

City of Alameda



Request for Proposal for Enterprise Resource Planning (ERP) System and Implementation Services

Request for Proposal (RFP) Number:
PUR-IT001

Issue Date:
June 29th, 2018

Response Due Date/Time:
August 10th, 2018 - 2:00 PM PT

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1. RFP Overview

1.1 Purpose of RFP

The City of Alameda (City) has issued this Request for Proposal (RFP) to solicit responses from vendors offering proven integrated solutions to replace the City's existing finance and HR/payroll system (Superion –FinancePlus previously SunGard – FinancePlus). The City seeks a qualified vendor (Proposer) who can demonstrate that they possess the organizational, functional, and technical capabilities, along with the experience, expertise, and qualifications necessary to provide a fully-integrated, proven state-of-the-art ERP solution (SaaS) along with the professional services specified to complete the ERP implementation and to support the system post implementation.

1.2 Project Objectives and Scope

With this RFP, the City intends to replace its existing ERP system with a proven, commercial-off-the-shelf (COTS) ERP system. The City's goal is to take advantage of a modern ERP system that is designed around best practices, allowing the City to streamline and improve processes that result in timely, accurate, and easy-to-access information. More specifically, the new ERP system should meet the following objectives:

- ◆ Consolidates information, links processes and functions, and eliminates separate departmental systems/spreadsheets/access databases in favor of a single system that connects the City's financial and non-financial applications through a common database
- ◆ Streamlines business processes to take advantage of best practices through automation, integration, and workflows
- ◆ Provides a user-friendly and intuitive user interface to promote system use and productivity
- ◆ Reduces or eliminates redundant data entry
- ◆ Reduces or eliminates the need for manual input when preparing various financial documents, including the annual budget and financial statements
- ◆ Improves and/or provides necessary reports and reporting capabilities and access to data through inquiry or drill down capabilities
- ◆ Provides interface capabilities with third-party systems

In addition to the functionality identified above, the City is seeking a Proposer to provide professional services (e.g. best practices guidance, training, project management, implementation, and integration) that will help ensure a successful implementation in a timely and professional manner.

1.3 RFP Timeline

Table 1 presents the RFP Timeline.

Table 1 - RFP Timeline

| RFP EVENT | DATE/TIME |
|--|---|
| City Issues RFP | June 29 th , 2018 |
| Deadline for Proposer Questions | July 13 th , 2018 – 5:00 PM PT |
| City Provides Responses to Questions | July 20 th , 2018 – 5:00 PM PT |
| Deadline for Proposal Submission | August 10 th , 2018 – 2:00 PM PT |
| City Completes Evaluations | August 31 st , 2018 |
| Finalist(s) Notified | September 7 th , 2018 |
| Finalist (s) Provided Proof-of-Capabilities (POC) Packet | September 28 th , 2018 |
| POC Demonstration(s) | November 2018 |
| Contract Negotiations | December 2018 |
| Announcement of the Selected Proposer | January 18 th , 2019 |
| Award of Proposal & Contract Execution | February 2019 |

As identified in Table 1, finalist(s) will be required to participate in a proof-of-capabilities (POC) demonstration to allow staff to fully understand the proposed solution. The POC process entails a scripted demonstration using scenarios/scripts developed by the City to evaluate critical product functionality rather than the City viewing a generic product demonstration.

Proposers must be prepared to invest the time and resources in the proof-of-capabilities demonstration to be successful in this procurement.

At the completion of the POCs, the City intends to select a finalist that may be asked to participate in further solution demonstrations to ensure that all pertinent modules are reviewed prior to finalizing negotiations. The City reserves the right, at its sole discretion, to adjust the RFP Timeline as it deems necessary.

1.4 RFP Coordinator

All communications concerning this RFP must be submitted via email to the RFP Coordinator identified below.

Name and Title: Carolyn T. Hogg, IT Director

Email: chogg@alamedaca.gov

The RFP Coordinator will be the sole point of contact for this RFP. **Proposer contact with any person(s) in the City other than the RFP Coordinator is expressly forbidden, and may result in disqualification of the Proposer's bid. Any communications other than via email to the RFP Coordinator will be considered unofficial and non-binding on the City.**

1.5 RFP Amendment and Cancellation

The City reserves the unilateral right to amend this RFP in writing at any time. The City also reserves the right to cancel or reissue the RFP at its sole discretion. If an amendment is issued, notification shall be provided to all Proposers complying with Section 1.7 Intent to Propose and the amendment posted on the City's website: <https://alamedaca.gov/business/bids-rfps>. Proposers must respond to the final written RFP, including and any exhibits, attachments, and amendments.

1.6 RFP Questions

Questions concerning the RFP should be submitted via e-mail to the RFP Coordinator prior to the “Deadline for Proposer Questions” identified in Section 1.3. Proposer questions should clearly identify the relevant section of the RFP and page number(s) related to the question being asked. The questions submitted and the City’s responses shall be posted on the City website identified in Section 1.5.

1.7 Intent to Propose

Each Proposer who plans to submit a proposal should register by email to the RFP Coordinator. The email should indicate the Proposer's intent to respond to this RFP. The email should include:

- ◆ Proposer’s company name
- ◆ Proposer’s intent to respond to this RFP
- ◆ Name and title of Proposer main contact
- ◆ Address, telephone, and email address

The “Intent to Propose” email does not bind Proposers to submitting a proposal.

