materials and services.
- Track purchase order and contract details in the system (e.g. quantities ordered, received, invoiced).
- Produce budget to actual comparison reports easily.
- Allow employees to enter time sheets and expense statements in the system and route to managers for approval.

11.0 Business Requirements

To ascertain the Detailed Functional Requirements of the new property management system, requirement gathering interviews with key staff from the society were conducted. The Proponent is encouraged to review the list of functional requirements which can be found in Appendix B.

As indicated in 1.5. Project Scope, there are a number of functionality (e.g. accounting and payroll) which are optional. The priorities set in Appendix B are based on the assumption that the functionality exist in the property management system (e.g. if the property management system contains accounting functionality, then certain functionality must be or should be met).

The society has to follow the Personal Information Protection Act (PIPA) of British Columbia.[1] It is expected that the property management system will provide appropriate safeguarding of personal information as required by this act.

12.0 Technical Requirements

12.1. General

12.1.1. Provide one or more (as needed) illustrations showing the proposed technical architecture, showing the following:

1. Specific interoperation between servers.
2. Physical distribution of modules on servers.
3. Specific network elements included in the Proposal and interoperation with existing network elements.
4. Security architecture (such as firewalls).
5. Specific interoperation between the proposed solution and disaster recovery infrastructure.

12.1.2. Please advise if the society is required to purchase any additional software (e.g. database). Indicate the product(s) and licensing that would be needed.

[1] Link to the act: http://www.bclaws.ca/Recon/document/ID/freeside/00_03063_01.

12.1.3. Describe any network component upgrades required based on the Proponent's experience with organizations of the society's size. Indicate if there are any restrictions or limitations related to the current location bandwidth.

Refer to Section 10.0 for details on the society's current network environment.

12.1.4. Based on the functional requirements and the number of end users, please specify what size of hardware would be required to support the proposed solution. Describe any other hardware, software or network components that may be required but are not included.

12.1.5. If Proponent thinks it is necessary, provide detailed information regarding custom components and interface capabilities to/from the hardware or software.

12.1.6. Leveraging Existing PC and Networking Infrastructure

Ability to operate with existing or planned PC and network infrastructure resources at the society.

12.1.7. Enterprise Operation and Administration

1. Ability to link with Microsoft Windows Server Active Directory in use at the society.
2. Ability to extract logs and other data for reporting and analysis.
3. Ability to be tightly integrated with existing office applications, specifically Microsoft Office (Outlook, Word, Excel) 2010.

12.1.8. Describe the type of system access required by the Proponent in order to properly support us.

12.1.9. If the proposed solution is hosted by the Proponent, all data must remain in Canada including primary, backup, and disaster recovery sites. Please provide details of where data will be stored and ensure that the society is informed of any changes.

12.1.10. If the proposed solution is hosted by the Proponent, the Proponent must follow the Personal Information Protection Act (PIPA) of British Columbia as an entity acting on the society's behalf. The Proponent is responsible for ensuring the privacy and security of the data.

12.1.11. Business Continuity

If the solution is hosted by the Proponent, it must include the following:

1. Must provide redundancy with manual and automatic failover capability with a disaster recovery site.
2. Failover must be completely transparent to users.

13.0 Project Implementation

13.1. Project Management & Planning

13.1.1. Project Coordination Overview

1. The successful Proponent shall appoint one Project Manager, who will be available to manage Proponent resources and interface with a Project Manager appointed by the society.
2. The society-appointed Project Manager will be responsible for the scheduling of all society resources, facilities, change management requests and other.
3. The Proponent Project Manager will be responsible for the following:
    - Project Charter
    - Weekly Status Updates
    - Implementation Plan
    - Risk and Issue Management
    - Communications Plan
    - Installation of all network components complete with detailed diagrams
    - Project Closure
    - Project Closure documentation (Financial, Punch-List of outstanding issues, Sponsor Sign-off, Lessons Learned)
    - Lead and coordinate any technical meetings on an 'as needed' basis between the society and the project team
4. It is expected the Project Manager shall adopt a proactive approach in preventing any potential issues that will adversely affect the timing of the project or quality of the work covered under the contract. This shall be achieved by utilizing appropriate management tools, which shall include dependency analysis and contingency planning.

13.1.2. Project Plan for Phase 2 and 3 (Discovery Phase and Implementation Phase)

1. A detailed project plan shall be submitted by the successful Proponent for approval two weeks after the award of the Contract for each of Phase 2 and Phase 3 and the agreed upon start date of the project.
2. The Proponent shall undertake to achieve the milestones as indicated in the agreed Project Plan, including Project Methodology.

3. The Project Plan shall include, but be not limited to:
    - Work Breakdown Schedule
    - Time Plan
    - Design Plan
    - Test Plan
    - Detailed Activities
    - Responsibility Matrix
    - Supply and Delivery of equipment
    - Removal of old equipment
    - Management of sub-Proponents
    - System Integration, including installation
    - Change control procedures
4. The timing and duration of all works carried out by the Proponent shall be subject to the approval of the society.

13.1.3. Proponents should explain how they will manage the transition and handover during each phase of a system implementation and also how they will manage activities throughout the life cycle of the project.

13.1.4. Incident Management

Proponent's Project Manager to provide problem management as required including but not limited to the following:

1. Incident escalation from the society to Proponent's technical support team.
2. Proponent will assume responsibility for end-to-end problem resolution.

13.1.5. Acceptance Testing

The Acceptance test plan is to be nominated by the Proponent as part of the Project Plan.

13.2. Project Implementation

13.2.1. Overview

1. The successful Proponent shall deliver, install and integrate all the services as set out in this RFP.
2. The Proponent shall be responsible for but not limited to the following:
    a. The detailed design including services as per functional specification.
    b. Developing and coordinating all relevant documentation regarding the integration and the preparation of standard system documentation as required.
    c. Coordinate and run the agreed training courses as required.
    d. Coordinate commissioning and testing.

13.2.2. Planning and Design Services

1. Proponents should list and describe the services they or their certified partners provide for planning and design. Include such details as critical success factors, methodology, typical project phases and services included in each phase, quality and skillsets of the delivery team, and acceptance testing.
2. This section should also clearly describe how such services will be delivered and by whom.
3. The Proponent should also address the following specific areas:
    - Methodologies and standards employed.
    - Means for capturing all key features / functionality and system-level requirements.
    - Whether you use a two-phase approach (high-level and low-level or detailed design). If yes, please distinguish between the two, specifically explaining how a detailed design provides greater value.

13.2.3. Implementation Services

Proponents should list and describe the services available for implementation and how these are delivered. Include such details as critical service factors, methodology, pre-implementation preparation, and implementation support services.

13.2.4. General Services Capabilities across Project Lifecycle

1. Proponents must provide a description of how their organization conducts business with clients in terms of directly delivered services or partner-delivered services. The aim is to review the availability of the complete set of services throughout the project life cycle.
2. The society wishes to understand the following:
    - Availability of professional services and training.
    - Framework and methodology on which these services are based.
    - Engagement model involved.
    - Who will deliver the services?
    - Locations where support services will be provide.
    - Means of providing quality.

13.3. **Quality Assurance and Control**

13.3.1. Detail the external audits and certification that you have for your services and support organization.

13.4. **Training**

13.4.1. The society is expecting the successful Proponent to provide training to all end users. Describe how this training will be delivered including course curriculum and proposed schedule. It is expected that training will be delivered remotely or in person at the society’s head office or at a location close to the society’s head office. It is also expected that additional training will be required as each phase of the project is rolled out (as applicable).

13.4.2. Outline training requirements for the society’s IT staff and how this training will be accomplished.

13.4.3. Indicate what training documentation is provided for training for end-users and IT staff (e.g. online training module, quick reference guides, frequently asked questions).

14.0 Maintenance & Support

14.1. Services

14.1.1. If the system is internally hosted, then the society will maintain all software contracts, along with all licensing keys.

14.1.2. If the system is internally hosted, then the society will maintain all system administration passwords for all hardware and software supplied with the property management system.

14.1.3. If the system is internally hosted, then the society will manage all software upgrades (major & minor). Assistance from Proponent will be at the society's option. Please provide hourly rates for this assistance.

14.1.4. If the system is hosted by the Proponent, then the Proponent will manage all upgrades to the property management system. Please indicate the expected frequency of upgrades.

14.1.5. Proponent is expected to provide, when requested, support to the society's IT staff.

14.1.6. Proponent's delivery of support services must fall within the terms of the Proponent's Service Level Agreement (SLA) with the society.

14.1.7. The Proponent must provide a minimum 12 months warranty period from the date of commissioning for all works performed under this specification. The warranty must cover all labour, materials, travel and other expenses that will apply in rectification of defects where they can be shown to be due to work performed.

14.1.8. The Proponent shall include in the submission a comprehensive maintenance proposal which shall include the costs of all labour for the maintenance of the proposed system for 1 year after the warranty period. Maintenance activities shall occur in a way that does not disrupt the society's normal business activities. The society will have sole discretion on whether a maintenance contract is signed.

14.1.9. Maintenance Services

Proponents should provide information on the system-level support services offered, including:

1. Proposal times
2. Priority assessment
3. Call management
4. Help desk

5. Quality assurance
6. Levels of support
7. Warranty
8. End of Life / End of Support
9. Software support
10. On-site and remote support
11. Online services self-help diagnostics
12. Tools and language support

14.1.10. The Proponent shall provide policies on how end of life support for software versions are managed.

14.2. Service Level Agreement

14.2.1. Indicate the Service Level Agreements, by type of event that you are proposing for this solution in terms of the elapsed time from notification of a service event (automatic or via alert from the society) for:

- The assignment of a qualified service representative or engineer to the reported problem;
- Please indicate if there are differences for business hour and after hour support levels;
- The resolution of the service event by restoration of service or implementation of a viable work-around.

14.2.2. Indicate other support alternatives that could apply

14.2.3. Proponent must describe how they will accomplish SLA requirements, i.e. own staff or 3rd party service providers.

14.3. Service and Support

14.3.1. Proponent will provide remote support services.

14.3.2. Proponent must be able to respond to emergency service request (including provision of labour and materials) without the need of a purchase order to initiate a trouble ticket. Request can be initiated by approved society staff.

14.4. Time and Materials

14.4.1. The society shall have the option of choosing either a non-comprehensive or comprehensive maintenance contract after the warranty period has expired. Please provide hourly rates and service level expectations for a time and material maintenance contract.

15.0 Current Environment

15.1. Technical Environment

The society uses an outside contractor to provide all IT services (including desktop set up, telecommunication, server set up, backups, etc.). It is expected that these IT service providers will be involved with the property management system implementation and support.

Proponents are advised to review this list of technology when preparing their submissions in order to identify any components that may be incompatible or require upgrading or that may result in an implementation or integration restriction for the proposed solution.

15.1.1. Current and Future Technology Architecture

The network diagram below illustrates the current set up for {Society}.

The Society's head office hosts a Microsoft HyperV environment running Microsoft Small Business Server 2011 and a Windows 2008R2 Remote Desktop Server. The HyperV HP server includes multiple processors, redundant power supplies, and a RAID5 disk array. Backups occur nightly via Windows Backup to portable hard drives that are rotated regularly.

The HyperV virtual infrastructure allows increased resource allocation to existing servers or creation of new application server instances within the existing environment.

Internal users directly access the server from Windows 7 HP workstations using a Windows domain. Workstations are using Office 2010. The accounting team makes use of Accpac from their workstations and the Remote Desktop Server.

Remote branch and mobile users access network resources via a Windows 2008R2 Remote Desktop Server running Office 2010, allowing them to access primary applications, shared folders, email, and other resources. This is the primary access method for the many remote branches. The proposed application should be compatible with Remote Desktop Services.

Remote Users can also access their email from mobile ActiveSync-compatible devices, as well as via Outlook Web Access.

The Society has access to generous license donations from Microsoft through the TechSoup Program for products such as SQL server.

The following lists the current technology. None of the infrastructure is expected to be phased out in the near future.

{EXAMPLE DATA:}

Type	Component	Characteristic	Details
Physical HyperV Hosts	Primary HyperV Server	O/S	Windows Server 2008R2 Running HyperV Role
		H/W	• HP Proliant ML350G6 • 1.4TB Raid5 array with 1GB Acc. Cache • 16 CPU Cores • 36GB RAM

Type	Component	Characteristic	Details
		Backup	• Windows Backup to Ext Hard Drives rotated offsite regularly • System Shadow copies
HyperV Virtual Servers	Small Business Server	Primary Function	Network functions, user accounts, file, email, and application backend hosting
		OS	Small Business Server 2011
		Allocated Resources	• 24GB Ram • 4 CPU cores • 400GB Virtual Hard Drive

		Apps/Roles	• Active Directory Controller
			• DHCP, DNS, Group Policy
			• File Sharing Services
			• Remote Web Workplace
			• Exchange 2010 with
			   o Outlook Web Access
			   o Outlook Anywhere
			• IIS 7 Website Hosting
			   o MySQL/PHP Website Hosting
			   o FTP Access for Webmaster
			• Inflow Inventory DB
			• Symantec Mail Security Suite
			• Symantec Endpoint Protection Management
			• MS SQL 2008R2
			   o Sage CRM DB
			   o Sage Accpac DB
			• Sage CRM
			• Print Queue Services

	Remote Desktop Server	Primary Function	Remote Access by Branch Offices and Mobile Staff
		OS	Windows 2008R2 running RD Server Role
		Allocated Resources	• 4GB RAM • 4 CPU Cores • 100GB Virtual Hard Drive

Type	Component	Characteristic	Details
		Apps/Roles	• Sage Accpac ERP • Office 2010 Professional • Inflow Inventory application • Remote Cisco PBX admin tools
Network	Connectivity	LAN	• 100/1000 Switched Ethernet TCP/IP • Cisco Layer 3 QoS capable switches • Separate Cisco PoE Switch for VOIP use only
		WAN	• Shaw Cable with Multiple Static IPs • 50Mb/s Down, 5Mb/s up speed
	WAN Security	Hardware	Sonicwall TZ 100W
		Roles	• Firewall/NAT services • Intrusion Prevention • AntiSpyWare Packet Filtering • Gateway Antivirus Packet Filtering • WAN Browsing Content Filtering
	Wireless Access	Hardware	Engenius AP B/G/N
		Role	Staff/Guest Wireless LAN access
		Security	WPA-TKIP-PSK
	Telephony	Hardware	• Cisco UC560 PBX • Cisco SPA525G2 Phones • Cisco Conference Room Phone • 7 Bell analogue lines (6 voice, 1 fax)
		Roles	• Incoming Fax-to-email • Standard VOIP office telephony • Capability for remote VPN phones @ remote Branches
UPS	Power Filtering	Hardware	APC SU2200
		Roles	• Monitored by HyperV host for intelligent shutdowns • Protects all Host, PBX, and network infrastructure hardware
Workstation	Office Workstations	Hardware	HP Business Desktops, Laptops
		Operating System	Windows 7

Type	Component	Characteristic	Details
		Software	Office 2010, 2013 Sage Accpac Acrobat Reader IE8, IE9 Symantec Endpoint Protection Client
	Branch Workstations	Hardware	HP Business Desktops
		Operating System	Windows 7
		Software	Office 2010 Outlook Anywhere link to Head office Remote Desktop Access to Head Office Symantec Endpoint Protection Client

The network diagram below illustrates the current set up for the society.

(insert current network diagram)

Part C: Administrative and General Conditions

16.0 Request for Proposal Terms and Conditions

16.1. Inquiries

16.1.1. All inquiries related to this Request for Proposal should be directed to (via email only):

{Contact Name}

{Contact Email}

16.1.2. The Proponent is instructed not to direct queries to the attention of parties other than those identified in this document including departments, subsidiaries, staff, board members, consultants, contractors or other Proponents. Information obtained from any other source is not official and may be inaccurate. Inquiries and Proposals will be recorded and distributed to all Proponents in the form of addenda to the RFP. The society will not be bound by any informal explanation, clarification, or interpolation, whether given orally or in writing, made by whomsoever, that is not incorporated into an addendum to the RFP documents.

16.1.3. It is the responsibility of each Proponent to enquire about and clarify any requirements of this Proposal which are not understood.

16.1.4. Vendors must satisfy themselves in all respects as to the risks and obligations to be undertaken by them.

16.1.5. If a Proponent discovers any inconsistency, discrepancy, ambiguity, errors or omissions in the RFP, the Proponent must notify the society immediately in writing.

16.1.6. The society can at any time prior to closing, make and stipulate changes to this RFP.

16.2. Notification of Changes

The society may provide additional information, clarification or modification by written addenda. All addenda shall be incorporated into and become part of this RFP. The society shall not be bound by and the Vendor agrees not to rely upon oral or other informal explanations or clarifications not contained in written addenda. All recipients of this Request for Proposal will be notified regarding any changes made to this document for purpose of clarification.

16.3. Changes to Proposal Wording

The Proponent shall not change the wording of their Proposal after submission and no words or comments shall be added to the general conditions or details unless requested by the society for purposes of clarification.

16.4. Proponent's Expenses

This RFP does not obligate the society to pay any costs the Proponent incurs in the preparation of their Proposal to this RFP. All costs for the preparation of the submission will be borne solely by the Proponent.

16.5. Liability for Errors

While the society has used considerable efforts to ensure an accurate representation of information in this RFP, all prospective Proponents are urged to conduct their own investigations into the material facts. The society shall not be held liable or accountable for any error or omission in any part of this RFP.

16.6. Indemnity

The Proponent shall indemnify the society for all damage due to the negligent actions or wrongful acts of the Proponent, its employees, servants or agents. The Proponent shall indemnify and hold harmless the society from all claims, demand, losses, costs, damage actions suits or proceedings initiated by third parties arising from the negligence of the Proponent.

16.7. Acceptance of Terms

16.7.1. All the terms and conditions of this RFP are assumed to be accepted by the Proponent and incorporated in its Proposal, except those conditions and provisions, which are expressly excluded by the Proposal.

16.7.2. The society reserve the right to modify the terms of the RFP at any time in its sole discretion.

16.7.3. The society reserves the right to expand or waive any criteria or requirements within this RFP at any time in its sole discretion.

16.7.4. The society reserves the right to reject any or all Proposals.

16.7.5. Any or all Proposal(s) may not be accepted if the society determines, at their sole discretion and after appropriate investigation and evaluation that:

1. The financial or business references are, in the opinion of the society, unsatisfactory; OR
2. The Proponent, or any company with whom the Proponent is or has been associated, has performed work for the society in the previous two (2) years in an unsatisfactory way; OR
3. The RFP must be cancelled due to financial budget constraints or changing economic circumstances; OR
4. The Proposals exceed the planned budget for the property management system.

16.8. Compliance with Laws

16.8.1. The Proponent shall give all the notices and obtain all the licenses and permits required to perform the work. The Proponent shall comply with all the laws applicable to the work or the performance of the contract.

16.8.2. Any legal dispute arising under this RFP not resolved by the society and Proponents will be resolved according to the laws of the Province of British Columbia.

16.9. Low Ball Submittals

The society reserves the right to have a Proponent provide additional documentation supporting the Proponent's pricing and the Proponent's ability to meet the responsibilities stated in the RFP.

17.0 Confidentiality and Security

The following conditions must be met by the Proponent:

17.1.1. This document, or any portion thereof, may not be used for any other purpose other than the submission of Proposals.

17.1.2. Information pertaining to the society obtained by the Proponent as a result of participation in this project is confidential and must not be disclosed without written authorization from the society.

17.1.3. **Assignment**

Any agreement(s) made as a result of this RFP may not be assigned or transferred by the Proponent without the prior written approval of the society.

Appendix A: Receipt Confirmation Form

RFP Number:	TP221406
RE:	**Request For Proposal** **Property Management System**

Please complete this form and return via fax or e-mail to:

{Contact Name}

Email: {Contact Email}

Fax: **{Contact FAX #}**

Company: ______________________

Address: ______________________

____

City: ______________ **Prov/State:** ______________

Postal Code/ Zip Code: ______________

Contact: ______________ **Title:** ______________

Phone: ______________ **Cell:** ______________

Email: ______________________

We have received a copy of the above noted document.

A. ______ We **<u>will</u>** be submitting a Proposal.

______ We **<u>will not</u>** be submitting a Proposal.

B. I authorize {Society Name} to send further correspondence concerning this RFP by email to the following email address:

Email: ______________________

Signature: ______________________ **Date:** ______________________

Print Name: ______________________ **Title:** ______________________

Failure to return this form by the Receipt Confirmation Date will result in no further communication regarding this RFP, and any Proposal from the Proponent will not be evaluated by {Society Name}.

Appendix B: Detailed Functional Requirements

The society's functional requirements for the property management system have been consolidated into a separate MS Excel document. These detailed requirements have been included to provide the Proponent with further information to assist them with preparing their Proposals.

It is important that the Proponent reads the attached Detailed Functional Requirements from the perspective that these reflect how the society's staff would like to interact with the new system in the future. Please refer to the Table Key for details. If the Proponent feels that that there is a better way to achieve the same business objective or can identify industry/best practice for the chosen technology please indicate this in your Proposal.

The society has prioritized each requirement, but may deviate somewhat from these priorities upon review of the Proponent's description of an alternative way that the business objective behind the requirement can be achieved.

