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*County Manager*

August 28, 2025

**SANTA FE COUNTY**  
**RFP No. 2025-0370-CMO**  
**Acquisition and Implementation of Enterprise Resource Planning System**

**ADDENDUM NO. 3**

Dear Proponents,

This addendum is issued to reflect the following immediately. It shall be the responsibility of interested Offerors to adhere to any changes or revisions to the RFP as identified in this Addendum No. 3. This documentation shall become permanent and made part of the departmental files.

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**The Following Questions Were Submitted Prior to the Deadline for Questions for The Subject RFP That Were Not Included in Addendum No. 2. and Added to This Addendum No. 3:**

- **Question 1:** What upfront work has been done with respect to leadership alignment, data and technology strategy, and service delivery strategy? Is this an area that the County would like assistance with during implementation?

**Response: Leadership Alignment:** A cross-functional ERP Steering Committee is in place and has been actively involved in governance, scope definition, and RFP development. The committee includes executive and departmental leadership to ensure broad alignment and representation of countywide priorities.

- **Data & Technology Strategy:** The County and Avèro have completed a current-state systems inventory, identified key integration points, and initiated data cleanup discussions to prepare for migration and improved data governance under the new ERP.
- **Service Delivery Strategy:** Functional requirements were informed by department-level discovery and process mapping sessions, with a focus on modernizing workflows, reducing duplication, enhancing transparency, and enabling self-service for internal and external users.

While this foundational work has established a strong baseline, the County recognizes that successful

implementation will require ongoing support across these strategic areas. Accordingly, Avèro Advisors will continue to provide implementation support, including project management, resource coordination, quality assurance, and training facilitation.

The County envisions a collaborative partnership between Avèro, the selected System Integration (SI) partner, the project team, and County leadership - working together to ensure a well-managed, strategically aligned, and change-ready implementation.

**Question 2:** Aside from the upfront as-is discovery process mapping sessions, has there been any other upfront strategic readiness, stakeholder management, or other change management / communication efforts done for this implementation?

**Response:** In addition to the as-is process discovery sessions conducted across multiple departments, the County and Avèro have conducted:

- **Stakeholder engagement** through structured interviews, working sessions, and ongoing Steering Committee meetings.
- **Preliminary change readiness efforts**, including cross-departmental collaboration, awareness of system limitations, and early communication of the modernization goals.
- Development of a **Requirements Traceability Matrix (RTM)** and department-specific use cases to ensure stakeholder input is reflected in functional and technical requirements.

The County understands that a **formal change management plan** - including stakeholder communication, training, and adoption support - will be critical during implementation and welcomes vendor expertise in this area.

Please add this Addendum No. 3 to the original proposal documents and refer to the proposal documents, as such. This and all subsequent addenda will become part of any resulting contract documents and have effects as if originally issued. All other unaffected sections will have their original interpretation and remain in full force and effect. Responders are reminded that any questions or need for clarification must be addressed to Bill Taylor, Procurement Manager at [wtaylor@santafecountynm.gov](mailto:wtaylor@santafecountynm.gov)