1.8 Proposal Submittal

Proposals are to be submitted no later than the “Deadline for Proposal Submission” identified in Section 1.3. Proposers assume the risk of the method of delivery chosen. The City assumes no responsibility for delays caused by any delivery service. A Proposer's failure to submit a proposal as required before the deadline may cause the proposal to be disqualified.

Proposers must submit in a sealed package: one (1) original, five (5) copies, and one (1) electronic copy (a single .pdf file containing all submitted material, as well as copies of Appendix A and Appendix B).

The proposal package shall be mailed, couriered, or hand delivered to the City at:

Carolyn T. Hogg
City of Alameda
950 W. Mall Square, Room 200
Alameda, CA 94501

The package should be clearly labeled as follows:

ATTN: Carolyn T. Hogg, IT Director
Proposal for ERP System and Implementation Services
August 10th, 2018 – 2:00 PM PT
Name of Proposing Firm
Proposer’s Address
Proposer’s Contact Person
Proposer’s Telephone Number

All information must be received by the City on the date/time indicated in Section 1.3. Information received after this time and date may be returned unopened, and the Proposer could be disqualified from future consideration. Postmarks will not be accepted as proof of receipt.

2 City Overview

The City of Alameda, California is a unique island community of approximately 76,000 residents in the San Francisco Bay Area. With connections to the East Bay mainland by four bridges, two underwater tubes, and highly-desirable ferry service to San Francisco, Alameda is within minutes of numerous cultural activities in San Francisco, Oakland, and Berkeley. People are drawn to Alameda for its safe and inviting residential communities with distinguished neighborhood schools, boutique shopping, and a broad mix of destination restaurants. Alameda takes pride in being a vibrant community with a rich maritime history and small-town charm. The City offers a diverse mix of housing, including multi-family units and historic Victorian homes along tree-lined streets. According to Money Magazine, the City of Alameda compares favorably to the “best places to live” in America.

Alameda was incorporated in 1854 and became a charter city in 1916 with a Council-Manager form of government. The five-member Mayor/Council serves four-year terms, staggered at even numbered years. The City is a full-service organization providing residents with a range of municipal services including police and fire protection; construction and maintenance of streets, storm drains, and other infrastructure; a state-of-the-art library system; economic development; an active planning and building permit center; and over 400 acres of parks and recreational facilities including multi-use athletic fields, picnic sites, a skate park, a swim center, and a full service senior center. The City employs approximately 500 full-time employees in the following departments:

- ◆ Alameda Municipal Power - Alameda Municipal Power (AMP) is the City of Alameda’s not-for-profit electric municipal utility, serving residents and businesses for over 128 years. AMP provides power to more than 34,000 customers at rates up to 20 percent below neighboring communities.
- ◆ City Attorney – Appointed by the City Council, the City Attorney provides legal representation and advises City officials on all legal matters involving the City, including land use, personnel, contracts, real property transactions, elections, and community development. The City Attorney represents the City in state and federal court and oversees outside counsel handling matters on behalf of the City. Additionally, the City Attorney's Office oversees the Risk Management Division of the City.
- ◆ City Clerk - The Alameda City Clerk is appointed by the City Council. The City Clerk's Office is responsible for the timely presentation of formal communications from the public, other agencies, and City staff to the City Council in compliance with the Sunshine Ordinance. The Clerk prepares the City Council meeting agenda in coordination with the City Manager. The Clerk also maintains the official City records that reflect the actions of the governing body and administers general and special municipal elections in compliance with election laws of the City Charter and the State of California.
- ◆ City Manager’s Office - The City Manager is appointed by the City Council and is responsible for providing policy support and recommendations to the City Council. The City Manager provides the leadership and direction for the operation and management of all City departments.

- ◆ Community Development:
 - The Planning Division is responsible for assisting the City Council with planning for Alameda's future development and reviewing proposed development for compliance with the City's adopted policies and ordinances. Planning staff is available in the Permit Center to provide public assistance on obtaining planning permits. The Planning Division also supports the Planning Board, the Historical Advisory Board, and the Public Art Commission.
 - The Building Division supports construction permitting functions at the Permit Center, including public information, application review and acceptance, routing, fee collection, and issuance of all permit applications. This program manages the review of plans for work being performed within city limits to ensure compliance with required standards and regulations. The program also provides daily inspections of construction, plumbing, electrical, and mechanical work at job sites to ensure all work conforms to current code requirements.
 - Economic Development - The Economic Development Division works to grow Alameda's tax and employment bases through the diligent pursuit of business retention, expansion, and attraction efforts, marketing, related real property development, tourism support, façade and art grants administration, and workforce development. This Division supports the Public Arts Commission and the Mayor's Economic Development Advisory Panel. It also supports the Social Services Human Relations Board and the Alameda Collaborative for Children, Youth and Their Families, whose activities promote initiatives that build mutual understanding, respect and good will and improve social services in the community.
- ◆ Finance - The Finance Department manages the financial planning and accounting, and assists other departments in the City in meeting their service objectives by allocating and monitoring the City's financial resources, including financial reporting, payroll services, purchasing, accounts payable, business licenses, and administration of the City's outstanding debt obligations while acting in a fiduciary capacity for assessment districts and the Successor Agency. The Department assists the City Manager and departments in the preparation of the biennial Budget and ongoing budget monitoring, coordinates investment of City funds for both short and long-term purposes, and provides cash management services for the City. The Department is also responsible for the coordination and completion of the annual audits.
- ◆ Fire - The City of Alameda Fire Department is an organization of dedicated, community service-oriented people who serve Alameda residents and visitors. The Department is also an all-risk public safety agency. This means they respond to all emergencies and hazards with the exception of those that are the responsibility of law enforcement. Fire services include: fire suppression; advanced life support, including ambulance transport services; fire prevention and investigative services; community disaster preparedness, including Community Emergency Response Teams (CERT); hazardous materials response and mitigation; confined space rescue services; and water rescue.
- ◆ Human Resources - The Human Resources Department provides policy direction and acts as an internal consultant on human resources related issues, implements and manages the attraction and selection of City employees, maintains an equitable and competitive salary and benefits structure, designs and administers the employee benefits packages, coordinates required training programs for City employees, and strives to promote and maintain a positive labor relations climate between employee bargaining units and the City.