The requirements are prioritized assuming that the property management system has full functionality for accounting, payroll, human resources and donor management. It is the society's preference to have a fully integrated property management system (see 1.5 Project Scope). However, if the system does not have full accounting and payroll functionality, then the requirement to interface to the existing accounting system will need to be met.

Appendix C: Evaluation Criteria Model

The table below indicates the areas of Proponent's submissions that will be evaluated by the society.

MANDATORY CRITERIA	Yes	No
Completed and returned Receipt Confirmation Form on or before the Receipt Confirmation Date.		
Delivered 3 copies of the submission on time and signed by authorized person(s). NOTE: Late submissions **may** be reviewed, at the sole discretion of the society.		
Submission is written in English and not sent by facsimile or e-mail.		
Submission includes a CD/DVD with a full copy of the Proposal in Adobe PDF format with Detailed Functional Requirements table(s) and Costing Worksheet in MS Excel format.		
Submission includes pricing for all requested components.		
Solution is implemented by a technology provider with significant presence in British Columbia.		
If the solution is hosted by Proponent, data resides in Canada.		

Failure to achieve a "Yes" rating for all the mandatory criteria above may disqualify the Proponent's submission from further review

SOLUTION (First Priority)
1. Match to solution requirements.
2. Proposed Implementation strategy.
3. Proposed Training strategy.
4. Proposed Maintenance strategy.
5. Proponent's ability to meet SLA requirements.
6. Ease of use of the proposed solution.
TECHNOLOGY (Second priority)
1. Technical architecture.
2. Fit with existing environment.
3. Ease of integration with existing systems.

PRICING (Third Priority)
1. Fixed cost for discovery phase (Phase 2).
2. Estimated implementation costs (Phase 3) and price protection offered.
3. Implementation sustainment.
4. Annual solution maintenance & support.
5. Additional hardware & software components.
6. Reporting & management tools.
7. Other required components.
8. Other pricing factors.
SUBMISSION QUALITY (Fourth Priority)
1. Submission meets requested format and content requirements.
OTHER (Fifth Priority)
1. Solution presentation.
2. Customer references.
3. Risks & assumptions.
4. Financial viability of the proponent.

Appendix D: User Count

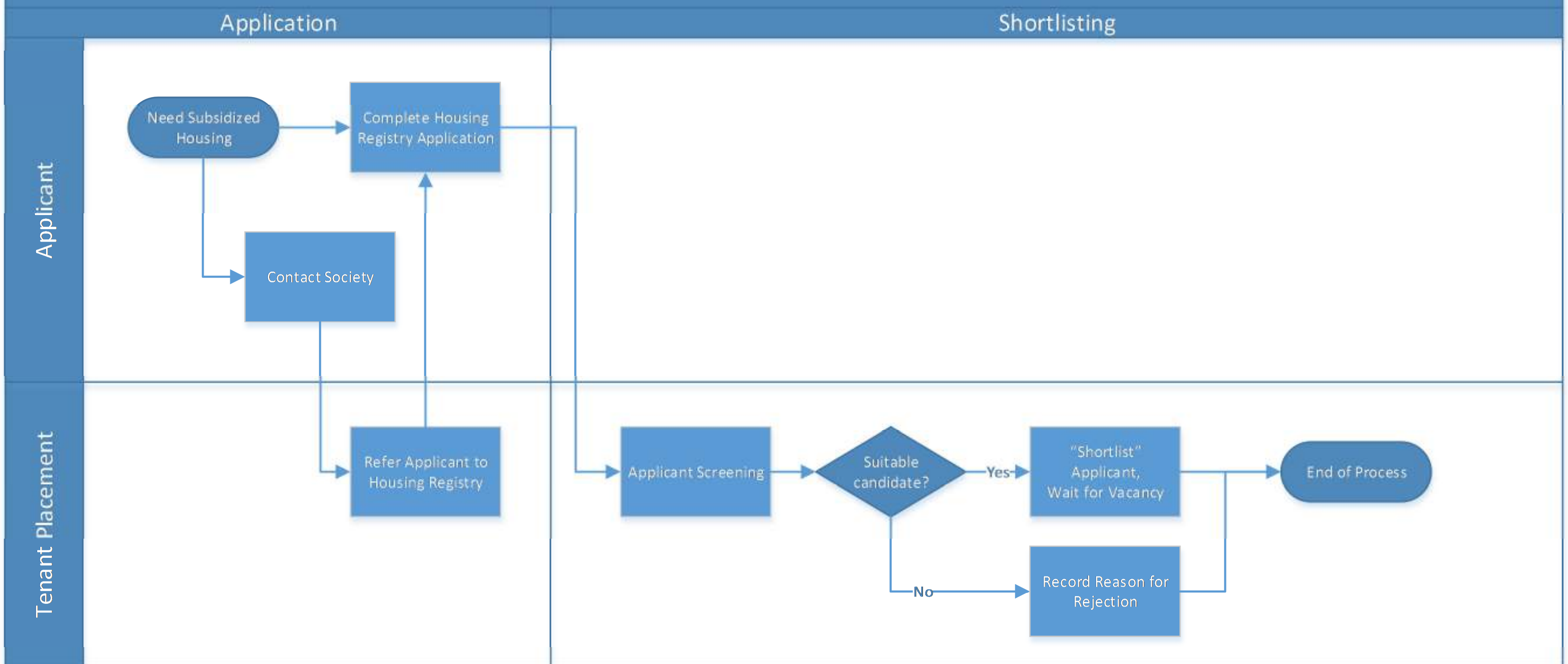
{Society Name}

Department	# of Users (based on current staffing level)	# of Users Projected (in next 5 years)
Administration		
Operations		
Finance		
Total		

Appendix E: Business Process Flow Diagrams

Please note: The process numbers in the following diagrams are cross-referenced to the detailed functional requirements from Appendix B.

1.01.01 Manage Applications / Wait Lists (Independent Housing, Subsidized)



Notes

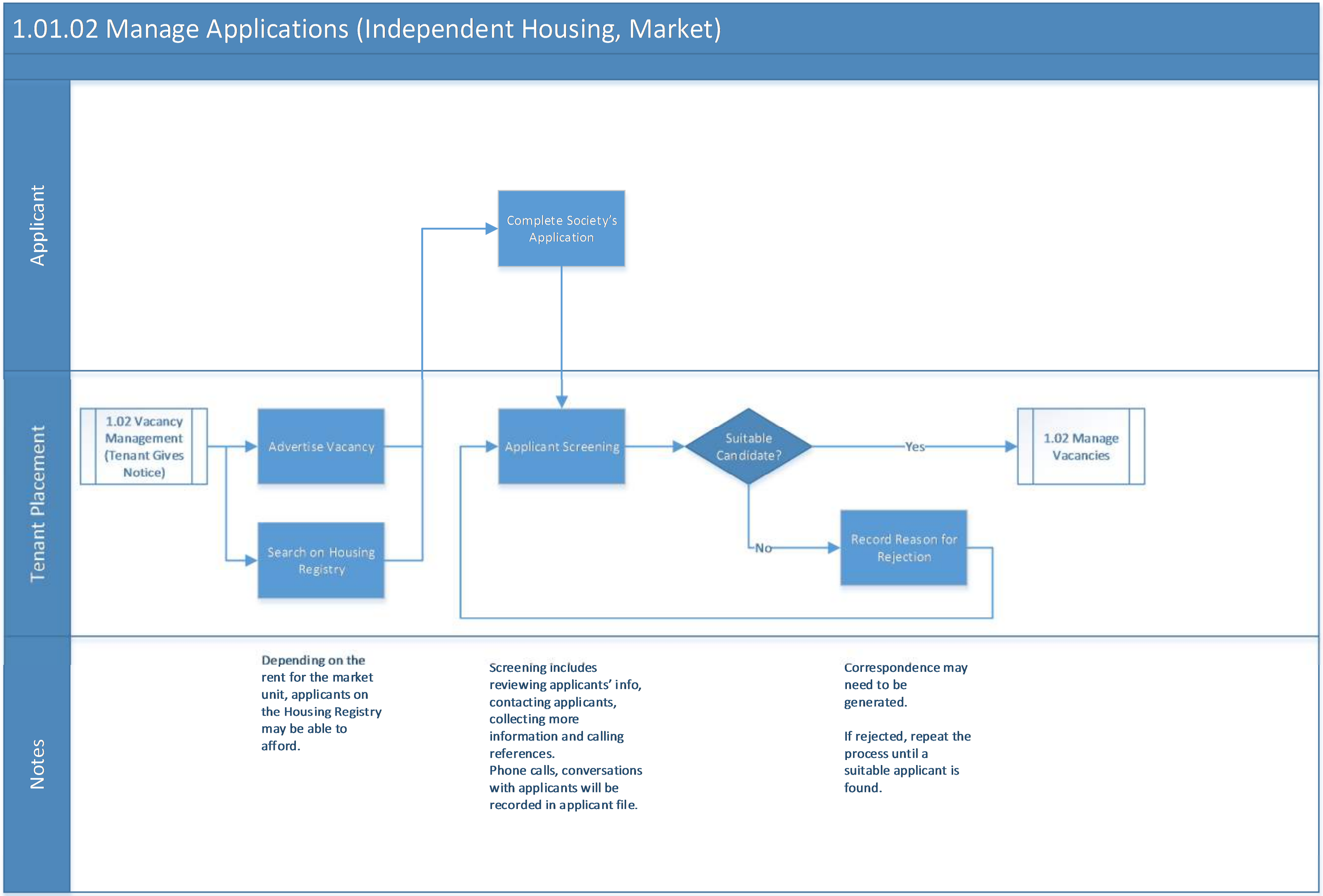
Application:

Rely on Housing Registry to perform eligibility review (e.g. sponsorship, correct documentation received, income). When applications are in "Live" status, then these applications will be available for tenant selection.

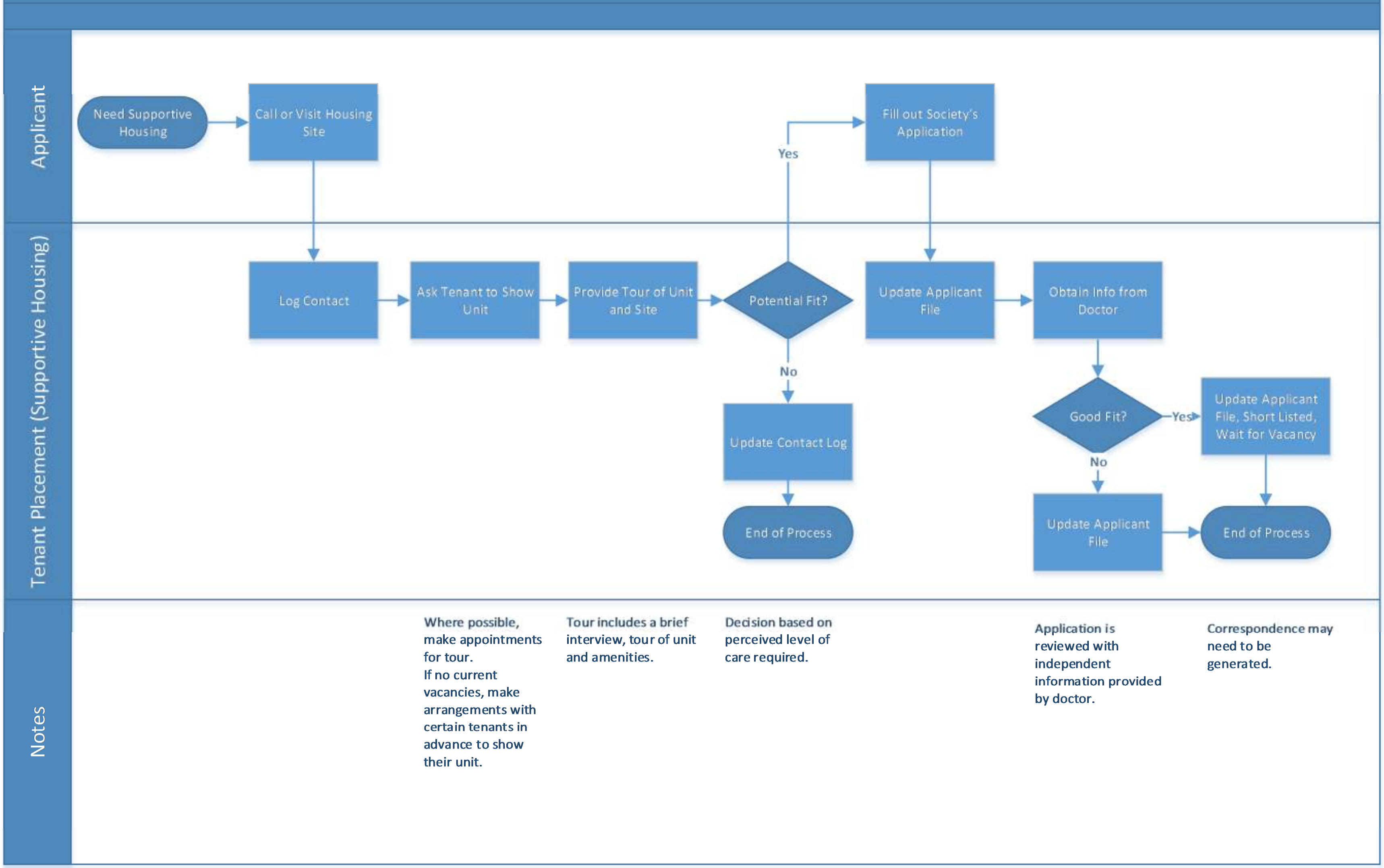
Also rely on the Housing Registry to ensure that contact info and housing need are updated periodically.

Shortlisting:

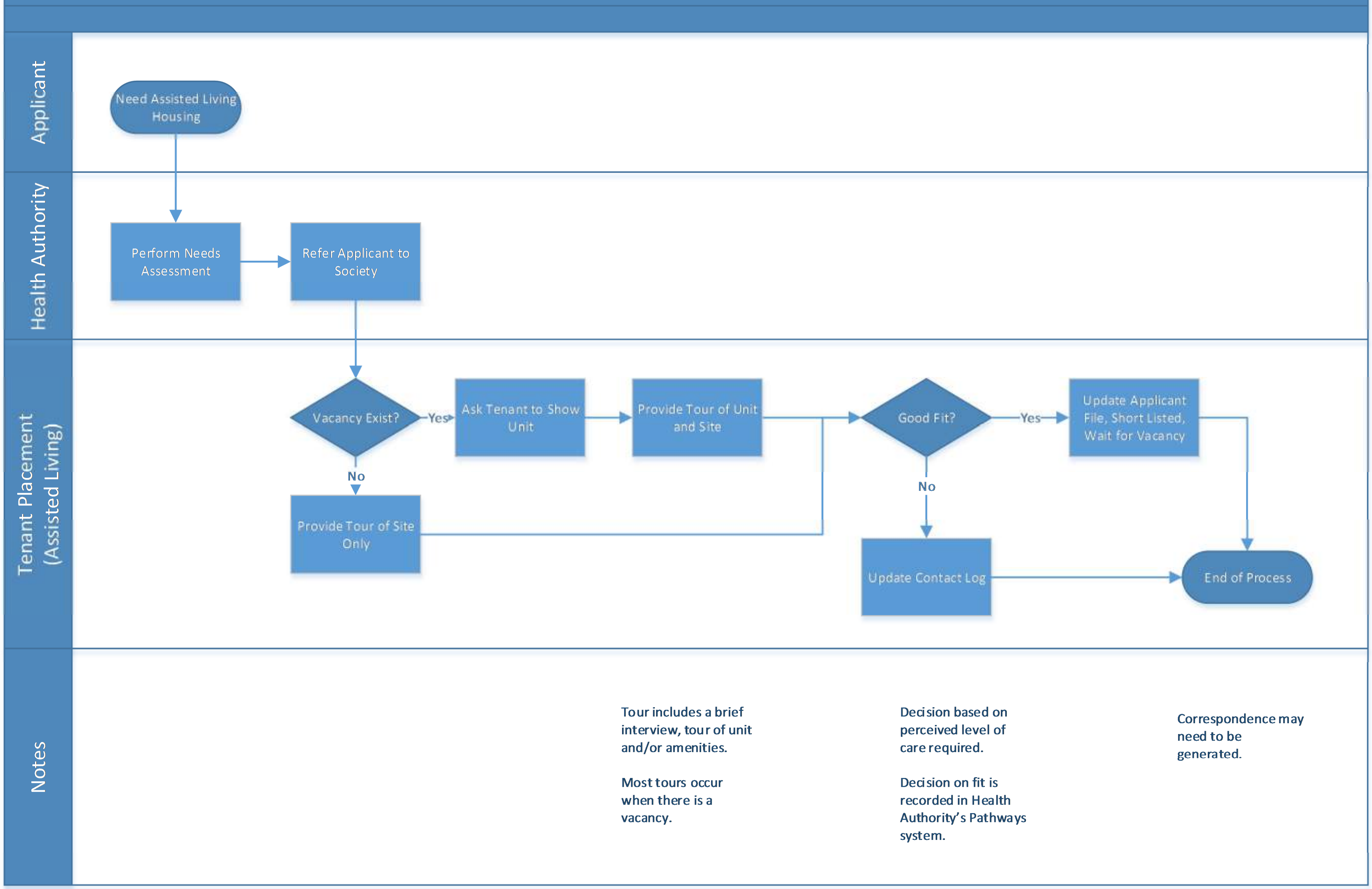
Priority will be to screen applicants for buildings with higher unit turnover. Screening includes running Applicant Match on the Housing Registry, reviewing applicants' info, contacting applicants, collecting more information and calling references.
Phone calls, conversations with applicants will be recorded in applicant file.


1.01.02 Manage Applications (Independent Housing, Market)
Applicant
Tenant Placement
Notes
Complete Society's Application
1.02 Vacancy Management (Tenant Gives Notice)
Advertise Vacancy
Search on Housing Registry
Applicant Screening
Suitable Candidate?
Yes
No
1.02 Manage Vacancies
Record Reason for Rejection
Depending on the rent for the market unit, applicants on the Housing Registry may be able to afford.
Screening includes reviewing applicants' info, contacting applicants, collecting more information and calling references.
Phone calls, conversations with applicants will be recorded in applicant file.
Correspondence may need to be generated.
If rejected, repeat the process until a suitable applicant is found.