- ◆ Library - The Alameda Free Library serves those who live, work, play, and learn in Alameda by providing materials, services, and programs to advance their recreational, educational, and professional goals. The Library offers a wide range of services to support community priorities, including answering reference questions, staging story times, providing summer reading programs, hosting class visits, and offering free public programs and displays for all ages and interests.
- ◆ Police - The Police Department is responsible for protecting the City's residents, property owners and businesses. The department fosters a problem-solving, community policing philosophy and works collaboratively with policy makers, the City Manager's Office, and the community to address problems of crime and property damage.
- ◆ Public Works - Public Works stewards Alameda's public infrastructure, including: assessment districts; integrated waste; streets; sewers; storm drains; sidewalks; street trees; traffic striping, signals, and systems; urban forest; and public facilities and fleet. To provide this stewardship, the department has three divisions:
 - The Maintenance Division is responsible for the day-to-day operations, maintenance, and repair of the public infrastructure. For example, this division is responsible for street tree trimming, responding to sewer backups, and repair of potholes, among much more.
 - The Engineering Division designs and oversees the construction of significant replacements or upgrades to the public infrastructure. Its work plan is derived primarily from the City's biennially-approved capital improvement program. Examples include the annual street resurfacing and sidewalk repair programs.
 - The Administration division provides overall management, supervision, and administrative support for the department. It includes an environmental services unit that administers the City's integrated waste franchise and clean water program, and a budget and analysis unit that administers City's assessment districts and handles budget controls and development.
- ◆ Recreation and Parks - The Alameda Recreation and Parks Department (ARPD) provides places and programs for tots, youths, adults, families, and seniors through:
 - Athletics
 - Classes and camps
 - Mastick Senior Center
 - Afterschool and summer programs
 - Programs for people with developmental disabilities
 - Community Events
 - Picnic and facility rentals

ARPD also manages parks, playgrounds, athletic facilities, recreation centers, picnic and rental facilities, public boat launches, a skatepark, and trails. The Department administers the contract for the operation of Corica Park – a 45-hole golf complex. Through ongoing park maintenance, improvements, and new park projects, ARPD provides high quality parks and programs that enhance the quality of life in Alameda.

- ◆ Information Technology - The Information Technology (IT) department provides internal support and oversees the technology infrastructure and daily needs of the City. They lead the design, selection, and implementation of a variety of technology solutions for all City departments and promote modernized technological and telecommunication growth. IT also collaborates with community partners to foster shared benefits through the use of technology assisting in attracting high-tech organizations to the City.

3 Current Environment

This section documents the state of the current environment to help Proposers prepare their proposal responses.

The City currently uses Superior FinancePlus to support its financial needs. According to the most current purchase order between Superior and the City, the following modules/items have been purchased:

- ◆ CA State Reports
- ◆ Central Receipting
- ◆ Employee Access Center
- ◆ Employee Benefits
- ◆ Employee Timesheets
- ◆ Fixed Assets
- ◆ Fund Accounting
- ◆ Human Resources
- ◆ Miscellaneous Billing/Accounts Receivable
- ◆ Accounts Payable
- ◆ Personnel Budgeting
- ◆ Position Control
- ◆ Purchase Orders
- ◆ Workflow

The City may or may not be fully utilizing the modules listed above.

In addition to the Superior system, the City's overall application environment includes a range of additional commercial-off-the-shelf (COTS) products as identified in Table 2.

While most of the relevant financial data currently resides in the Superior system, historical payroll data (pre-2008) actually resides on a Santa Cruz Operation (SCO) UNIX Open Server. This information is being mentioned here so Proposers can consider it from a data conversion/migration perspective.

Table 2 - City Applications

| Vendor | Product | Purpose |
|---|-------------------------------|--|
| Superion | Finance Plus | Financial Management |
| Intermedix Corp. | Intermedix | Ambulance Billing/Revenue Management |
| Duncan Solutions | Duncan Solutions | Parking Program/Payments |
| Accela | Automation | Permitting |
| Principal Decision Systems International (PDSI) | Telestaff | Time Entry and Scheduling (Fire Department) |
| ACTIVE Network | ActiveNet | Recreation Management |
| Innovative Interfaces Inc. | Polaris ILS | Integrated Library System |
| EnvisionWare | EnvisionWare | Library Payments |
| Lucity | Lucity Asset Management | Fleet Management |
| HdL Software | HdL Prime | Business License |
| LaserFiche | LaserFiche Client | Document Management |
| NeoGov | NeoGov | Recruitment |
| Granicus | Legistar | Agenda Automation |
| Granicus | Web Casting | Council Meeting Webcasts |
| Graphtek OpenCities, Inc. | G CMS SAAS OpenCities | Content Management (City Website) Estimated Go-Live FY2018 Q3 |
| Gwava | Retain | Email Archive |
| MuniCode | MuniCode | Municipal Code |
| SeeClickFix | SeeClickFix | Constituent Relationship Management – Request Management |
| IBM | Cognos Report Writing Tool | Financial Reporting |
| Harris | Cayenta | Financial Management (Alameda Municipal Power) |

Figure 1 identifies the third-party applications the City expects to be interfaced to the new ERP.

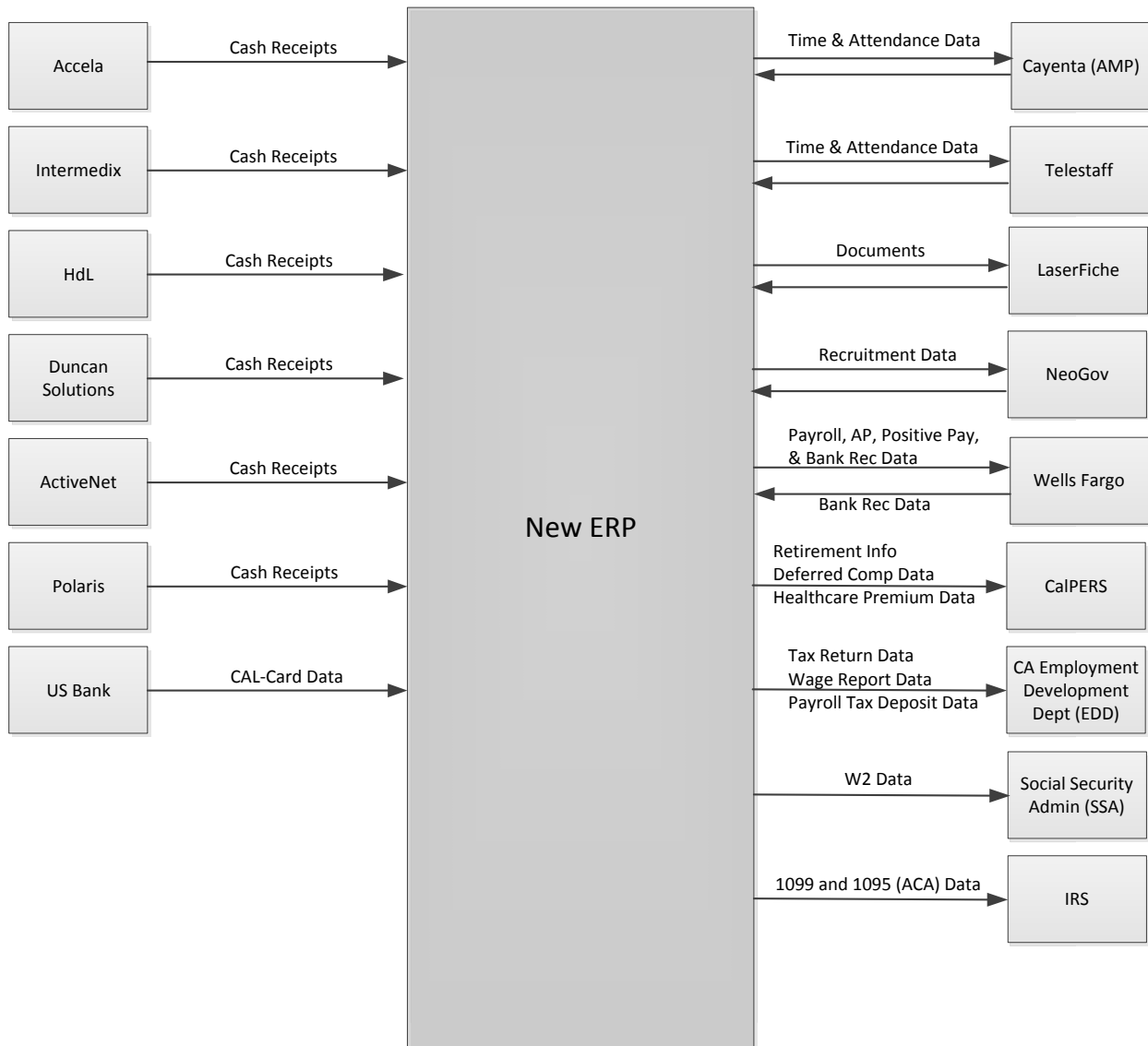


Figure 1 – Proposed ERP Interfaces

Table 3 provides additional information on the expected interfaces identified in Figure 1.