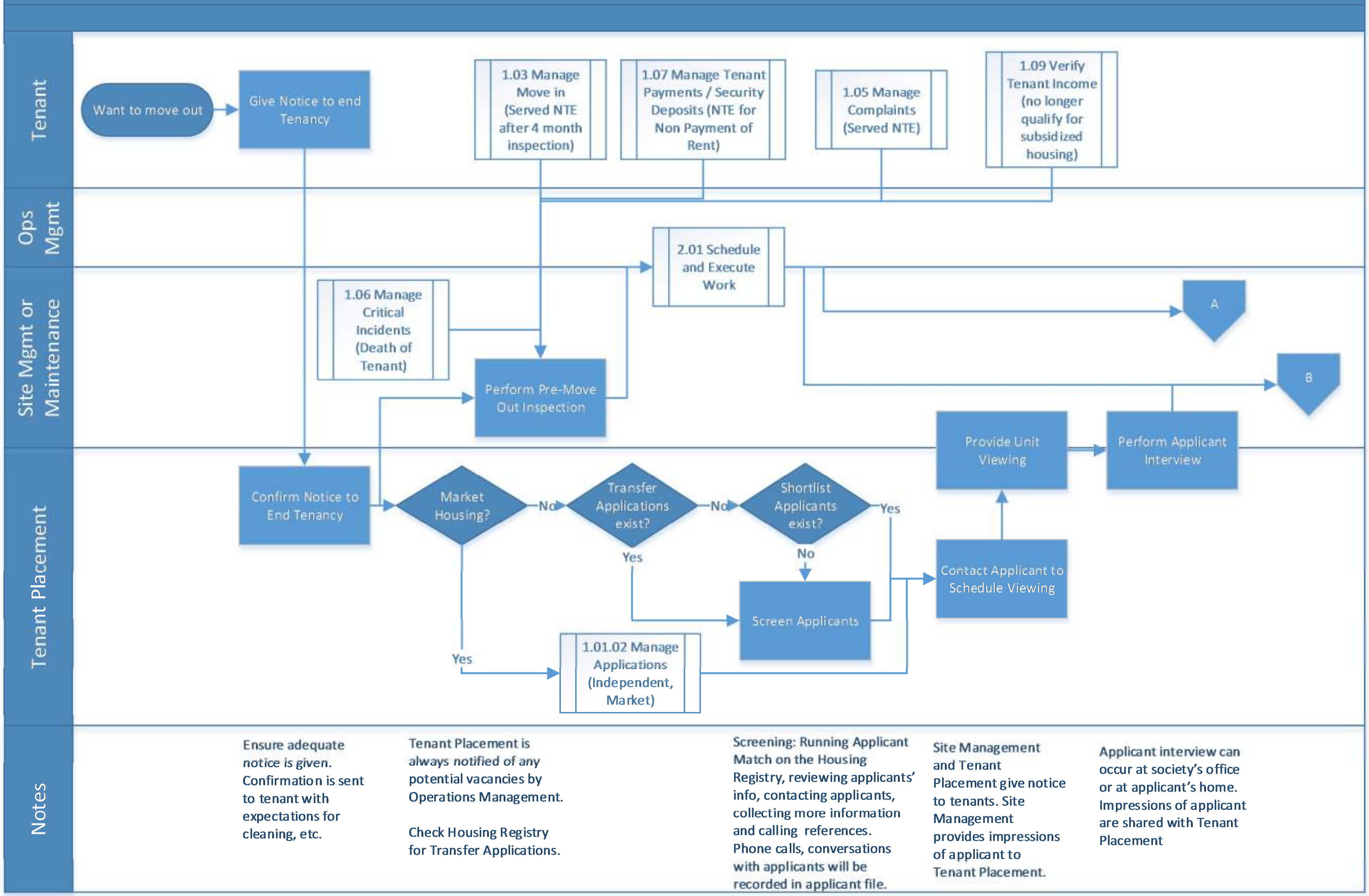
1.01.03 Manage Applications / Wait Lists (Supportive Housing)



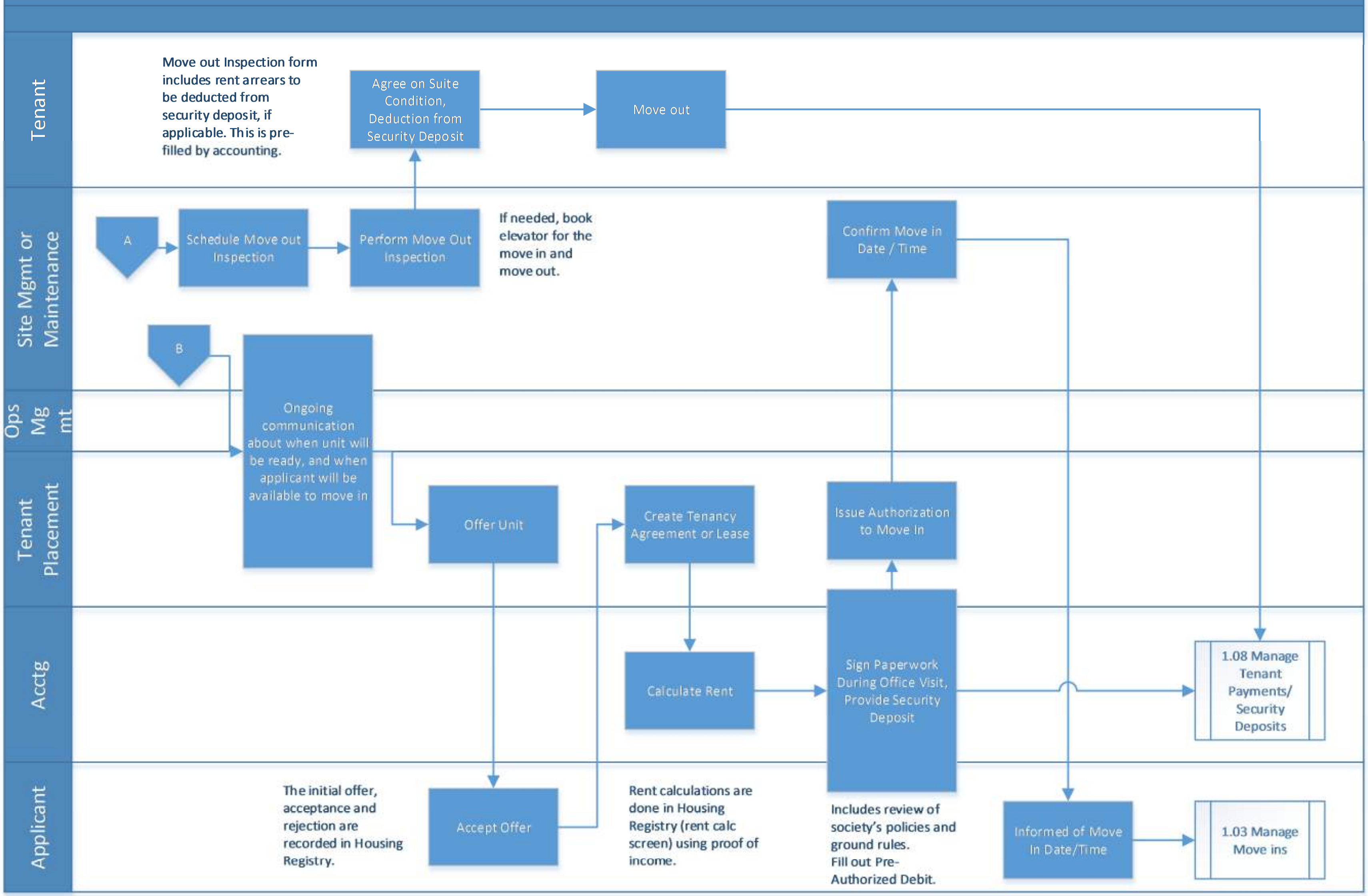
1.01.04 Manage Applications / Wait Lists (Assisted Living)

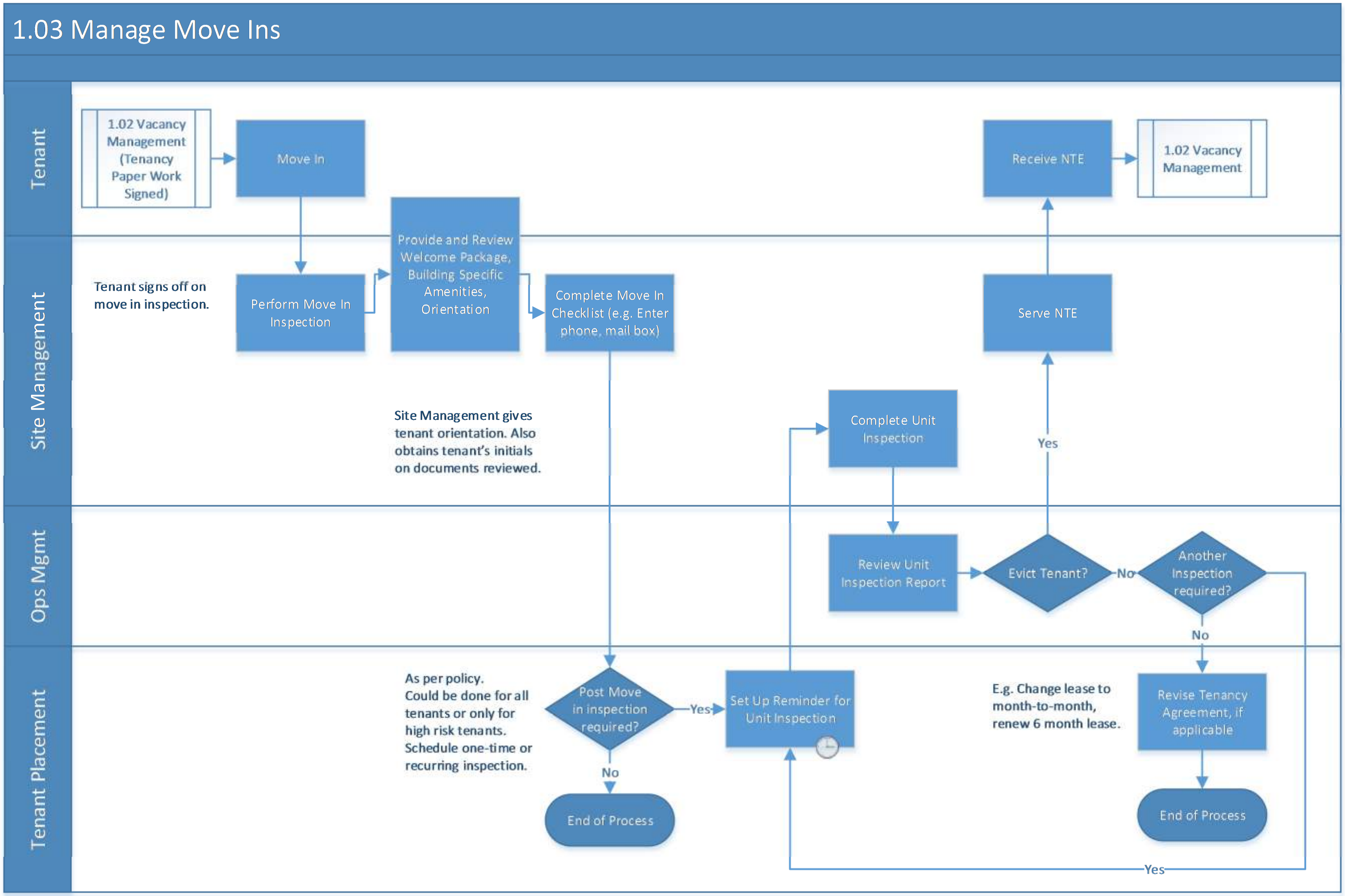


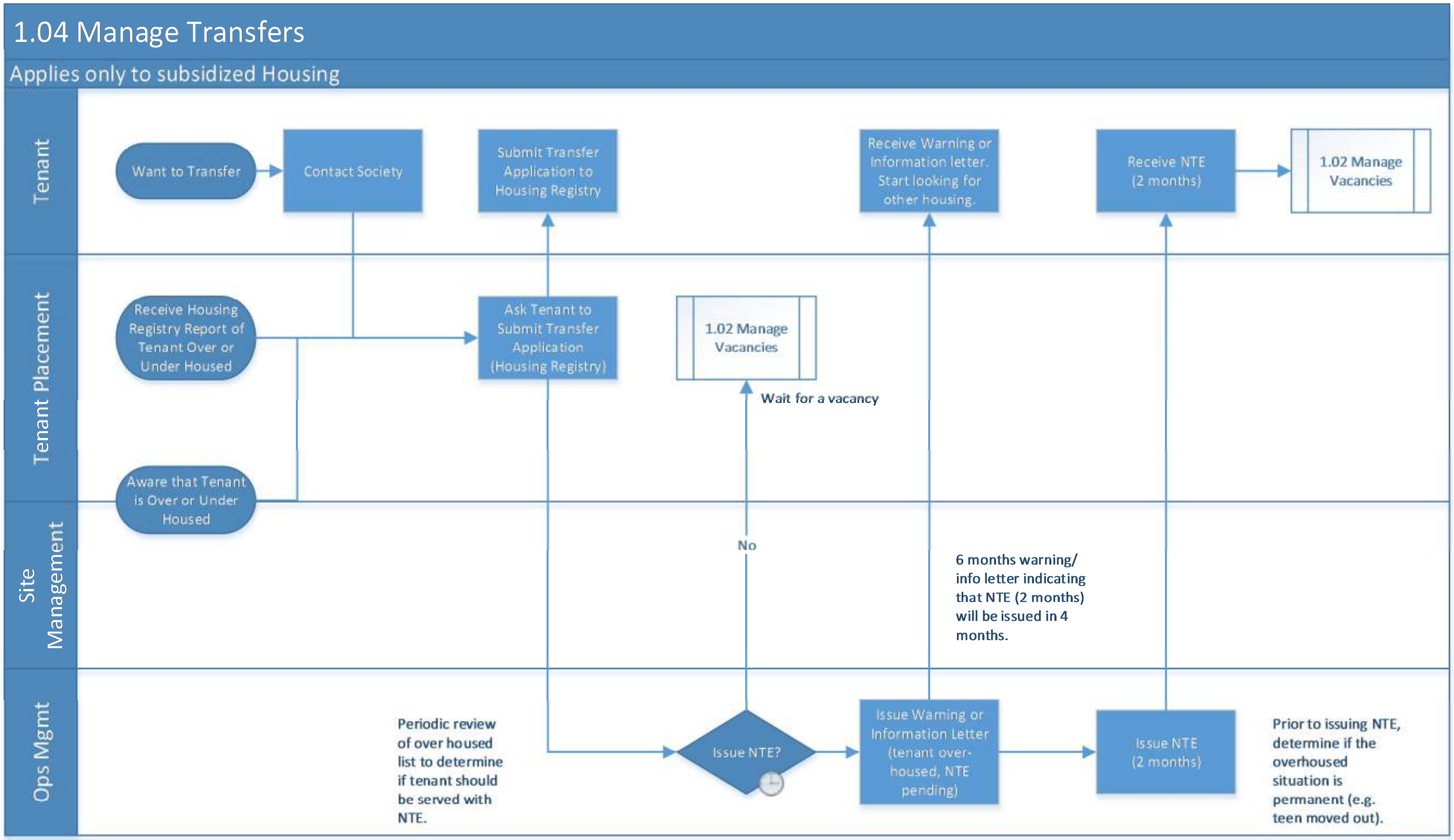
1.02 Manage Vacancies (Part 1)

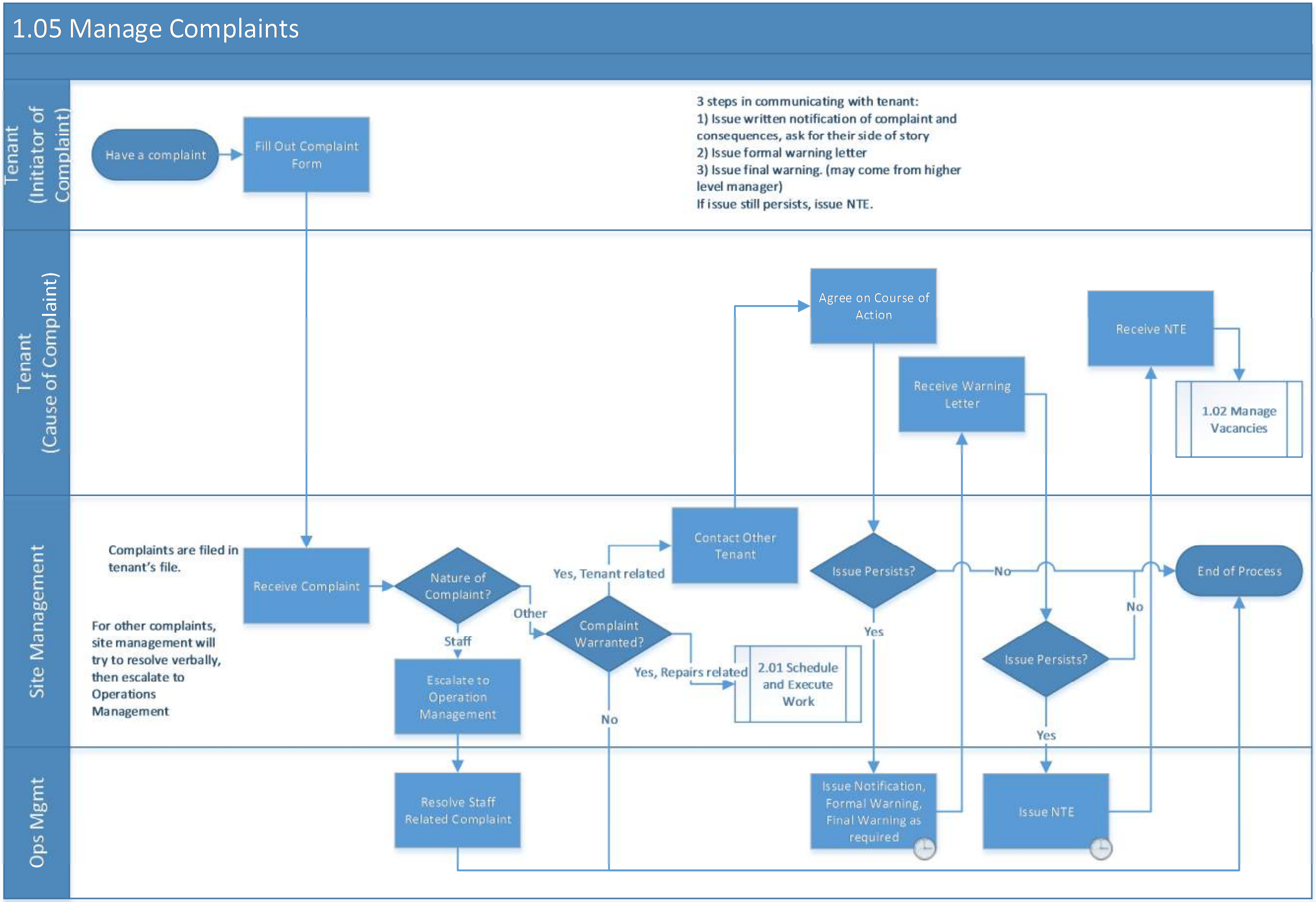


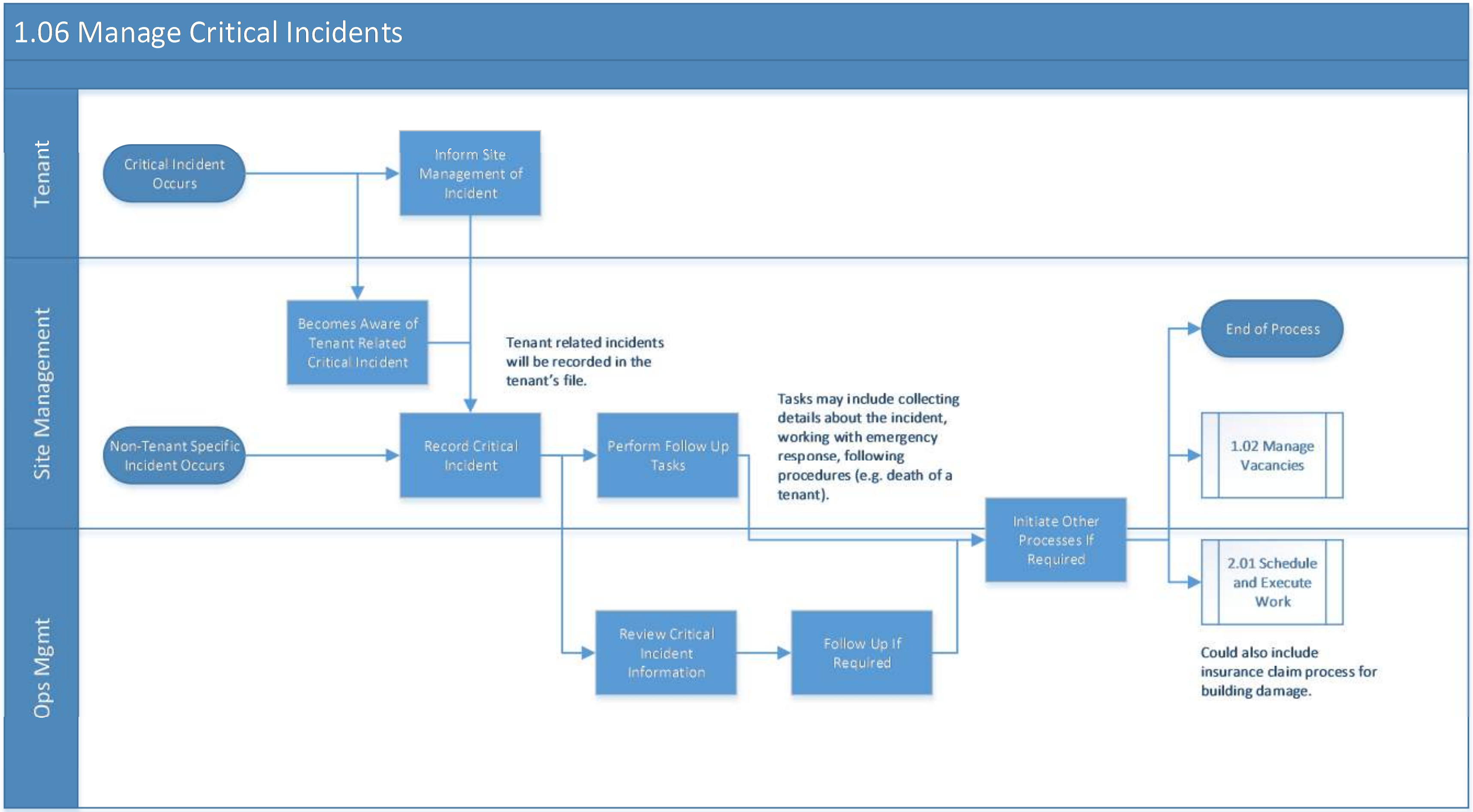
1.02 Manage Vacancies (Part 2)

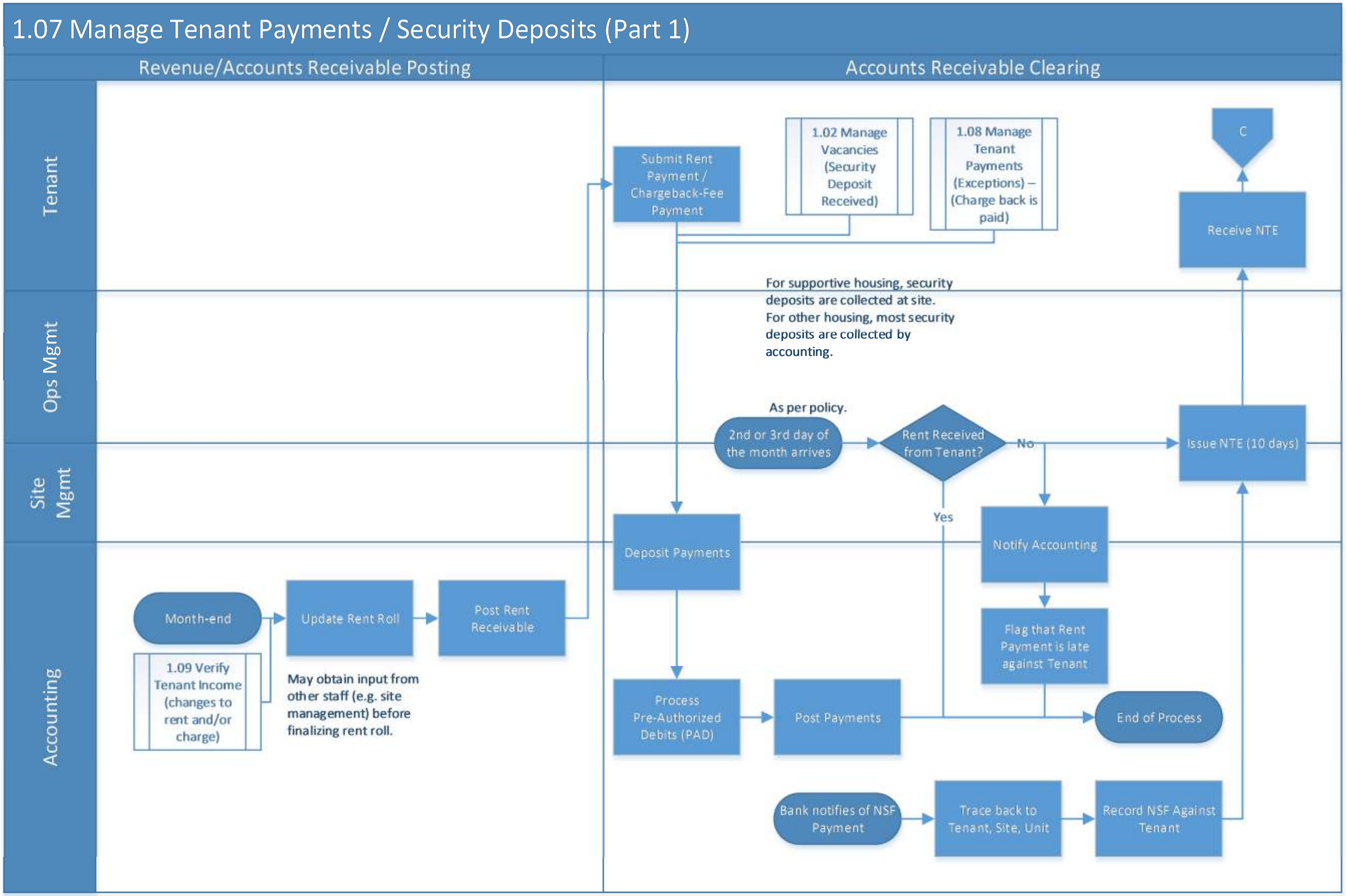


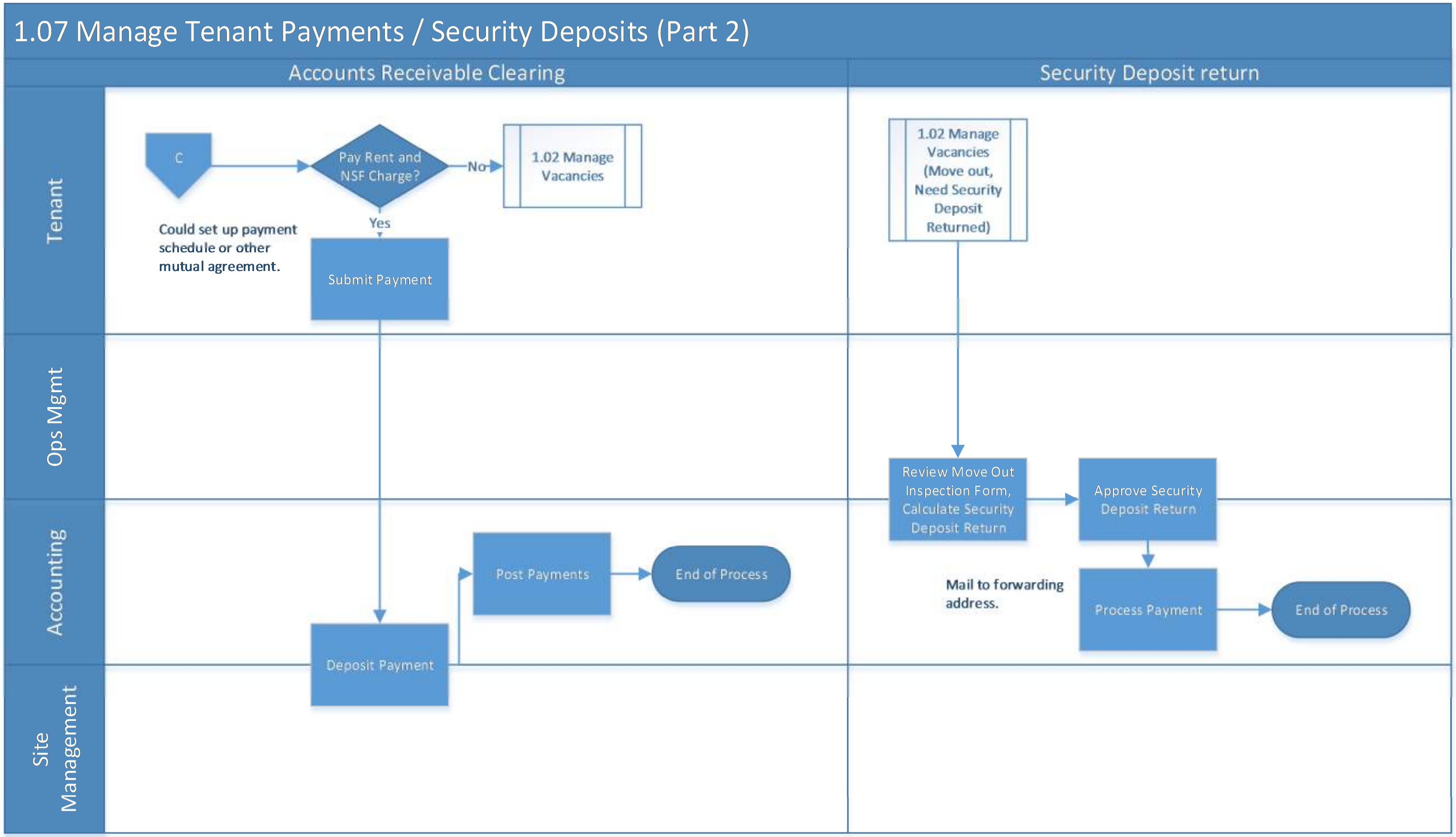

1.03 Manage Move Ins
Tenant
Site Management
Ops Mgmt
Tenant Placement
1.02 Vacancy Management (Tenancy Paper Work Signed)
Move In
Perform Move In Inspection
Tenant signs off on move in inspection.
Provide and Review Welcome Package, Building Specific Amenities, Orientation
Complete Move In Checklist (e.g. Enter phone, mail box)
Site Management gives tenant orientation. Also obtains tenant's initials on documents reviewed.
Post Move in inspection required?
Yes
No
End of Process
As per policy. Could be done for all tenants or only for high risk tenants. Schedule one-time or recurring inspection.
Set Up Reminder for Unit Inspection
Complete Unit Inspection
Review Unit Inspection Report
Evict Tenant?
Yes
No
Serve NTE
Receive NTE
1.02 Vacancy Management
Another Inspection required?
No
Yes
Revise Tenancy Agreement, if applicable
E.g. Change lease to month-to-month, renew 6 month lease.
End of Process

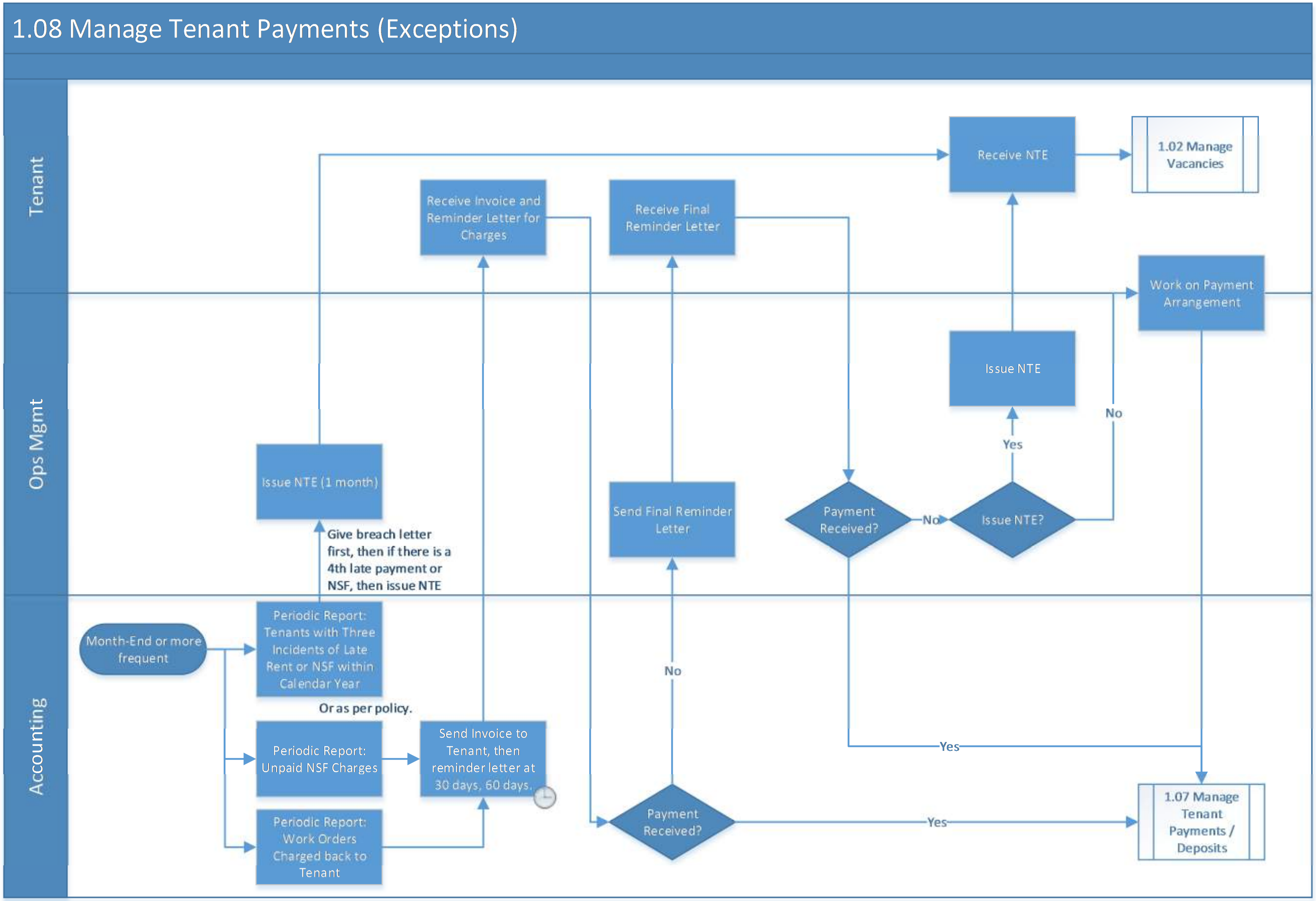

1.04 Manage Transfers
Applies only to subsidized Housing
Tenant
Tenant Placement
Site Management
Ops Mgmt
Want to Transfer
Contact Society
Submit Transfer Application to Housing Registry
Receive Warning or Information letter. Start looking for other housing.
Receive NTE (2 months)
1.02 Manage Vacancies
Receive Housing Registry Report of Tenant Over or Under Housed
Ask Tenant to Submit Transfer Application (Housing Registry)
1.02 Manage Vacancies
Wait for a vacancy
Aware that Tenant is Over or Under Housed
No
6 months warning/ info letter indicating that NTE (2 months) will be issued in 4 months.
Periodic review of over housed list to determine if tenant should be served with NTE.
Issue NTE?
Issue Warning or Information Letter (tenant over-housed, NTE pending)
Issue NTE (2 months)
Prior to issuing NTE, determine if the overhoused situation is permanent (e.g. teen moved out).


1.05 Manage Complaints
Tenant (Initiator of Complaint)
Have a complaint
Fill Out Complaint Form
3 steps in communicating with tenant:
1) Issue written notification of complaint and consequences, ask for their side of story
2) Issue formal warning letter
3) Issue final warning. (may come from higher level manager)
If issue still persists, issue NTE.
Tenant (Cause of Complaint)
Agree on Course of Action
Receive Warning Letter
Receive NTE
1.02 Manage Vacancies
Site Management
Complaints are filed in tenant's file.
For other complaints, site management will try to resolve verbally, then escalate to Operations Management
Receive Complaint
Nature of Complaint?
Staff
Other
Escalate to Operation Management
Complaint Warranted?
Yes, Tenant related
Yes, Repairs related
No
Contact Other Tenant
2.01 Schedule and Execute Work
Issue Persists?
Yes
No
Issue Persists?
Yes
No
End of Process
Ops Mgmt
Resolve Staff Related Complaint
Issue Notification, Formal Warning, Final Warning as required
Issue NTE


1.06 Manage Critical Incidents
Tenant
Site Management
Ops Mgmt
Critical Incident Occurs
Inform Site Management of Incident
Becomes Aware of Tenant Related Critical Incident
Tenant related incidents will be recorded in the tenant's file.
Non-Tenant Specific Incident Occurs
Record Critical Incident
Perform Follow Up Tasks
Tasks may include collecting details about the incident, working with emergency response, following procedures (e.g. death of a tenant).
Initiate Other Processes If Required
End of Process
1.02 Manage Vacancies
2.01 Schedule and Execute Work
Could also include insurance claim process for building damage.
Review Critical Incident Information
Follow Up If Required

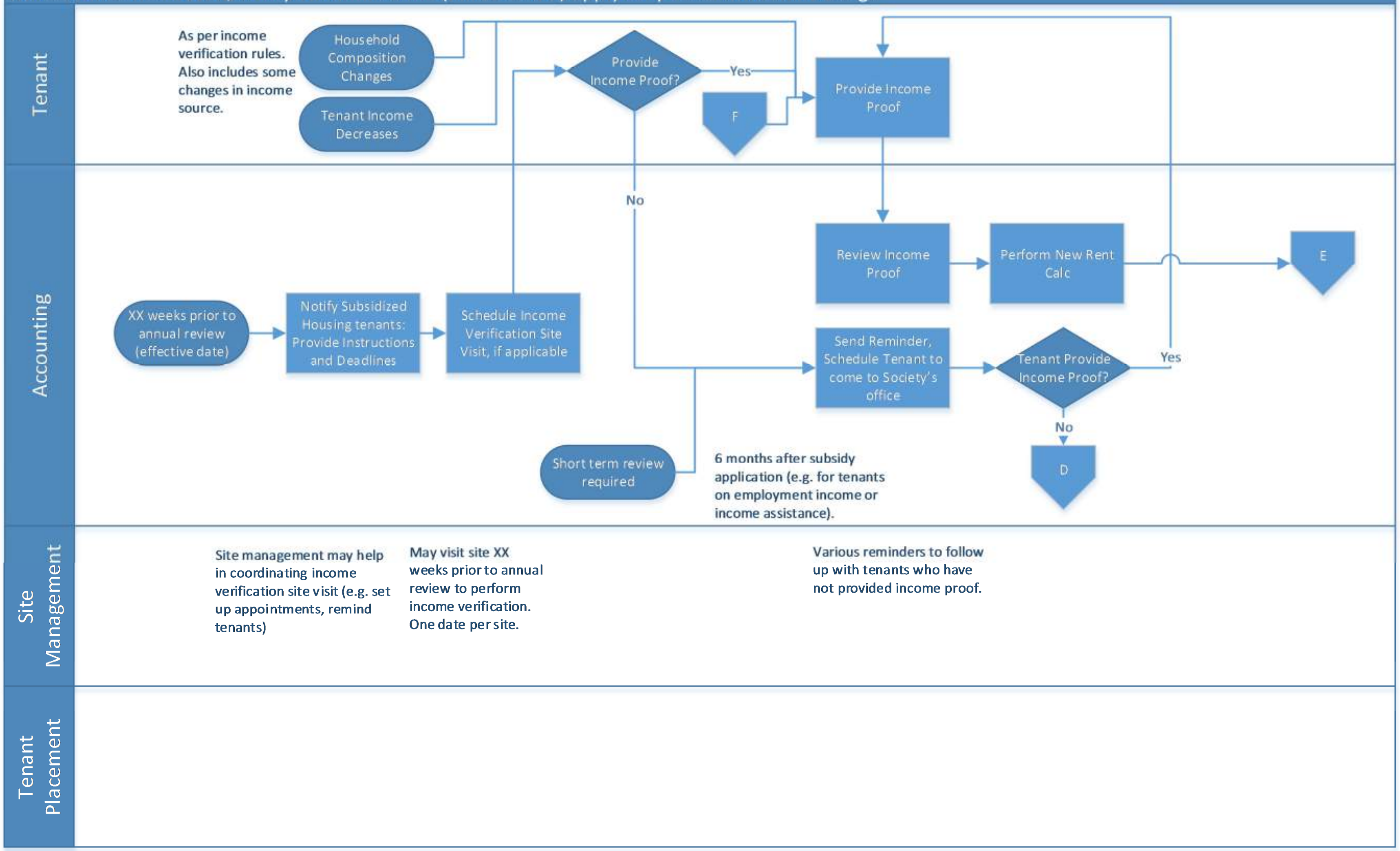

1.07 Manage Tenant Payments / Security Deposits (Part 1)
Revenue/Accounts Receivable Posting
Accounts Receivable Clearing
Tenant
Ops Mgmt
Site Mgmt
Accounting
Submit Rent Payment / Chargeback-Fee Payment
1.02 Manage Vacancies (Security Deposit Received)
1.08 Manage Tenant Payments (Exceptions) – (Charge back is paid)
C
Receive NTE
For supportive housing, security deposits are collected at site.
For other housing, most security deposits are collected by accounting.
As per policy.
2nd or 3rd day of the month arrives
Rent Received from Tenant?
No
Yes
Issue NTE (10 days)
Notify Accounting
Deposit Payments
Month-end
Update Rent Roll
Post Rent Receivable
1.09 Verify Tenant Income (changes to rent and/or charge)
May obtain input from other staff (e.g. site management) before finalizing rent roll.
Flag that Rent Payment is late against Tenant
Process Pre-Authorized Debits (PAD)
Post Payments
End of Process
Bank notifies of NSF Payment
Trace back to Tenant, Site, Unit
Record NSF Against Tenant

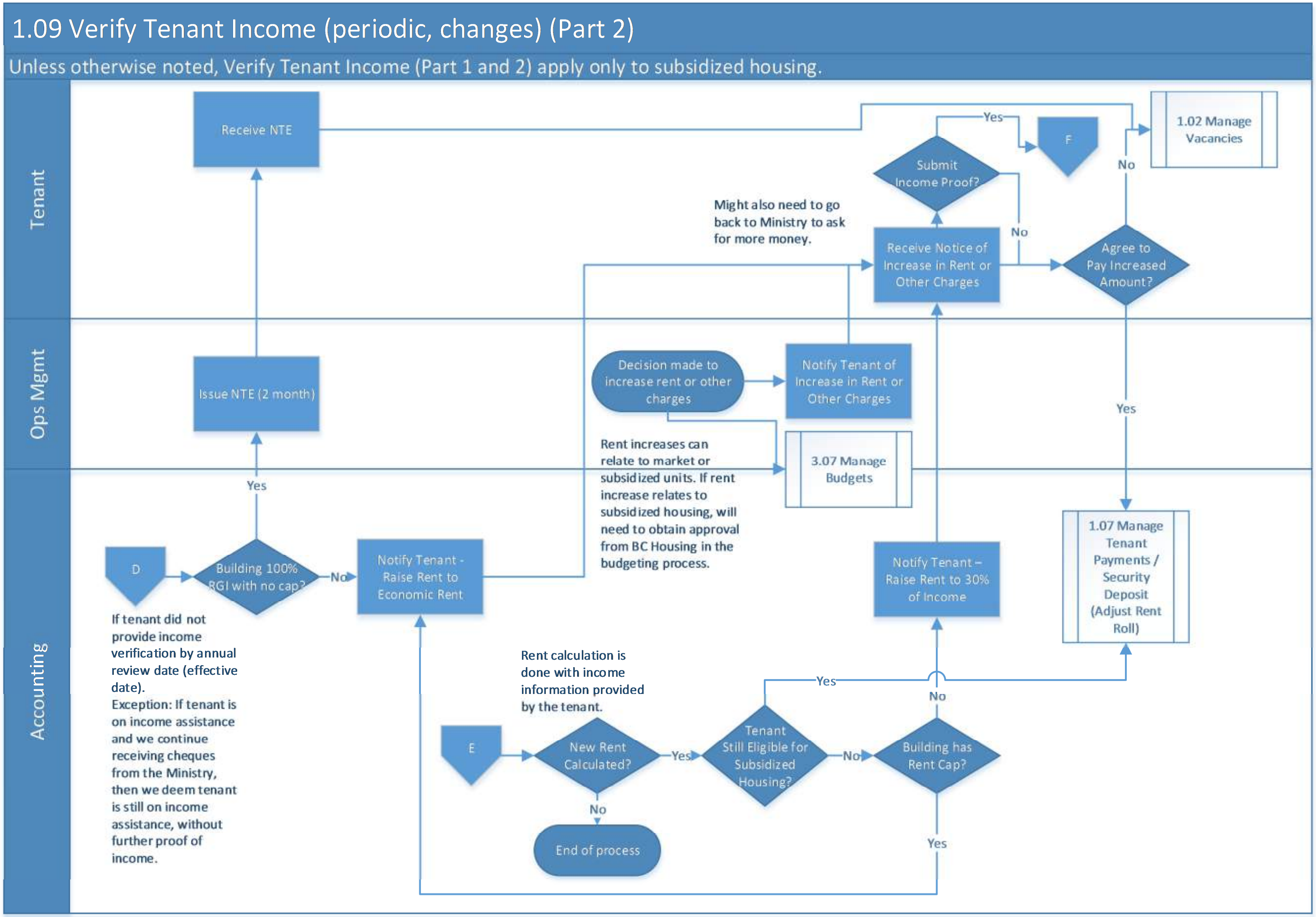

1.07 Manage Tenant Payments / Security Deposits (Part 2)
Accounts Receivable Clearing
Security Deposit return
Tenant
Ops Mgmt
Accounting
Site Management
C
Pay Rent and NSF Charge?
No
1.02 Manage Vacancies
Yes
Could set up payment schedule or other mutual agreement.
Submit Payment
Deposit Payment
Post Payments
End of Process
1.02 Manage Vacancies (Move out, Need Security Deposit Returned)
Review Move Out Inspection Form, Calculate Security Deposit Return
Approve Security Deposit Return
Mail to forwarding address.
Process Payment
End of Process