Table 3 – Additional Interface Information

| Application | Purpose | Freq. |
|--|--|--|
| Cayenta (AMP) | Sends time & attendance data to new ERP and back to Cayenta. | Weekly |
| Accela | Sends cash receipt data to new ERP. | Daily |
| Intermedix (Ambulance Billing Fire) | Sends cash receipt data to new ERP. | Daily |
| Telestaff (Fire) | Sends time and attendance data to new ERP and back to Telestaff. | Weekly |
| ActiveNet (Rec&Park) | Sends cash receipt data to new ERP. | Daily |
| Polaris (Library LIS) | Sends cash receipt data to new ERP. | Daily |
| Wells Fargo Bank (Current) | New ERP sends payroll data, warrant data (Positive Pay), accounts payable data, and bank reconciliation data to Wells Fargo. Wells Fargo sends bank reconciliation data back to the new ERP. | Payroll – Bi Weekly Warrant , AP and Bank Rec - Daily |
| US Bank | Sends Cal Card data to new ERP. | Daily |
| HdL (Business License) | Sends cash receipt data to new ERP. | Daily |
| Duncan Solutions (Parking Citations PD) | Sends cash receipt data to new ERP. | Daily |
| LaserFiche | Receives documents for storage from new ERP and allows access to stored documents from LaserFiche. | Daily |
| NeoGov | Sends recruiting data to new ERP. | Daily |
| CalPERS | Sends retirement, health enrollment and deferred compensation data to CalPERS. | Bi-Weekly |
| Internal Revenue Service (IRS) | Sends 1099 and 1095 (ACA) data to the IRS. | Annually |
| CA Employment Development Department (EDD) | Sends the following data to EDD: -Tax Return Data -Wage Report Data -Payroll Tax Deposit Data | Quarterly/ Annually |
| Social Security Administration (SSA) | Sends W2 data to SSA. | Yearly |

Table 4 identifies the City’s current technology standards. The proposed system must be compatible with the existing technical environment or accessible from it. Proposers will be required to confirm conformance to these requirements or clearly articulate proposed alternatives.

Table 4 – Technology Standards

| Technology | Current Standard |
|---|--|
| Database(s) | N/A |
| Server OS | Windows 2012 or higher |
| Desktop OS | Windows 7 and Windows 10 |
| Server Hardware | HP and Dell |
| Desktop Hardware | HP, Dell, and PCs |
| Laptop/Mobile Hardware | HP, Dell, and MS Surface |
| Browsers | Internet Explorer, Chrome, and Firefox |
| Email Server/Client | MS Exchange with Outlook |
| Virtual Environment | VM Ware |
| Storage Area Network | Dell Compellent and EqualLogic |
| Active Directory | Microsoft On-Premise |
| VPN | F5 Big-IP, CISCO |
| Scanners | No standard |
| Printers | HP, various copiers |
| Internet 1. Bandwidth 2. Redundancy | Level3 now, but soon to be AT&T 200 MB bandwidth 10MB redundancy |

Table provides information regarding key statistics (approximations) to aid the Proposers in preparation of their proposed solutions and pricing.

Table 5 – Key Statistics

| Functional Area | Volume/Statistics | Frequency (if applicable) |
|---|---|--------------------------------|
| Human Resources | | |
| Recruitments | 70 | Yearly |
| MOUs | 11 (two are comp plans so not as detailed as MOUs) | N/A |
| FTEs | 532 | N/A |
| PTEs | 300-400 | Seasonal |
| Position Classifications | 286 | N/A |
| Employee Action Forms (e.g. new hire, pay changes, employee separation, misc. pay assignments and status, etc.) | 30 | Weekly (more in the summer) |
| Finance | | |
| Purchase Orders | 65 | Monthly |
| Invoices | 750 | Monthly |
| Journal Entries | 1,100 | Annually |
| # of Funds | 140 | N/A |
| Miscellaneous Bills | 75 | Monthly |
| # of Bank Accounts | 14 | N/A |
| Range of Payroll Checks Issued | 625 | Bi-Weekly |
| Active Capital Projects | 40 | N/A |
| Vendors | 25 | Monthly |
| General | | |
| Total Current Superior Users (Citywide) | 203 | N/A |

4 ERP System Requirements

4.1 Required Modules

The City is seeking a highly integrated system that can serve as many of the City's various department needs as possible. Mandatory solution modules include the following:

- ◆ Finance
 - General Ledger/Accounting
 - Budgeting
 - Vendor Management
 - Procurement/Purchasing
 - Contract Management
 - Accounts Payable
 - Payroll Processing
 - Fixed Assets
 - Accounts Receivable/Miscellaneous Billing
 - Cash Receipts (Cashiering)
 - Grant Management
 - Project Management
- ◆ Human Resources
 - Recruitment
 - Onboarding
 - Position Control
 - Employee Master File
 - Benefits Administration
 - Leave Administration
 - Training and Certification
 - Performance Reviews
 - Personnel Actions
 - Employee Self-Service
 - Pay Administration
 - Time and Attendance
 - Separation/Offboarding
- ◆ Workflow
- ◆ Reporting

At a minimum, Proposers must propose a solution that includes the modules identified above.