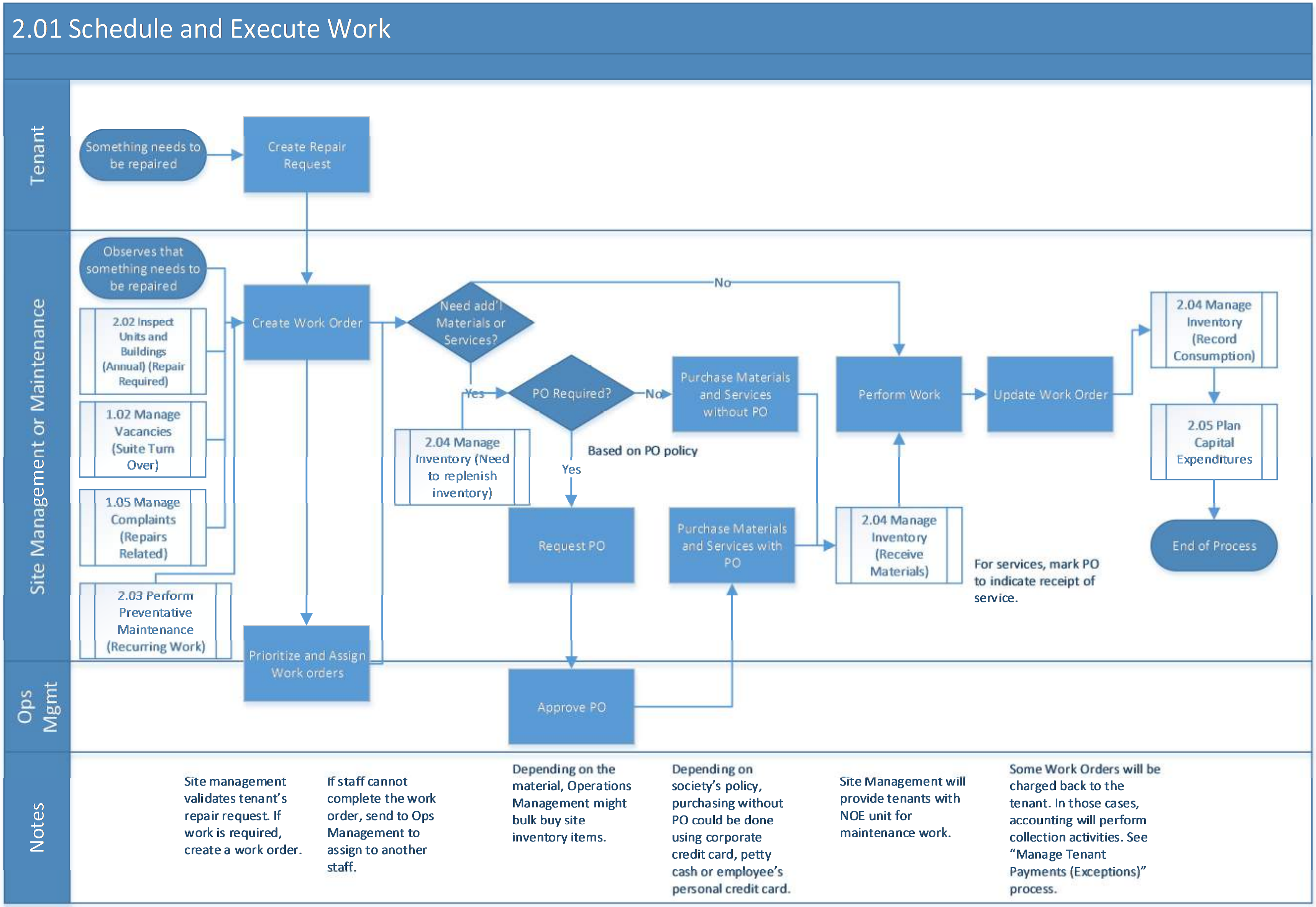

1.08 Manage Tenant Payments (Exceptions)
Tenant
Ops Mgmt
Accounting
Receive NTE
1.02 Manage Vacancies
Receive Invoice and Reminder Letter for Charges
Receive Final Reminder Letter
Work on Payment Arrangement
Issue NTE
No
Yes
Issue NTE (1 month)
Send Final Reminder Letter
Payment Received?
No
Issue NTE?
Give breach letter first, then if there is a 4th late payment or NSF, then issue NTE
Month-End or more frequent
Periodic Report: Tenants with Three Incidents of Late Rent or NSF within Calendar Year
Or as per policy.
No
Yes
Periodic Report: Unpaid NSF Charges
Send Invoice to Tenant, then reminder letter at 30 days, 60 days.
Periodic Report: Work Orders Charged back to Tenant
Payment Received?
Yes
1.07 Manage Tenant Payments / Deposits

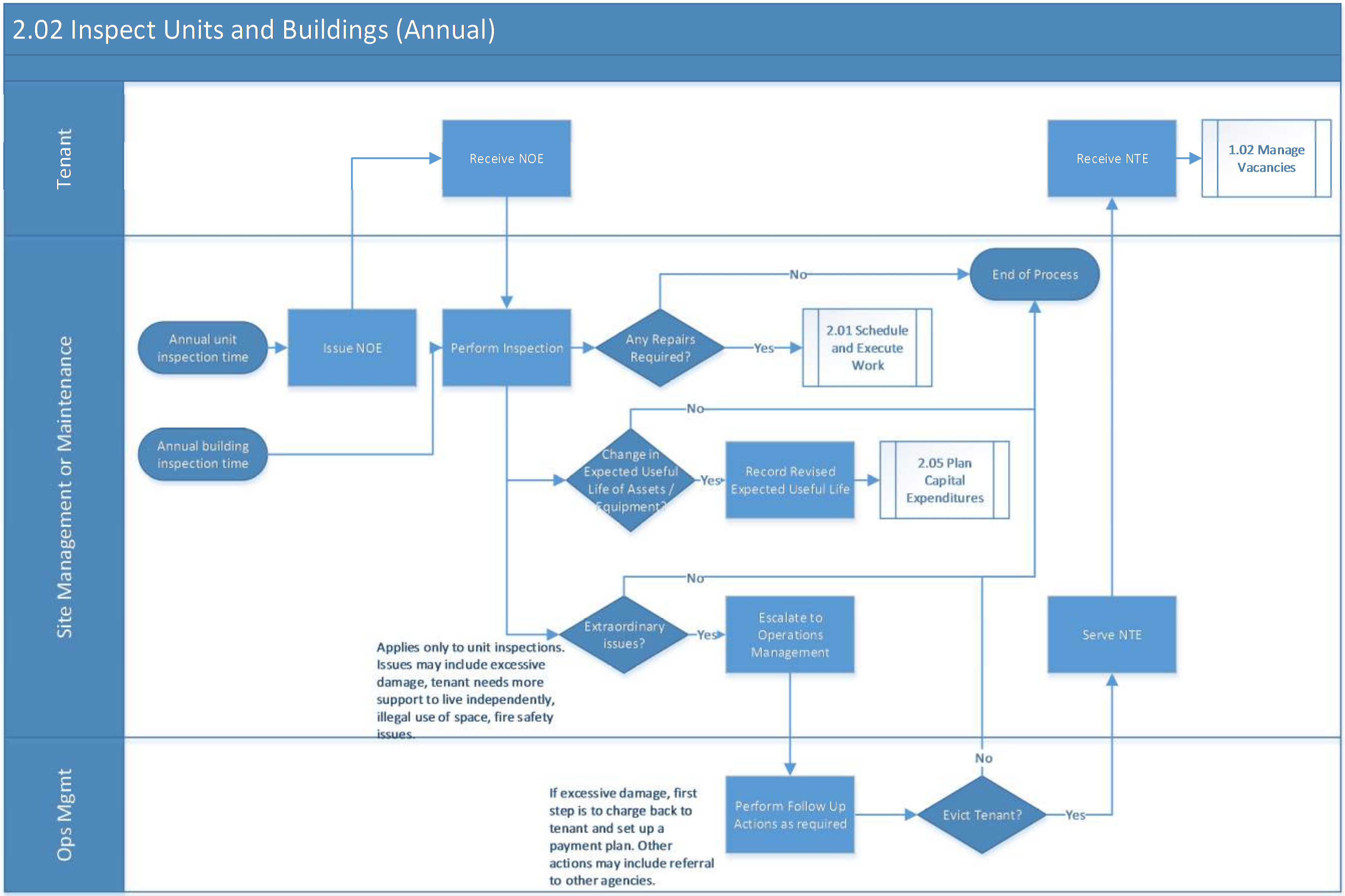
1.09 Verify Tenant Income (periodic, changes) (Part 1)

Unless otherwise noted, Verify Tenant Income (Part 1 and 2) apply only to subsidized housing.

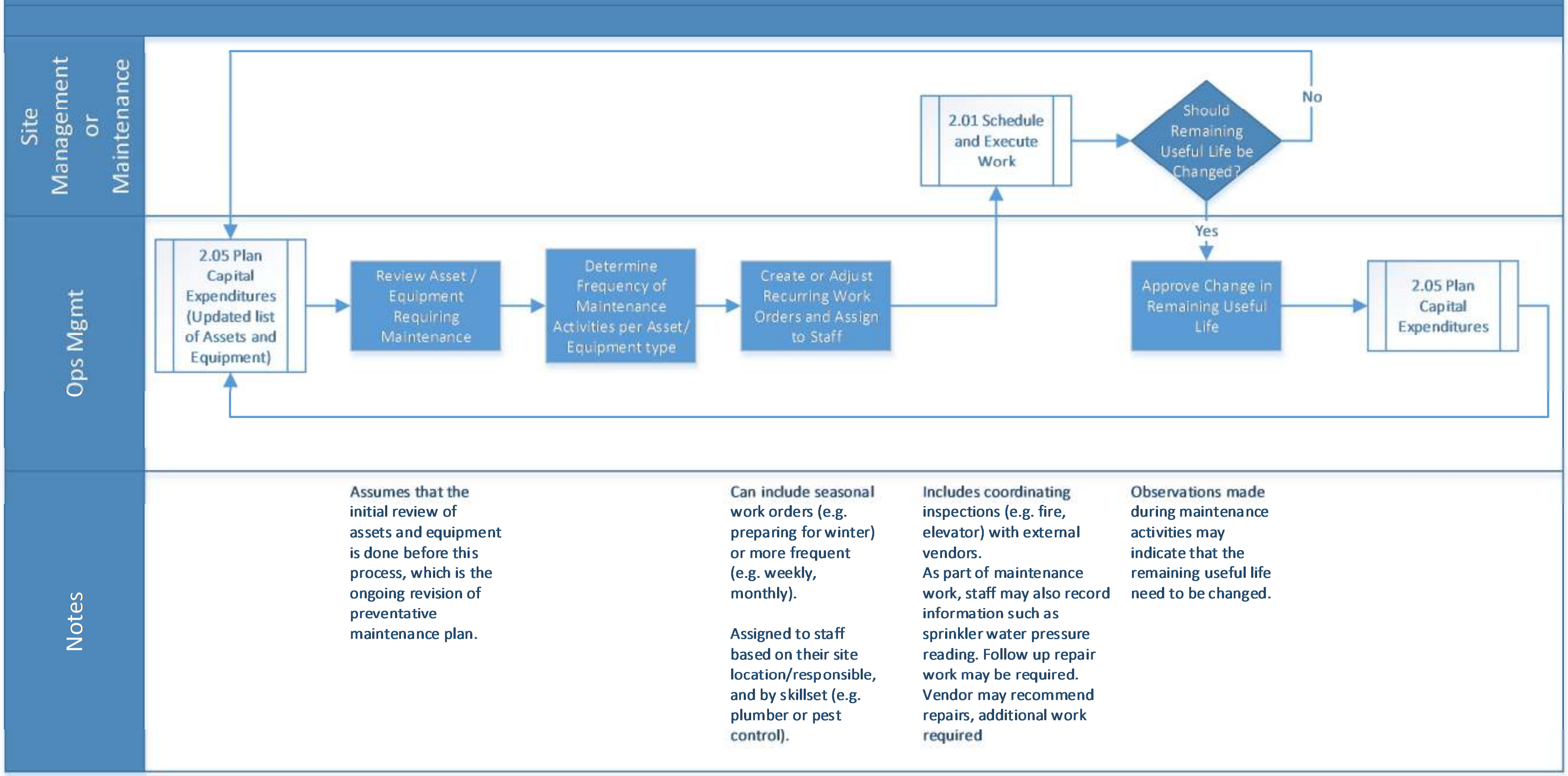


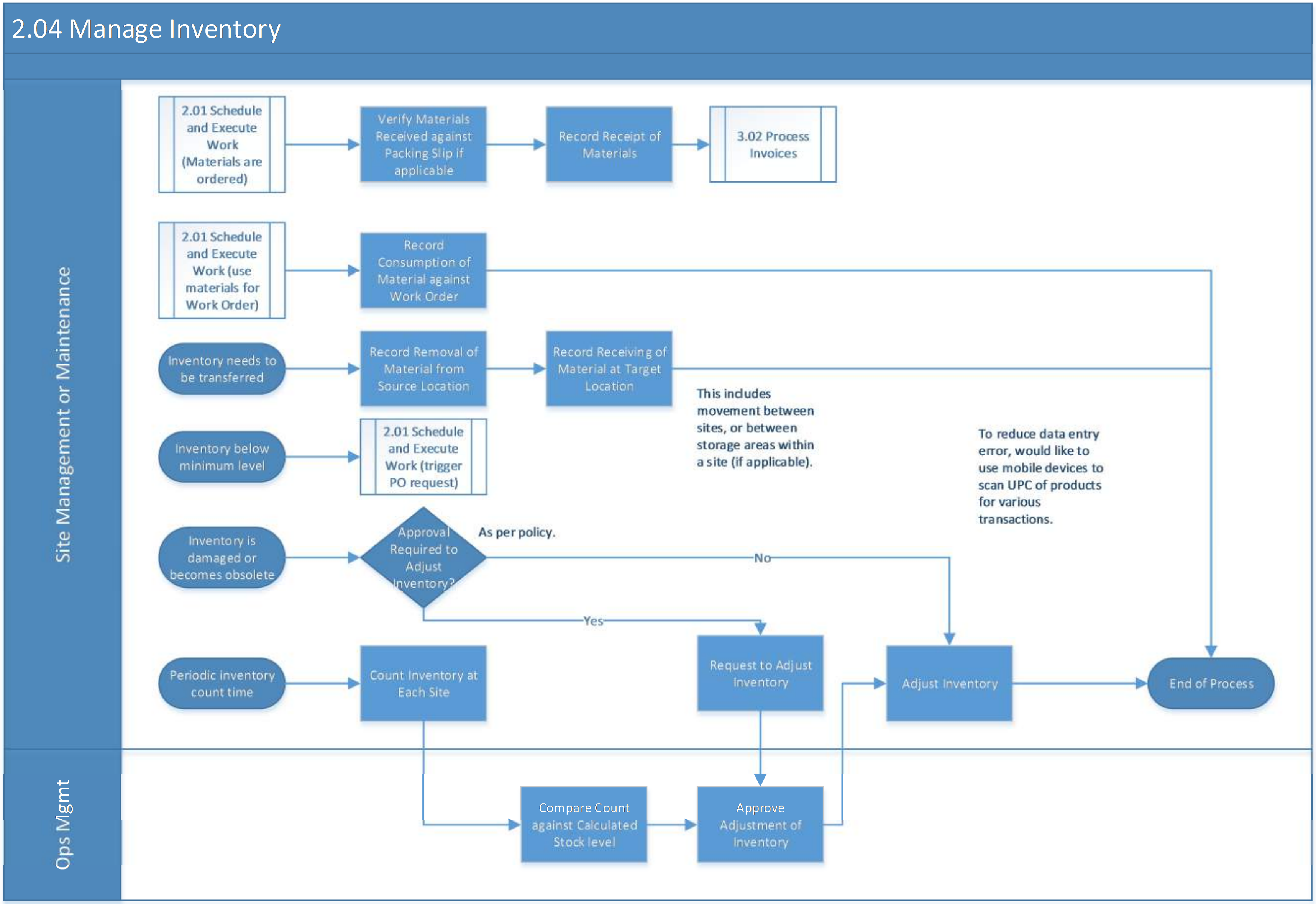

1.09 Verify Tenant Income (periodic, changes) (Part 2)
Unless otherwise noted, Verify Tenant Income (Part 1 and 2) apply only to subsidized housing.
Tenant
Ops Mgmt
Accounting
Receive NTE
Issue NTE (2 month)
Yes
D
Building 100% RGI with no cap?
No
Notify Tenant - Raise Rent to Economic Rent
If tenant did not provide income verification by annual review date (effective date).
Exception: If tenant is on income assistance and we continue receiving cheques from the Ministry, then we deem tenant is still on income assistance, without further proof of income.
Decision made to increase rent or other charges
Notify Tenant of Increase in Rent or Other Charges
3.07 Manage Budgets
Rent increases can relate to market or subsidized units. If rent increase relates to subsidized housing, will need to obtain approval from BC Housing in the budgeting process.
Might also need to go back to Ministry to ask for more money.
Receive Notice of Increase in Rent or Other Charges
Submit Income Proof?
Yes
No
F
Agree to Pay Increased Amount?
No
Yes
1.02 Manage Vacancies
1.07 Manage Tenant Payments / Security Deposit (Adjust Rent Roll)
Notify Tenant – Raise Rent to 30% of Income
Rent calculation is done with income information provided by the tenant.
E
New Rent Calculated?
Yes
No
End of process
Tenant Still Eligible for Subsidized Housing?
Yes
No
Building has Rent Cap?
No
Yes


2.01 Schedule and Execute Work
Tenant
Site Management or Maintenance
Ops Mgmt
Notes
Something needs to be repaired
Create Repair Request
Observes that something needs to be repaired
2.02 Inspect Units and Buildings (Annual) (Repair Required)
1.02 Manage Vacancies (Suite Turn Over)
1.05 Manage Complaints (Repairs Related)
2.03 Perform Preventative Maintenance (Recurring Work)
Create Work Order
Prioritize and Assign Work orders
Need add'l Materials or Services?
No
Yes
2.04 Manage Inventory (Need to replenish inventory)
PO Required?
No
Yes
Based on PO policy
Purchase Materials and Services without PO
Request PO
Approve PO
Purchase Materials and Services with PO
2.04 Manage Inventory (Receive Materials)
For services, mark PO to indicate receipt of service.
Perform Work
Update Work Order
2.04 Manage Inventory (Record Consumption)
2.05 Plan Capital Expenditures
End of Process
Site management validates tenant's repair request. If work is required, create a work order.
If staff cannot complete the work order, send to Ops Management to assign to another staff.
Depending on the material, Operations Management might bulk buy site inventory items.
Depending on society's policy, purchasing without PO could be done using corporate credit card, petty cash or employee's personal credit card.
Site Management will provide tenants with NOE unit for maintenance work.
Some Work Orders will be charged back to the tenant. In those cases, accounting will perform collection activities. See "Manage Tenant Payments (Exceptions)" process.

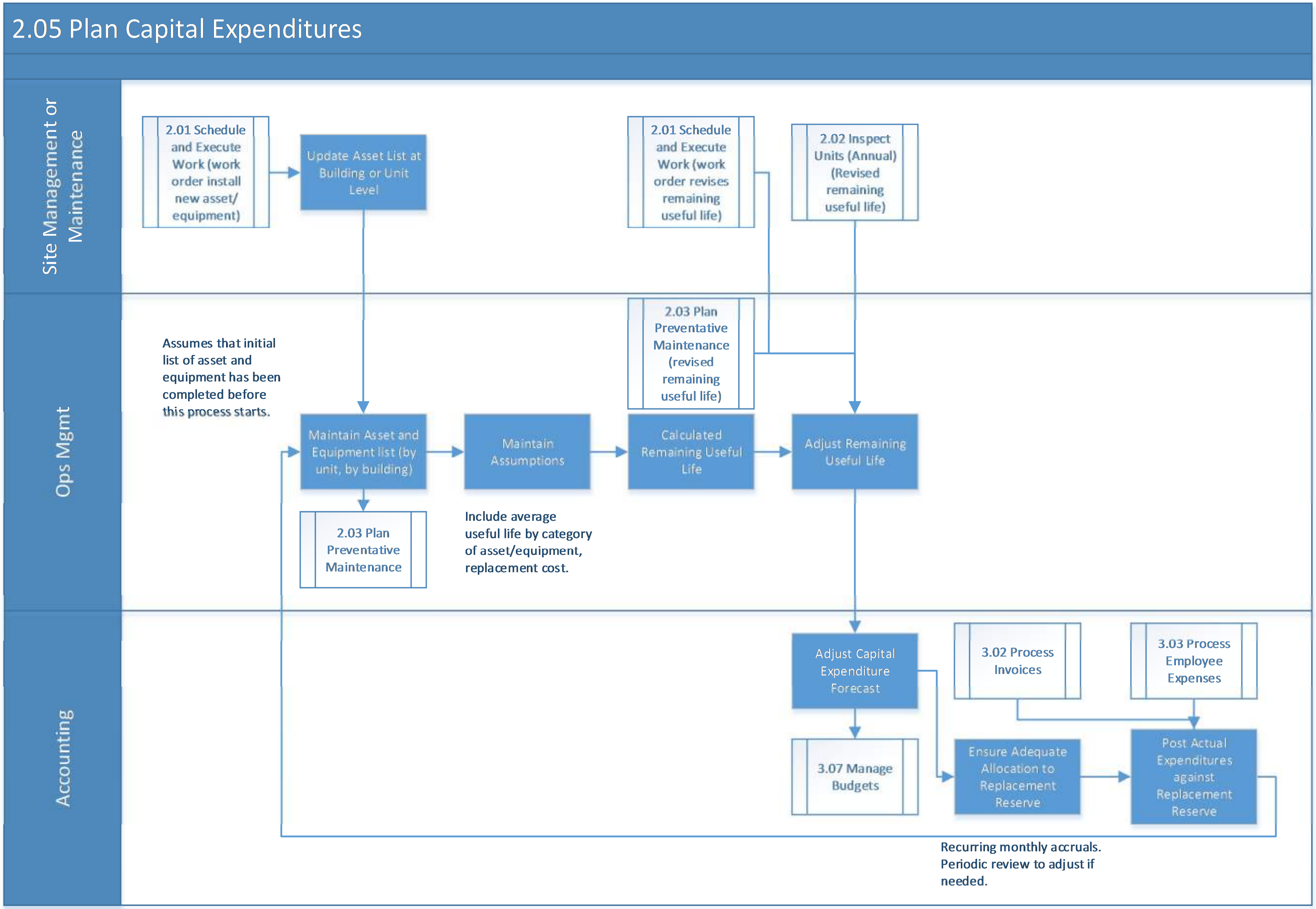

2.02 Inspect Units and Buildings (Annual)
Tenant
Site Management or Maintenance
Ops Mgmt
Receive NOE
Receive NTE
1.02 Manage Vacancies
End of Process
No
Annual unit inspection time
Issue NOE
Perform Inspection
Any Repairs Required?
Yes
2.01 Schedule and Execute Work
No
Annual building inspection time
Change in Expected Useful Life of Assets / Equipment?
Yes
Record Revised Expected Useful Life
2.05 Plan Capital Expenditures
No
Extraordinary issues?
Yes
Escalate to Operations Management
Serve NTE
Applies only to unit inspections. Issues may include excessive damage, tenant needs more support to live independently, illegal use of space, fire safety issues.
No
If excessive damage, first step is to charge back to tenant and set up a payment plan. Other actions may include referral to other agencies.
Perform Follow Up Actions as required
Evict Tenant?
Yes

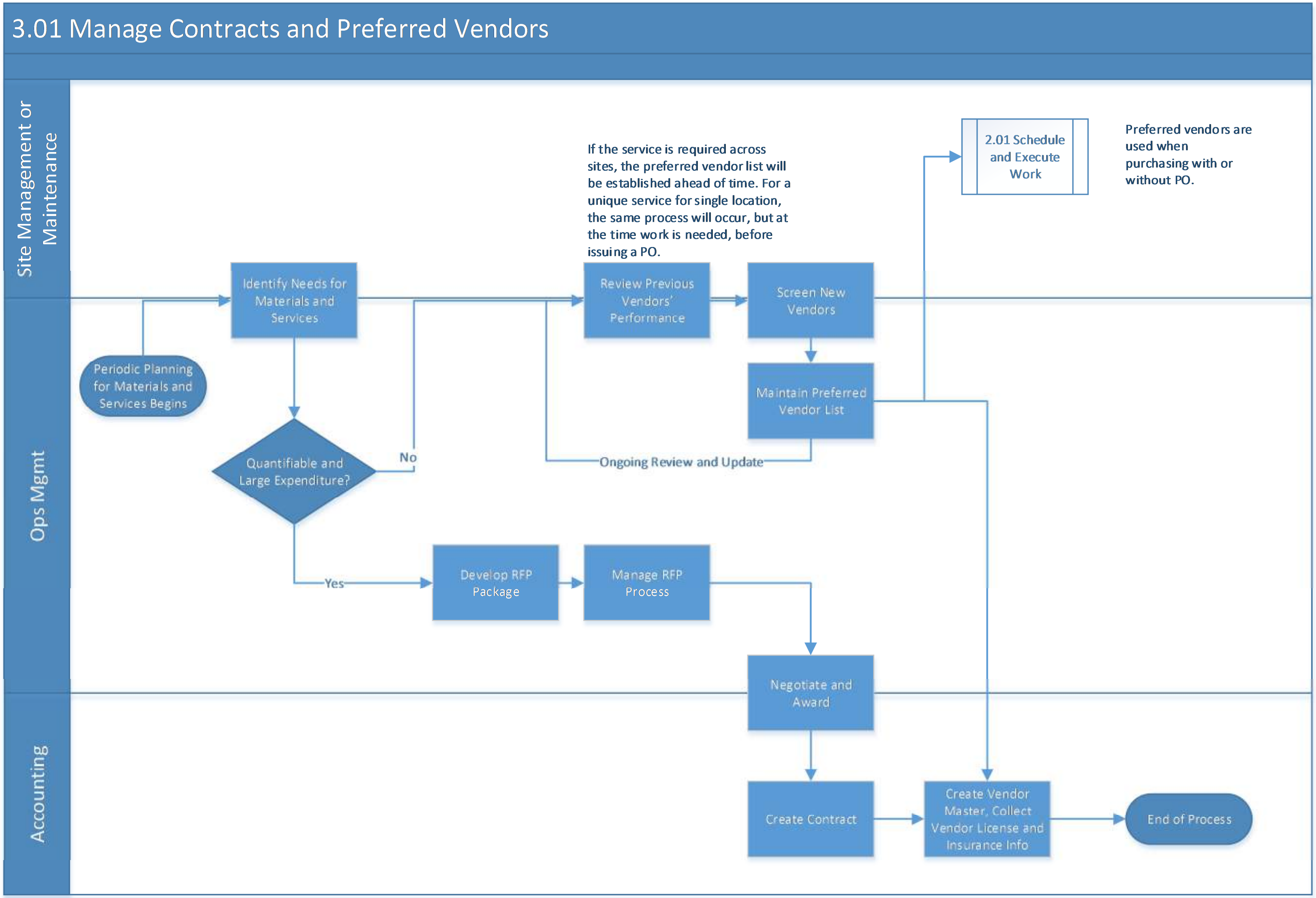
2.03 Perform Preventative Maintenance

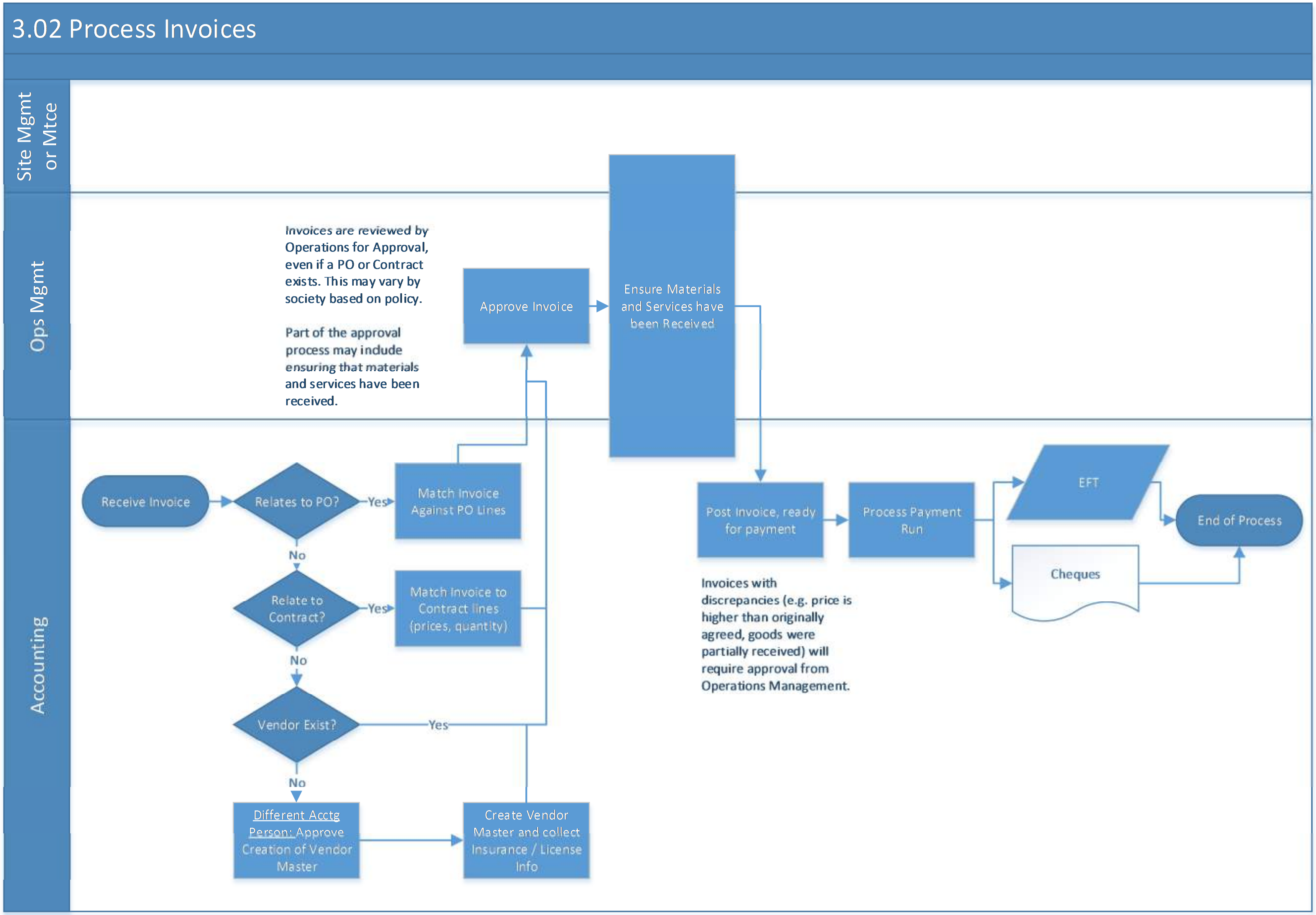




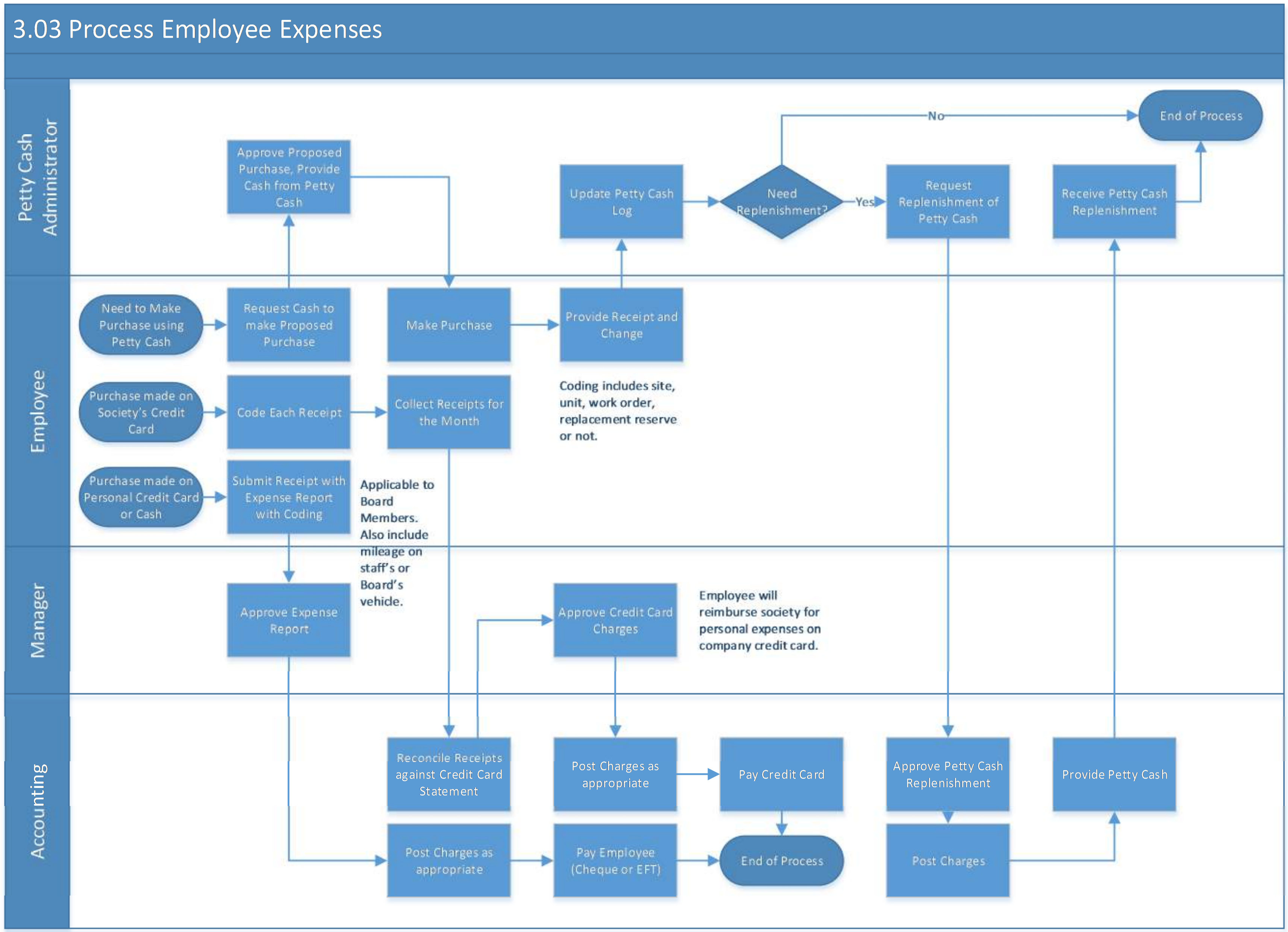
2.04 Manage Inventory
Site Management or Maintenance
Ops Mgmt
2.01 Schedule and Execute Work (Materials are ordered)
Verify Materials Received against Packing Slip if applicable
Record Receipt of Materials
3.02 Process Invoices
2.01 Schedule and Execute Work (use materials for Work Order)
Record Consumption of Material against Work Order
Inventory needs to be transferred
Record Removal of Material from Source Location
Record Receiving of Material at Target Location
This includes movement between sites, or between storage areas within a site (if applicable).
Inventory below minimum level
2.01 Schedule and Execute Work (trigger PO request)
To reduce data entry error, would like to use mobile devices to scan UPC of products for various transactions.
Inventory is damaged or becomes obsolete
Approval Required to Adjust Inventory?
As per policy.
No
Yes
Periodic inventory count time
Count Inventory at Each Site
Request to Adjust Inventory
Adjust Inventory
End of Process
Compare Count against Calculated Stock level
Approve Adjustment of Inventory

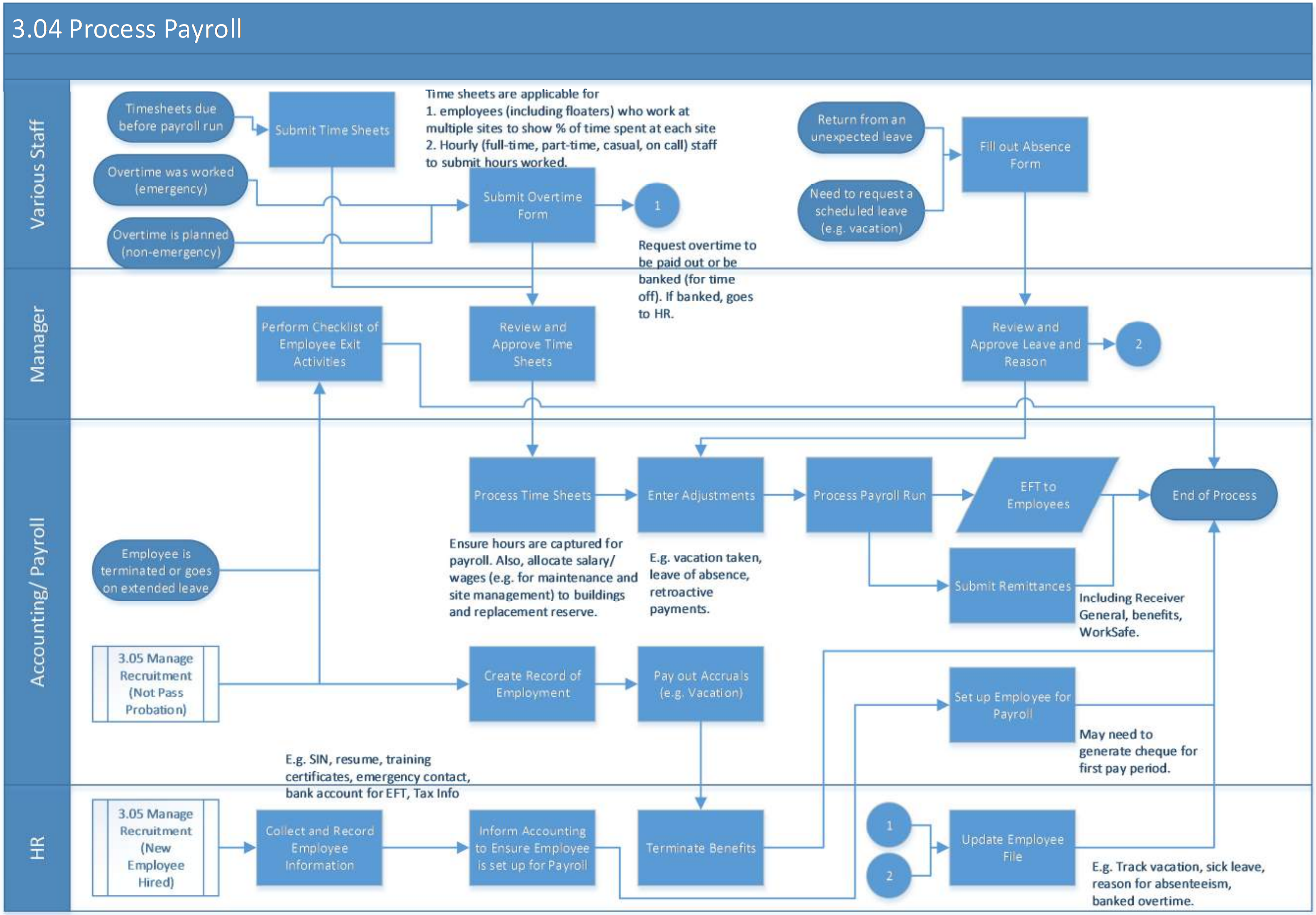

2.05 Plan Capital Expenditures
Site Management or Maintenance
Ops Mgmt
Accounting
2.01 Schedule and Execute Work (work order install new asset/ equipment)
Update Asset List at Building or Unit Level
2.01 Schedule and Execute Work (work order revises remaining useful life)
2.02 Inspect Units (Annual) (Revised remaining useful life)
2.03 Plan Preventative Maintenance (revised remaining useful life)
Assumes that initial list of asset and equipment has been completed before this process starts.
Maintain Asset and Equipment list (by unit, by building)
Maintain Assumptions
Calculated Remaining Useful Life
Adjust Remaining Useful Life
2.03 Plan Preventative Maintenance
Include average useful life by category of asset/equipment, replacement cost.
Adjust Capital Expenditure Forecast
3.02 Process Invoices
3.03 Process Employee Expenses
3.07 Manage Budgets
Ensure Adequate Allocation to Replacement Reserve
Post Actual Expenditures against Replacement Reserve
Recurring monthly accruals. Periodic review to adjust if needed.