4.2 Key Functionality

The City is interested in adopting modern, automated tools that support financial and human resource best practices. Key functionality in these areas would include, but not be limited to: dashboards, mobility, employee portal with electronic time reporting, vendor portal, workflow, reporting, etc. The specific functionality required can be found in Appendix A - Requirements.

4.3 Implementation Timeline

The City is seeking guidance from the Proposers based on their experience for the recommended module phasing and timing. Proposers should clearly communicate all key assumptions along with their proposed schedule. The City is open to suggestions for how best to implement the Proposer's solution. The Proposer's recommended implementation timeline should be clearly articulated in their proposal response as described in Section 6 – Implementation Approach and Work Plan.

4.4 Requirements

Proposers must respond to the requirements included in Appendix A - Requirements. The City will incorporate the requirements and the selected Proposer's responses into the final contract that is executed between the parties.

5 Proposal Submission Requirements

5.1 General Instructions

Proposals should be prepared simply and economically and provide a straightforward, concise description of the Proposer's company, qualifications, proposed solution, and capabilities to satisfy the requirements of this RFP. Emphasis should be on completeness and clarity of content.

Proposals must be organized consistent with the outline provided in this section. Proposers must follow all formats and address all portions of the RFP set forth herein, providing all information requested. Proposers may retype or duplicate any portion of this RFP for use in responding to the RFP, provided that the proposal clearly addresses all of the City's information requirements.

5.2 Proposal Format and Content

Information must be structured, presented, and labeled in the following manner:

- ◆ Cover Letter
- ◆ Table of Contents
- ◆ Section 1 – Executive Summary
- ◆ Section 2 – Company Background
- ◆ Section 3 – Company Qualifications
- ◆ Section 4 – References
- ◆ Section 5 – Proposed Solution
- ◆ Section 6 – Implementation Approach and Work Plan
- ◆ Section 7 – Hosting and Support
- ◆ Section 8 – Pricing
- ◆ Section 9 – Software Licensing and Maintenance Agreements

Information should be prepared on standard 8 1/2" x 11" paper and printed on two sides.

Failure to follow the specified format, to label the responses correctly, or to address all of the subsections may, at the City's sole discretion, result in the rejection of a proposal.

Cover Letter

The proposal must include a cover letter that provides the following:

- ◆ Proposer's legal name and corporate structure, including the state incorporated in.
- ◆ Proposer's primary contact to include name, address, phone, and email.
- ◆ Solution name, and version, and confirmation the solution is SaaS
- ◆ Identification of subcontractors (if any) and scope of work to be performed by subcontractors.
- ◆ Identification of any pending litigation against the Proposer.
- ◆ Disclosure of any bankruptcy or insolvency proceedings in last ten (10) years.

- ◆ Statement indicating the proposal remains valid for at least 150 days.
- ◆ Statement that the Proposer or any individual who will perform work for the Proposer is free of any conflict of interest (e.g. employment by the City).
- ◆ Statement of acknowledgement that the City's RFP documents have been reviewed and accepted with or without exception. If exceptions are involved, those items requiring adjustment or modification must be identified and listed along with suggested modifications to the contract. If no exceptions are noted, the City will assume that the Proposer is capable of performing all normal tasks and services without reservation or qualification to the contract.
- ◆ Signature of a company officer empowered to bind the Proposer to the provisions of this RFP and any contract awarded pursuant to it.

The Cover Letter should be concise and brief and not exceed three (3) pages unless a Proposer's exceptions to the City's legal documents require it.

Table of Contents

All sections should be identified and pages consecutively numbered.

Section 1 - Executive Summary

This section of the proposal should provide a brief and concise synopsis of Proposer's proposal and a description of the Proposer's credentials to deliver the services sought under the RFP. This is to include the name and version of the solution proposed, and confirmation that it is a SaaS solution. The Executive Summary should not exceed three (3) pages.

Section 2 – Company Background

This section of the proposal should identify the following:

- 2.1 – A brief description of the Proposer's background.
- 2.2 – Identify the location of headquarters, technical support, and field offices and the location of office which would service the City.
- 2.3 – Identify Proposer's annual company revenues and profit for the last three company fiscal years.

The Background section should not exceed three (3) pages.

Section 3 – Company Qualifications

In this section of the proposal, the Proposer should identify company qualifications and experience in implementing solutions similar to what the City is seeking:

- 3.1 – Describe the Proposer's familiarity with public sector ERP systems and associated business processes, and experience with the requirements of municipalities
- 3.2 – Identify the Proposer's existing client base including the number of existing clients using the version/release of the software being proposed. Specifically identify experience with similar sized California municipalities

The Company Qualifications section should not exceed three (3) pages.