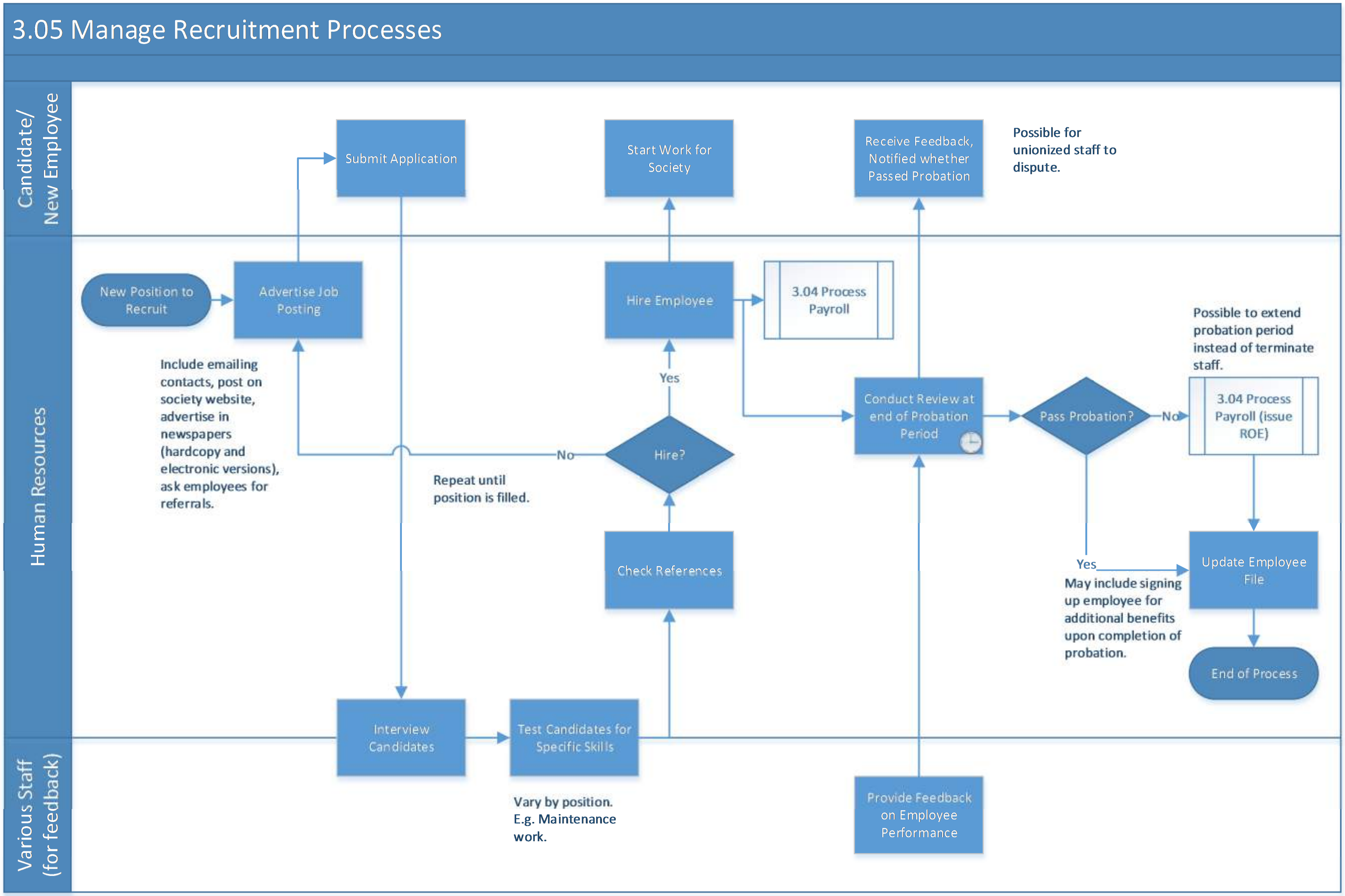

3.01 Manage Contracts and Preferred Vendors
Site Management or Maintenance
Ops Mgmt
Accounting
Periodic Planning for Materials and Services Begins
Identify Needs for Materials and Services
Quantifiable and Large Expenditure?
No
Yes
Develop RFP Package
Manage RFP Process
If the service is required across sites, the preferred vendor list will be established ahead of time. For a unique service for single location, the same process will occur, but at the time work is needed, before issuing a PO.
Review Previous Vendors' Performance
Screen New Vendors
Maintain Preferred Vendor List
Ongoing Review and Update
2.01 Schedule and Execute Work
Preferred vendors are used when purchasing with or without PO.
Negotiate and Award
Create Contract
Create Vendor Master, Collect Vendor License and Insurance Info
End of Process



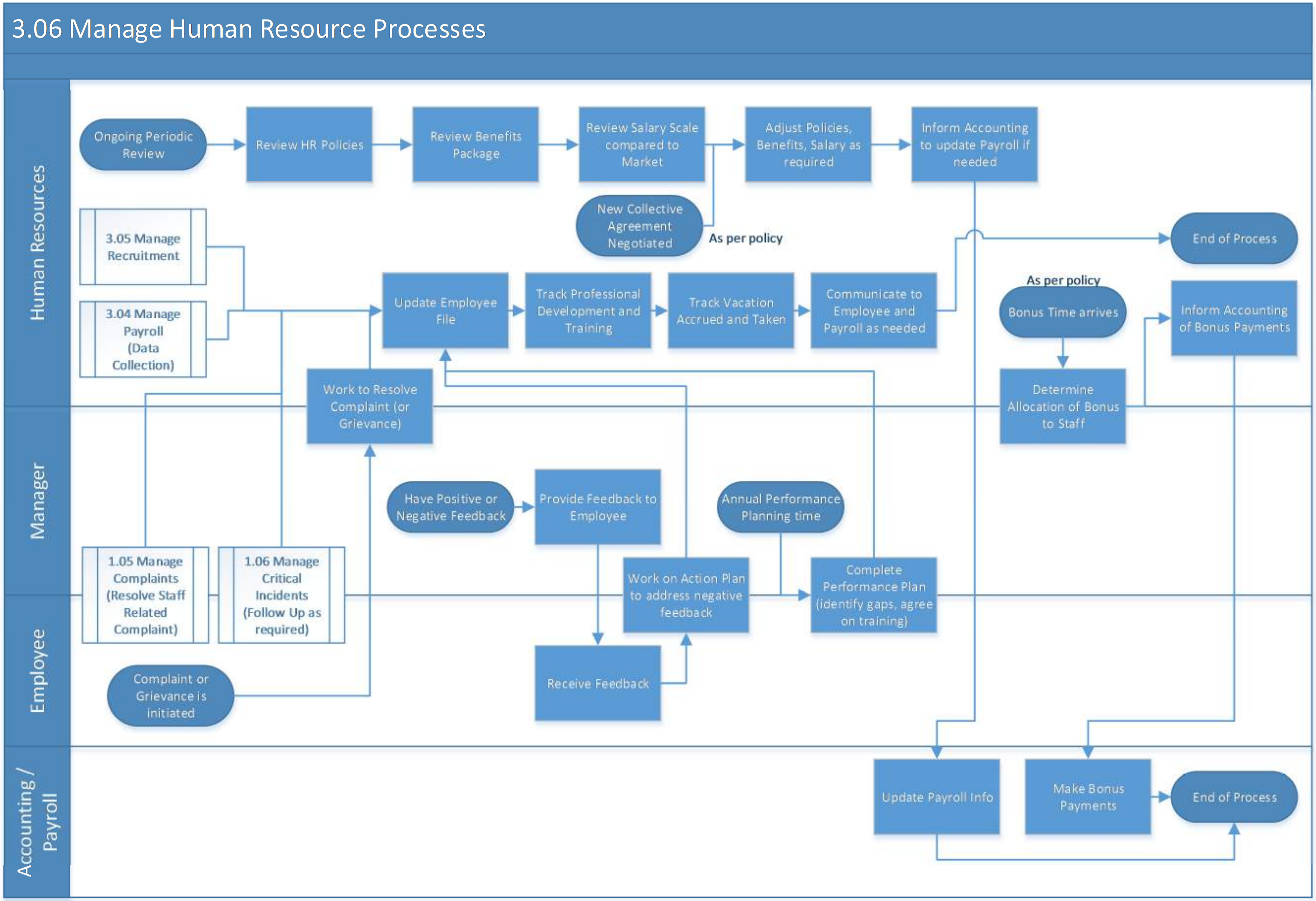
3.02 Process Invoices
Site Mgmt or Mtce
Ops Mgmt
Accounting
Invoices are reviewed by Operations for Approval, even if a PO or Contract exists. This may vary by society based on policy.
Part of the approval process may include ensuring that materials and services have been received.
Approve Invoice
Ensure Materials and Services have been Received
Receive Invoice
Relates to PO?
Yes
Match Invoice Against PO Lines
No
Relate to Contract?
Yes
Match Invoice to Contract lines (prices, quantity)
No
Vendor Exist?
Yes
No
Different Acctg Person: Approve Creation of Vendor Master
Create Vendor Master and collect Insurance / License Info
Post Invoice, ready for payment
Process Payment Run
EFT
Cheques
End of Process
Invoices with discrepancies (e.g. price is higher than originally agreed, goods were partially received) will require approval from Operations Management.


3.03 Process Employee Expenses
Petty Cash Administrator
Employee
Manager
Accounting
Approve Proposed Purchase, Provide Cash from Petty Cash
Update Petty Cash Log
Need Replenishment?
No
Yes
End of Process
Request Replenishment of Petty Cash
Receive Petty Cash Replenishment
Need to Make Purchase using Petty Cash
Request Cash to make Proposed Purchase
Make Purchase
Provide Receipt and Change
Purchase made on Society's Credit Card
Code Each Receipt
Collect Receipts for the Month
Coding includes site, unit, work order, replacement reserve or not.
Purchase made on Personal Credit Card or Cash
Submit Receipt with Expense Report with Coding
Applicable to Board Members. Also include mileage on staff's or Board's vehicle.
Approve Expense Report
Approve Credit Card Charges
Employee will reimburse society for personal expenses on company credit card.
Reconcile Receipts against Credit Card Statement
Post Charges as appropriate
Pay Credit Card
Approve Petty Cash Replenishment
Provide Petty Cash
Post Charges as appropriate
Pay Employee (Cheque or EFT)
End of Process
Post Charges

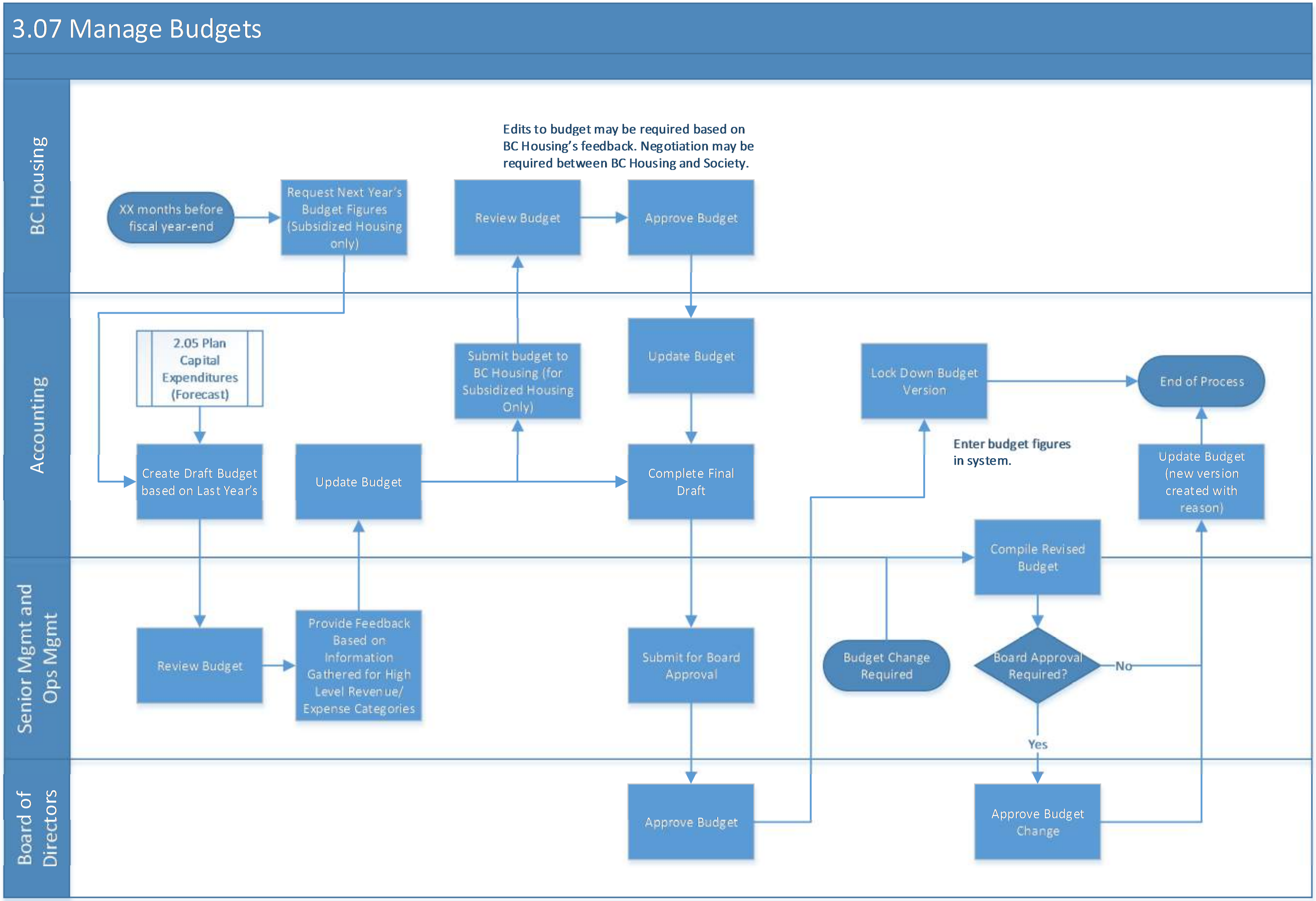

3.04 Process Payroll
Various Staff
Manager
Accounting/ Payroll
HR
Timesheets due before payroll run
Submit Time Sheets
Time sheets are applicable for
1. employees (including floaters) who work at multiple sites to show % of time spent at each site
2. Hourly (full-time, part-time, casual, on call) staff to submit hours worked.
Overtime was worked (emergency)
Overtime is planned (non-emergency)
Submit Overtime Form
1
Request overtime to be paid out or be banked (for time off). If banked, goes to HR.
Return from an unexpected leave
Need to request a scheduled leave (e.g. vacation)
Fill out Absence Form
Perform Checklist of Employee Exit Activities
Review and Approve Time Sheets
Review and Approve Leave and Reason
2
Process Time Sheets
Enter Adjustments
Process Payroll Run
EFT to Employees
End of Process
Ensure hours are captured for payroll. Also, allocate salary/ wages (e.g. for maintenance and site management) to buildings and replacement reserve.
E.g. vacation taken, leave of absence, retroactive payments.
Submit Remittances
Including Receiver General, benefits, WorkSafe.
Employee is terminated or goes on extended leave
3.05 Manage Recruitment (Not Pass Probation)
Create Record of Employment
Pay out Accruals (e.g. Vacation)
Set up Employee for Payroll
May need to generate cheque for first pay period.
E.g. SIN, resume, training certificates, emergency contact, bank account for EFT, Tax Info
3.05 Manage Recruitment (New Employee Hired)
Collect and Record Employee Information
Inform Accounting to Ensure Employee is set up for Payroll
Terminate Benefits
1
2
Update Employee File
E.g. Track vacation, sick leave, reason for absenteeism, banked overtime.

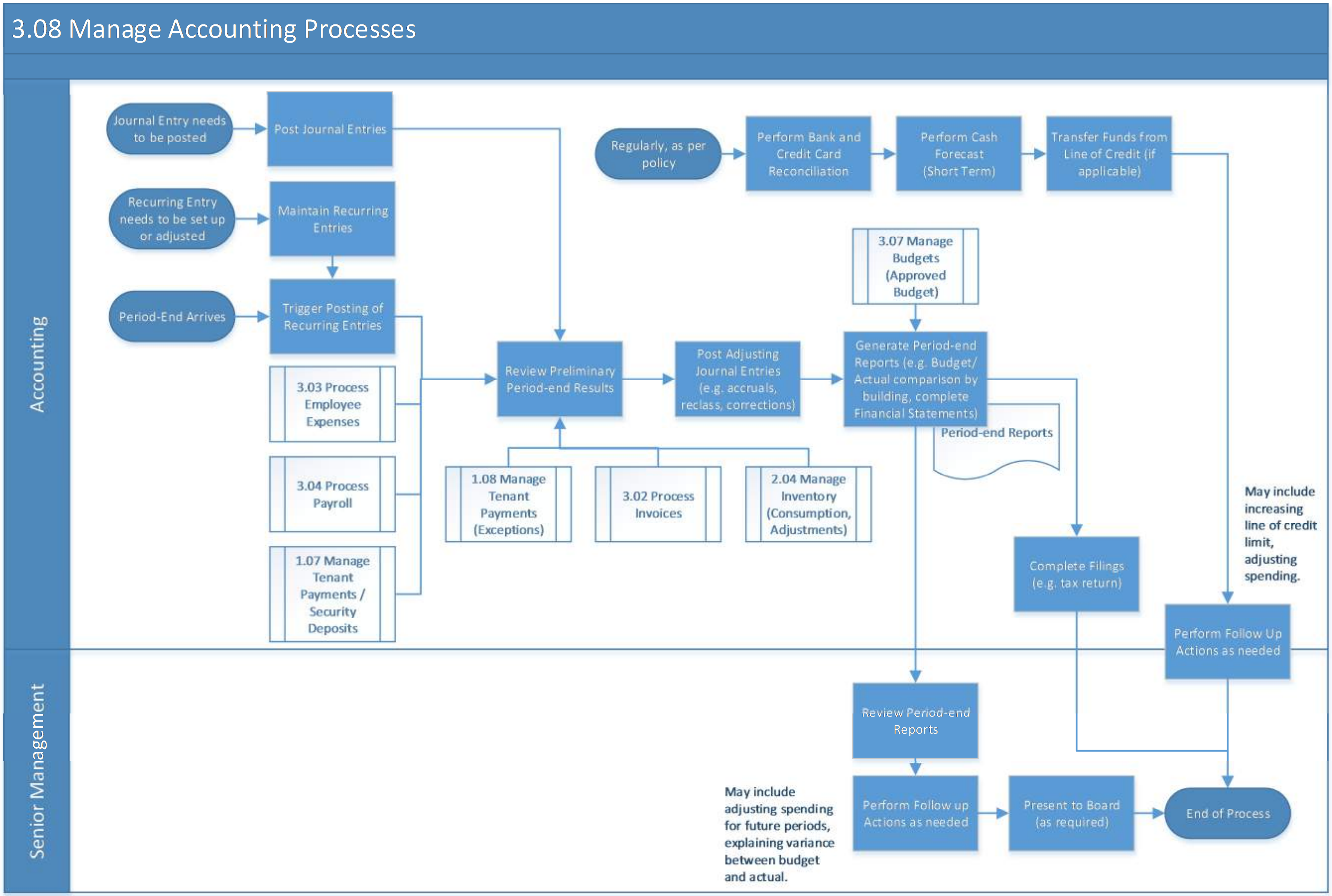


3.05 Manage Recruitment Processes
Candidate/ New Employee
Human Resources
Various Staff (for feedback)
Submit Application
Start Work for Society
Receive Feedback, Notified whether Passed Probation
Possible for unionized staff to dispute.
New Position to Recruit
Advertise Job Posting
Hire Employee
3.04 Process Payroll
Possible to extend probation period instead of terminate staff.
Include emailing contacts, post on society website, advertise in newspapers (hardcopy and electronic versions), ask employees for referrals.
Yes
Conduct Review at end of Probation Period
Pass Probation?
No
3.04 Process Payroll (issue ROE)
No
Hire?
Repeat until position is filled.
Check References
Yes
Update Employee File
May include signing up employee for additional benefits upon completion of probation.
End of Process
Interview Candidates
Test Candidates for Specific Skills
Vary by position. E.g. Maintenance work.
Provide Feedback on Employee Performance



3.06 Manage Human Resource Processes
Human Resources
Manager
Employee
Accounting / Payroll
Ongoing Periodic Review
Review HR Policies
Review Benefits Package
Review Salary Scale compared to Market
Adjust Policies, Benefits, Salary as required
Inform Accounting to update Payroll if needed
New Collective Agreement Negotiated
As per policy
End of Process
3.05 Manage Recruitment
3.04 Manage Payroll (Data Collection)
Update Employee File
Track Professional Development and Training
Track Vacation Accrued and Taken
Communicate to Employee and Payroll as needed
As per policy
Bonus Time arrives
Inform Accounting of Bonus Payments
Work to Resolve Complaint (or Grievance)
Determine Allocation of Bonus to Staff
Have Positive or Negative Feedback
Provide Feedback to Employee
Annual Performance Planning time
1.05 Manage Complaints (Resolve Staff Related Complaint)
1.06 Manage Critical Incidents (Follow Up as required)
Work on Action Plan to address negative feedback
Complete Performance Plan (identify gaps, agree on training)
Complaint or Grievance is initiated
Receive Feedback
Update Payroll Info
Make Bonus Payments
End of Process