Section 4 - References

The Proposer must provide at least five (5) references with at least three (3) of the references for systems that have been implemented in the last five years. The City prefers references from California municipalities of similar size and complexity to the City. For each reference, Proposer must provide the following information:

- 4.1 - Name and contact information (i.e. name, title, address, phone, and email)
- 4.2 - Brief project description, including identifying the software version, modules, and interfaces implemented
- 4.3 - Implementation timeline, go live date, original cost, and actual cost

Section 5 - Proposed Solution

The City is seeking a SaaS solution. In this section of the proposal, the Proposer should describe the proposed solution by providing the following:

5.1 – Solution Overview

- Name and origin of solution
- Release history and current release being proposed
- Confirmation solution is a SaaS solution
- Proposed modules
- Mobile capabilities of the proposed modules
- Roles and responsibilities of Proposer vs. the City

5.2 – Application Integration/Interface

The required integration/interfaces and the relevant data to be sent (including the direction and frequency) are identified in Figure 1 and Table 3 in RFP Section 3. Please describe the following for each specific integration/interface:

- Proposer's integration/interface solution (web services, Application Programming Interfaces (APIs), etc.)
- Data availability/transfer (real-time, nightly, etc.)
- How Proposer will ensure data security
- The involvement, if any, that is required from the owners of the applications to be integrated/interfaced to the ERP
- The involvement, if any, that is required from the City of the applications to be integrated/interfaced to the ERP
- If Proposer has previous experience developing/implementing the relevant integration/interface

5.3 – Data Storage and Backup

- Describe approach to data storage
- Describe data backup process

- Describe the network bandwidth required between the City and hosting facilities
- Describe what options are available for dedicated bandwidth (if available)
- Describe scalability options for computing power (CPU, RAM, and storage)

5.4 – Data Access and Security

- Describe how data access is managed
- Describe the environment (single or multi-tenant)
- If a multi-tenant environment, how is the data segregated?
- If a multi-tenant environment, how is security managed?

5.5 – Business Continuity and Disaster Recovery

- Describe approach to business continuity & disaster recovery

5.6 – Service Level Agreements (SLA's)

- Describe supported SLA options (e.g. reliability, availability, performance, issues, requests, system response time, etc.)

5.7 – Transition

- Describe proposed exit strategy at contract transition

5.8 – Response to Appendix A – Requirements:

- The City will provide a copy of RFP Appendix A in MS Word. To address this section, Proposers should use that file to address each requirement in Appendix A. Please see Appendix A for additional instructions.

Section 6 - Implementation Approach and Work Plan

The Proposer should describe the proposed implementation approach to include the following:

- 6.1 – Provide a Project Schedule (in MS Project) that identifies implementation tasks, activities, dates, durations, resources, deliverables, and milestones (ensuring that the development, testing, and implementation of all required integrations/interfaces is accounted for)
- 6.2 – Provide a project organization chart that identifies proposed staff – in response to this, also include a discussion of how Proposer will address any issues the City may have with staff
- 6.3 – Provide bios for key staff
- 6.4 – Describe Proposer's project management methodology – this should be in the form of a Project Plan that addresses the Proposer's approach to Change Management, Risk Management, Issues Management, Communications Management, etc.
- 6.5 – Describe the roles and responsibilities of City staff during implementation and provide an estimated level of effort (%) for the City versus the Proposer
- 6.6 – Describe the conversion strategy, including what data should be converted, the number of years to convert, and the conversion methodology (extract, transform, and load).

6.7 – Describe Proposer’s training methodology and how you ensure users are prepared to use the proposed solution; include description of approach to training for different learning styles (classroom, online, hands-on, etc.). Proposers must describe the training to be provided for each specific module being proposed.

6.8 – Describe your testing methodology to include the criteria and methods to ensure successful completion of user acceptance testing prior to Go Live

The Implementation Approach and Work Plan section should not exceed fifteen (15) pages (excluding the project schedule).

Section 7 – Hosting and Support

In this section of the proposal, the Proposer should address the following:

7.1 – Describe ongoing hosting and support services including help desk processes and procedures, support hours (in Pacific Time), escalation procedures, and response time commitments

7.2 – Describe the frequency that application patches and releases have been made available within the past two (2) years, and how upgrades and patches are applied, specifically describing your notification process and City’s ability to delay, test, accept, and/or deny applying changes

7.3 – Describe how you would complete a Post-Implementation Evaluation Report (PIER), including identification of when this report would be completed and when and how additional training would be provided

7.4 – Describe any solution user groups and/or conferences

The Hosting and Support section should not exceed five (5) pages.

Section 8 – Pricing

The City seeks a clear and comprehensive understanding of all costs associated with the implementation and ongoing maintenance of the proposed system.

To address pricing, the City will provide a copy of RFP Appendix B – Price Sheets - in MS Excel. To address this section, Proposers should complete all the price sheets in Appendix B.

Proposers must itemize all costs associated with the implementation and ongoing maintenance. The City will evaluate information based on the “Total Cost to Implement (TCI)” and the “Total Cost to Operate (TCO).” TCI will include all costs required for a successful implementation. The TCO will be calculated based on TCI plus five (5) years of annual maintenance fees.

Proposers must identify all costs required to complete a successful implementation to include:

- ◆ Licensing and Costs
- ◆ Services
 - Project management
 - Implementation, installation, configuration, and testing
 - Data conversion and migration
 - Interface development
 - Training and Documentation

- ◆ Travel

Proposer's hosting costs should clearly identify the annual costs for five years inclusive of:

- ◆ Hosting
- ◆ Support
- ◆ PIER and additional training

The City will evaluate Proposer price information based solely off the information provided in Appendix B. Appendix B includes space for Proposers to identify any assumptions or comments that will ensure the City understands what is being proposed.