3.07 Manage Budgets
BC Housing
Accounting
Senior Mgmt and Ops Mgmt
Board of Directors
Edits to budget may be required based on BC Housing's feedback. Negotiation may be required between BC Housing and Society.
XX months before fiscal year-end
Request Next Year's Budget Figures (Subsidized Housing only)
Review Budget
Approve Budget
2.05 Plan Capital Expenditures (Forecast)
Submit budget to BC Housing (for Subsidized Housing Only)
Update Budget
Lock Down Budget Version
End of Process
Create Draft Budget based on Last Year's
Update Budget
Complete Final Draft
Enter budget figures in system.
Update Budget (new version created with reason)
Compile Revised Budget
Review Budget
Provide Feedback Based on Information Gathered for High Level Revenue/ Expense Categories
Submit for Board Approval
Budget Change Required
Board Approval Required?
No
Yes
Approve Budget
Approve Budget Change


3.08 Manage Accounting Processes
Accounting
Senior Management
Journal Entry needs to be posted
Post Journal Entries
Recurring Entry needs to be set up or adjusted
Maintain Recurring Entries
Period-End Arrives
Trigger Posting of Recurring Entries
3.03 Process Employee Expenses
3.04 Process Payroll
1.07 Manage Tenant Payments / Security Deposits
Review Preliminary Period-end Results
1.08 Manage Tenant Payments (Exceptions)
3.02 Process Invoices
2.04 Manage Inventory (Consumption, Adjustments)
Post Adjusting Journal Entries (e.g. accruals, reclass, corrections)
Regularly, as per policy
Perform Bank and Credit Card Reconciliation
Perform Cash Forecast (Short Term)
Transfer Funds from Line of Credit (if applicable)
3.07 Manage Budgets (Approved Budget)
Generate Period-end Reports (e.g. Budget/ Actual comparison by building, complete Financial Statements)
Period-end Reports
Complete Filings (e.g. tax return)
May include increasing line of credit limit, adjusting spending.
Perform Follow Up Actions as needed
Review Period-end Reports
May include adjusting spending for future periods, explaining variance between budget and actual.
Perform Follow up Actions as needed
Present to Board (as required)
End of Process

Appendix F: Reporting Requirements

The following is a list of the reports that are required**.** Each of the following reports will have its own detailed specifications for **selection criteria, frequency, formatting, totaling, sorting, and authorization.**

ID	Business Area	Type of Report	Report Description
1	Accounting	Detailed and Summary Reports	A/P Aged Payables - Shows Vendor balances owed by aging. Balancing to A/P control account.
2	Accounting	Detailed Reports	Vendor Transactions - Shows history of vendor transaction, details of invoices, credit notes and payments, cheque numbers
3	Accounting	Detailed Reports	Vendor List - Shows vendor addresses and other contact info
4	Accounting	Detailed and Summary Reports	Accounts Receivable Aging Report - show amounts owed by tenants by age (late rents).
5	Accounting	Detailed Reports	Tenant transactions - show history of tenant transactions, details of invoices, credit notes and payments
6	Accounting	Detailed Reports	Tenant List - show tenant contact info, household composition.
7	Accounting	Detailed Reports	Tenant rent EFT transfer details (Pre-authorized debit) - show all transactions on an EFT transfer for tenant rents.
8	Accounting	Detailed Reports	Late rent payments for a period
9	Accounting	Detailed Reports	NSF payments for a period
10	Accounting	Detailed Reports	Tenants with three late or NSF payments
11	Accounting	Detailed Reports	Cheque register
12	Accounting	Detailed Reports	Outstanding cheques
13	Accounting	Detailed Reports	EFT Issued for vendors, and for payroll
14	Accounting	Detailed Reports	Cheque run proposal (prior to posting cheque run).
15	Accounting	Detailed Reports	Credit card register - show list of all credit card transactions with options to print all or only uncleared transactions
16	Accounting	Detailed Reports	Bank reconciliation - show all transactions on a bank reconciliation.
17	Accounting	Detailed Reports	Credit card reconciliation - show all transactions on a credit card reconciliation.
18	Accounting	Summary Report	Trial Balance
19	Accounting	Summary Report	Financial statements (balance sheet, income statement)
20	Accounting	Detailed Reports	G/L Transactions - shows details of G/L entries
21	Accounting	Detailed Reports	Recurring entries
22	Accounting	Detailed Reports	G/L Account transaction details
23	Accounting	Detailed Reports	Goods received but not invoiced
24	Accounting	Summary Report	Income statement comparing budget for the year with the latest view (actuals for the periods passed with budgets for remaining months). Option to show by building or for entire society.
25	Accounting	Summary Report	Income statement comparing current month and year-to-date actuals, budget, and prior year. Option to show by building or for entire society.
26	Accounting	Detailed and Summary Reports	Mileage on employee or society vehicles

ID	Business Area	Type of Report	Report Description
27	Accounting	Detailed Reports	Purchase Order list - List of all purchase orders, with options to print all or only outstanding ones, with ability to sort by vendor or property
28	Accounting	Detailed and Summary Reports	Budget report - list all accounts and budgeted amount, showing revisions, prior year amounts, segregate by building.
29	Accounting	Detailed Reports	Open purchase orders - history of all earnings, expenses, time spent, benefits, taxes paid, advances, with ability to sort by type (e.g. building vs. head office, or full time vs. part time)
30	Accounting	Detailed Reports	Rent roll per period per building
31	Accounting	Detailed and Summary Reports	Replacement reserve cost expenditure, by building, by expenditure category and by period.
32	Accounting	Detailed and Summary Reports	Cash forecast based on budgeted amounts and additional manually entered data.
33	Accounting	Detailed Reports	Tenant Outstanding Documents List -Tenants who have not provided income proof for their subsidy application.
34	Accounting	Detailed Reports	Vendors master created or changed in a period of time
35	Applicant	Detailed Reports	Applicants "banked" for a specific building
36	Applicant	Detailed Reports	Offers accepted or declined
37	Applicant	Detailed Reports	Status of applicant screening for a specific vacancy
38	Asset	Detailed Reports	List of assets and equipment by building (common area) with age or remaining life of each item.
39	Asset	Detailed Reports	List of assets and equipment by unit with age or remaining life of each item.
40	Asset	Detailed Reports	List of assets with warranty about to expire
41	HR	Detailed Reports	List of employees (sortable by various fields)
42	HR	Detailed Reports	Vacation accrued and taken
43	HR	Detailed Reports	Sick time accrued and taken
44	Inventory	Detailed Reports	Inventory count results at key date
45	Inventory	Detailed Reports	Inventory details at key date (quantity, value, by inventory item).
46	Inventory	Detailed Reports	Inventory write offs (quantity, value, reason, by whom)
47	Maintenance	Detailed Reports	Maintenance schedule - work orders by building, with status, assigned to person.
48	Maintenance	Detailed Reports	Repair requests statistics - outstanding repairs, repair history per unit/building.
49	Maintenance	Detailed Reports	Building condition information (Facility Condition Index) for one or more buildings.
50	Maintenance	Detailed Reports	Pest control treatments by building, by unit, by type of treatment (e.g. bed bugs.)
51	Payroll	Detailed Reports	Payroll rents - show list of onsite managers who pay rent through payroll.
52	Payroll	Detailed Reports	Payroll register
53	Payroll	Detailed Reports	Employee Transactions - history of all earnings, expenses, time spent, benefits, taxes paid, advances, with ability to sort by type (e.g. building vs. head office, or full time vs. part time)
54	Payroll	Detailed Reports	CRA Remittance - show amounts of payroll taxes to be remitted to CRA, separated by type (e.g. CPP, EI, Income Tax)
55	Payroll	Detailed Reports	WCB Remittance - show amounts due to WorkSafe for a specific period.

ID	Business Area	Type of Report	Report Description
56	Payroll	Detailed Reports	Record of Employment report - show all information needed to complete a ROE for a specific employee
57	Payroll	Detailed Reports	RRSP Benefits and Deductions - Shows all RRSP benefits and deductions for all or some employees for a specific period.
58	Building / Unit	Detailed Reports	Building inspections performed
59	Building / Unit	Detailed Reports	Unit inspections performed
60	Tenancy	Detailed Reports	Complaints received per period per building
61	Tenancy	Detailed Reports	NOE issued in a period
62	Tenancy	Detailed Reports	NTE issued in a period (separated by 10 days, 2 months, etc.)
63	Vacancy	Detailed and Summary Reports	Security Deposit List - Show list of tenant security deposits on file. Also show security deposits returned with details on deductions taken.
64	Vacancy	Detailed and Summary Reports	Units filled in a period (new tenant or transfer)
65	Vacancy	Summary Report	Vacancy and Turn-over rate per period per building
66	Vacancy	Detailed Reports	Vacant units with expected available date
67	Vacancy	Summary Report	Annual vacancy and turn-over report by building, by reason for vacancy
68	Vacancy	Detailed Reports	Work orders linked to a suite turn over
69	Other	Detailed and Summary Reports	Critical Incidents recorded
70	Other	Detailed Reports	Preferred vendor list by service
71	Other	Detailed Reports	Vendor contracts about to expire
72	Other	Summary Report	Tenant demographics - smokers versus non-smokers (ratio in percentages), by unit, by building.
73	Other	Summary Report	Tenant demographics - number of single parent families by building, number of individuals in a household by building
74	Other	Summary Report	Tenant demographics - number of seniors, families, income, and length of tenancy at a single building or across all buildings.
75	Other	Summary Report	Number of children in tenant households by age, by gender, by building.
76	Other	Summary Report	Pet tracking - by unit, by building, by type (e.g. cat, dog).

7.0 Appendix F – Sample Demonstration Script

Presenter: {Vendor Name}
Date: {Date}, {Time}

Instructions and Background
The following demo scripts/scenarios have been provided to you in advance, to assist you with tailoring your product demonstration for {Society Name}. This demo session will confirm or dispel the Detailed Functional Requirements documents that were assessed by your Company and submitted as part of your response to RFP # {RFP #}. The results of this demo will be incorporated into the overall vendor evaluation of the RFP process.

We have organized the demo scripts into the following main areas (total 120 min demo, 30 min Q&A):

- (10 min) Overview of General Product
- (25 min) Scenario #1 - Vacancy management (Move out inspection, paint unit, applicant screening, verify tenant income, move in, security deposit) (1.01, 1.02. 1.03, 1.09)
- (20 min) Scenario #2 - Preventative maintenance, repairs (include inventory) (2.01, 2.03, 2.04)
- (15 min) Scenario #3 - Plan capital expenditure (2.05) list of equipment at building and unit level
- (15 min) Scenario #4 - Tenant rent, charges (1.07, 1.08)
- (20 min) Scenario #5 - Accounting processes including accounts payable, general ledger, budgeting, payroll. (relates to 3.00)
- (15 min) Scenario #6 – Reporting
- (30 min) Question and Answer period

Please use the sample data provided for each scenario.
We will allow the vendor some latitude to make changes to the order in which the scripts are presented if required to be more effective in the allotted time.

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		OVERVIEW OF GENERAL PRODUCT (allotted time: 10 min)		
1	N/A	Please provide the following: (as applicable to the property management system) • Brief overview of the company.		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		• Brief overview of solution and the modules relevant to the scenarios described herein. • Overview of user interface, search capabilities and online inquiry capabilities. • Discuss inherent best practices built into product. • Describe the information flow and integration of the product. • Integration with MS Office suite of products. • Integration with mobile devices. • Brief technical overview of the product including architecture description. Be prepared for technical architecture discussion if required.		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		SCENARIO #1 - VACANCY MANAGEMENT (allotted time: 25 min)		
2	General, related to 2,	Display building and unit set up screens. Show how programs can be linked to the building and to units.		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
	6, 218	**Please include the following in your demonstration:** • Show sample configuration screens.		
3	11, 12, 17, 26, 28, 60, 61, 62	Record move out date of old tenant. Perform move out inspection. Generate work order for painting. Record deduction from security deposit and return remaining security deposit with interest. **Please include the following in your demonstration:** ▪ Discuss how field validations can be used to ensure that mandatory fields are filled in and the correct date format is used. ▪ Discuss how system generated tasks can be configured based on business rules. ▪ Discuss which activities can be performed using mobile devices. Discuss any limitation in functionality depending on mobile device operating system.		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
4	18, 83, 84, 85, 86	Assign work order for painting to internal staff to complete. Enter estimated completion date for work order. Complete work orders. Enter details (e.g. time spent). **Please include the following in your demonstration:** ▪ Discuss how managers can view staff's work orders. ▪ Discuss how work orders for a specific unit turn over can be viewed together. ▪ Discuss which activities can be performed using mobile devices. Discuss any limitation in functionality depending on mobile device operating system.		
5	23, 24, 3, 4, 7	Schedule and complete applicant screen activities: • Record new applicant household information • Schedule, assign screen activities to staff members • Complete activities, enter notes. **Please include the following in your demonstration:** ▪ Discuss how field validations can be used to ensure that mandatory fields are filled in and the correct date format is		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		used. ▪ Discuss how additional fields can be added to applicant household screens (e.g. household demographic info). ▪ Discuss how system generated tasks can be configured based on business rules. ▪ Discuss functionality relating to supportive house.		
6	29, 72, 3	Verify tenant income and perform rent calculation. **Please include the following in your demonstration:** ▪ Discuss whether system has capability to calculate rent based on income for various subsidy programs/calculations. ▪ If rent can be calculated within the system, discuss how this information can be interfaced to BC Housing for rent subsidies?		
7	25, 27, 28, 33, 34	Schedule move in of new tenant Perform move in inspection Schedule post move in inspection (6 months)		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		Perform post move in inspection **Please include the following in your demonstration:** ▪ Discuss how field validations can be used to ensure that mandatory fields are filled in and the correct date format is used. ▪ Discuss how system generated tasks can be configured based on business rules		

Sample data for Scenario #1:
Building name – {Building Name}, {Building Address}
Program – 100% Rent Geared to Income with no cap
Unit type – 2 bedroom townhouse

- Old tenant – move out March 13, 2014

Move out inspection:
Original security deposit - $500 from January 1, 2012
Deduction from security deposit – carpet was not professionally cleaned. Deduct $150 for carpet cleaning.

- Minor touch up painting required, carpet cleaning planned for March 14, 2014
- New tenant can move in date March 15, 2014

Applicant screening activities:

- Review application details
- Call landlord reference
- Call personal reference
- Interview applicant

New tenant:

Head of household:

- Salutation – Mr.
- Last name – Smith
- First name – John
- Birth date – Jan 2/1970
- Gender – Male
- Housing Registry number – 123429
- Income source – Income Assistance
- Mobility issues? No
- Need for modified unit? No

Household members:

- Salutation – Mrs.
- Client Last name – Smith
- Client First name – Jane
- Birth date – Nov 11/1975
- Gender – Female
- Relationship – Wife
- Income source – Income Assistance
- Mobility issues? No
- Need for modified unit? No

- Salutation – Master
- Client Last name – Smith
- Client First name – Billy
- Birth date – June 1/2005
- Gender – Male
- Relationship – Son
- Student? - Yes

- **Pets** - 1 dog, 2 cats

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		SCENARIO #2 - MAINTENANCE (allotted time: 20 min)		
8	105	Set up recurring preventative maintenance task. (see sample data)		
9	107	Generate work orders for preventative maintenance		
10	80, 81	Create work order for repairs (see sample data). **Please include the following in your demonstration:** • Discuss how purchase orders can be created and linked to work orders • Discuss how existing contracts with vendors can be drawn upon to complete work. • Discuss how work orders can be linked to buildings and units.		
11	83	Assign work orders to an employee.		
12	85, 94, 104, 106, 116, 120, 121,	Complete each work order **Please include the following in your demonstration:** • Discuss how time can be tracked within each work order. How can this be reported on? • Discuss how inventory items can be consumed and assigned to the work order. • Discuss what financial transactions (if any) are created (e.g.		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		posting of internal labour against building, inventory postings). • Discuss what additional information can be captured on work orders (e.g. water pressure measurements). • Discuss what workflow and escalations can be configured. (e.g. if work order is not completed within X days, water pressure measurement is over a certain amount).		
13	116, 117, 118, 119	Transfer inventory from one site to another. Perform inventory count and write-off damaged inventory **Please include the following in your demonstration:** • Discuss inventory management functionality and how mobile devices can be used to perform tasks.		

Sample data:

Preventative Maintenance

a) Type: Fire and Safety
Task: Check sprinkler water pressure
Frequency: monthly, on first working day of each month
Buildings: All
Assign to: internal staff (caretaker or site manager)

b) Type: Exterior
Task: Clear rain gutter
Frequency: weekly on Mondays from October 1 to November 30 each year

Buildings: Only for non-high rise buildings.
Assign to: internal staff (caretaker or site manager)

Repairs

a) Type: Electrical
Description: Exit sign is not working in common area of {Building Name} building.
Work required:
  - Purchase of new exit sign fixture for $200 (Purchase Order required)
  - 1 hour of external electrician time to re-wire and install new sign (Contract exists with ABC Electrical Company for 100 hours @ $70 per hour).

b) Type: Plumbing
Description: Leaky toilet in unit 101 at {Building Name}
Work required:
  - Install new toilet flapper (obtain part from inventory at {Building Name} building)
  - 15 minutes of caretaker's time.

c) Type: Pest control
Description: Bedbugs in unit 201 at {Building Name}
Work required:
  - Initial insecticide spray (1 hour of internal pest control staff)
  - Follow up in 2 weeks. If needed, spray again (1 hour of internal pest control staff time)

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		SCENARIO #3 – PLAN CAPITAL EXPENDITURE (allotted time: 15 min)		
14	122, 123, 127, 102, 103	Record equipment at building and at unit level (see sample data). **Please include the following in your demonstration:** • Discuss how the remaining useful life calculated can be overwritten to reflect actual equipment condition.		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
15	124	Calculate whether equipment is still under warranty. **Please include the following in your demonstration:** • Discuss how extended warranty can be recorded.		
16	125, 126, 127, 128	By year, estimate which equipment needs to be replaced and the expected capital expenditure.		

Sample data:
{Building Name} building:
Parking/Driveway surface:

- Estimated replacement value $24,000
- Acquisition date: January 1, 2009
- Estimated useful life: 20 years
- Warranty period: 10 years
- Calculated remaining useful life: 15 years

Stoves: Estimated replacement value $600, Estimated useful life: 10 years, warranty period 1 year.
Unit 201

- Acquisition date: January 1, 2010
- Make/Model: GE 24 inch Range Manual Clean, JCAS730MW
- Remaining useful life: 1 year (Lots of repairs on this stove. Stove needs to be replaced soon).

Unit 202

- Acquisition date: June 30, 2008
- Make/Model: Frigidaire 30 inch Self Clean Range, CFEF3016W
- Remaining useful life: 8 years (Stove is still in good shape as tenant doesn't use it much).

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		SCENARIO #4 – TENANT RENT (allotted time: 15 min)		
17	52, 53, 54	Update rent roll Post revenue Enter rent cheques received. **Please include the following in your demonstration:** • Discuss how pre-authorized debits can be processed.		
18	55	Record a late rent payment against a tenant.		
19	56	Record an NSF payment against a tenant.		
20	70	Generate a notice to end tenancy (10 days) due to non-payment of rent. **Please include the following in your demonstration:** • Discuss how staff members can be notified of notice to end tenancy for the buildings they manage. • Discuss how a notice to end tenancy can be initiated by one staff, and approved and issued by another staff member.		
21	67, 69, 95	Generate letter to tenant requesting payment of additional charges.		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		Please include the following in your demonstration: • Discuss how correspondences can be generated based on business rules (e.g. if charges are past due 30 days, issue letter 1. If past due 60 days, issue letter 2). • Discuss how reminder tasks can be created and assigned to staff when a certain condition is met (e.g. if past due 90 days, Operations Manager gets a reminder to contact tenant to work out payment schedule, or issue notice to end tenancy).		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		SCENARIO #5 – ACCOUNTING PROCESSES (allotted time: 20 min)		
22	144, 145, 146, 147, 152, 153	Enter invoices and match to a PO. Enter invoices and match to a contract. **Please include the following in your demonstration:** • Discuss how discrepancies between PO/contract and invoice		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		amounts are handled. • Discuss how invoices can be electronically routed for approval. • Discuss how to pay vendors by electronic funds transfer		
23	222	Create a recurring journal entry.		
24	211, 212, 213, 219	Create a budget for next fiscal year, by building, by GL account or GL account group. **Please include the following in your demonstration:** • Discuss how budget versions can be created and how they can be locked down as baseline. • Discuss how budget figures can be pulled in financial reports, both at the detailed GL account level and at the GL account group level.		
25	96, 164, 165, 166, 168, 169	Enter timesheets for hourly staff (hours worked by day, buildings worked on) **Please include the following in your demonstration:** • Discuss how staff salary/wages can be assigned to buildings based on actual time worked.		
26	176	Perform payroll run. • Discuss functionality relating to unionized and non-unionized		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		staff.		

No.	Reference to Detailed Functional Requirements	Demo Script Description	{Society Name} Assessment	Additional Comments/ Follow-up
		SCENARIO #6 – REPORTING (allotted time: 15 min)		
27	Please refer to RFP appendix F	Standard reports available. • Discuss whether reports can be scheduled and sent to staff.		
28	N/A	Dashboards available • Discuss how dashboards can be created and customized for each user.		
29	N/A	Inquiry screens • Discuss how screens can be customized for each user. • Discuss functionality such as sorting, filtering, searching.		
30	255	Data Extracts to MS Excel		
31	N/A	Process for developing new reports. What tools are needed? What skillset is required?		