Section 9 – Software Licensing and Maintenance Agreements

To address this section, the Proposer must provide any software licensing and maintenance agreements that will be required to implement the Proposer's solution.

6 Proposal Evaluation

A City Evaluation Committee will review all information to determine which Proposers have qualified for consideration. The evaluation will include at least an initial review and a subsequent detailed review. The initial review will evaluate all submissions for conformance to stated specifications to eliminate all responses that deviate substantially from the basic intent and/or fail to satisfy the mandatory requirements. Only those that meet or exceed the intent of the mandatory requirements will be further evaluated. Submitted proposals will be evaluated on the following criteria:

- ◆ Quality, clarity, and responsiveness of proposal
- ◆ Ability to meet the needs of the City
- ◆ Well thought out timeline and roadmap to support go live with a phased approach
- ◆ Proven technical ability to design, install, and support the proposed system
- ◆ Demonstrated ability to work in a cooperative and collaborative manner with clients
- ◆ Anticipated value and price
- ◆ Perceived risk or lack thereof
- ◆ Company financial stability
- ◆ References for each application proposed
- ◆ Results of interviews, demonstrations, and site visits
- ◆ Ability to prepare and execute a contract in a timely manner
- ◆ Commitment to continually evolving the system to remain current with evolving best practices

The City reserves the right, at its sole discretion, to request clarifications of proposals or to conduct discussions for the purpose of clarification with any or all Proposers. The purpose of any such discussions shall be to ensure full understanding of the proposal. Discussions shall be limited to specific sections of the proposal identified by the City and, if held, shall be after initial evaluation of proposal is complete. If clarifications are made as a result of such discussion, the Proposer shall put such clarifications in writing.

7 RFP Terms and Conditions

A. Collusion

By submitting a response to the RFP, each Proposer represents and warrants that its response is genuine and made in the interest of or on behalf of any person not named therein; that the Proposer has not directly induced or solicited any other person to submit a sham response or any other person to refrain from submitting a response; and that the Proposer has not in any manner sought collusion to secure any improper advantage over any other person submitting a response.

B. Gratuities

No person will offer, give or agree to give any City employee or its representatives any gratuity, discount or offer of employment in connection with the award of contract by the City. No City employee or its representatives will solicit, demand, accept or agree to accept from any other person a gratuity, discount or offer of employment in connection with a City contract.

C. Required Review and Waiver of Objections by Proposers

Proposers should carefully review this RFP and all attachments, including but not limited to the Standard Professional Services Agreement, for comments, questions, defects, objections, or any other matter requiring clarification or correction (collectively called "comments"). Comments concerning RFP objections must be made in writing and received by the City no later than the "Deadline for Proposal Questions" detailed in Table 1 - RFP Timeline. This will allow issuance of any necessary amendments and help prevent the opening of defective information upon which contract award could not be made.

Protests based on any objection will be considered waived and invalid if these faults have not been brought to the attention of the City, in writing, by the Deadline for Proposal Questions.

D. Nondiscrimination

No person will be excluded from participation in, be denied benefits of, be discriminated against in the admission or access to, or be discriminated against in treatment or employment in the City's contracted programs or activities on the grounds of disability, age, race, color, religion, sex, national origin, or any other classification protected by federal or California State Constitutional or statutory law; nor will they be excluded from participation in, be denied benefits of, or be otherwise subjected to discrimination in the performance of contracts with the City or in the employment practices of the City's contractors. Accordingly, all Proposers entering into contracts with the City will, upon request, be required to show proof of such nondiscrimination and to post in conspicuous places, available to all employees and applicants, notices of nondiscrimination.

E. Proposal Preparation Costs

The City will not pay any costs associated with the preparation, submittal, or presentation of any proposal.

F. Proposal Withdrawal

To withdraw a proposal submitted prior to the Deadline for Proposal Submissions, the Proposer must submit a written request, signed by an authorized representative, to the RFP Coordinator (Section 1.4). After withdrawing a previously submitted proposal, the Proposer may submit another proposal at any time up to the Deadline for Proposal Submissions.

G. Proposal Errors

Proposers are responsible for all errors or omissions contained in their information. Proposers will not be allowed to alter proposal documents after the Deadline for Proposal Submission.

H. Incorrect Proposal Information

If the City determines that a Proposer has provided, for consideration in the evaluation process or contract negotiations, incorrect information which the Proposer knew or should have known was materially incorrect, that proposal will be determined non-responsive, and the proposal will be rejected.

I. Assignment and Subcontracting

The Contractor may not subcontract, transfer, or assign any portion of the contract without prior, written approval from the City. Each subcontractor must be approved in writing by the City. The substitution of one subcontractor for another may be made only at the discretion of the City and with prior, written approval from the City.

Notwithstanding the use of approved subcontractors, the Proposer, if awarded a contract under this RFP, will be the prime contractor and will be responsible for all work performed and will be responsible for all costs to subcontractors for services provided by the Proposer. The Proposer is prohibited from performing any work associated with this RFP or using contractors for any service associated with this RFP offshore (outside the United States).

J. Right to Refuse Personnel

The City reserves the right to refuse, at its sole discretion, any subcontractors or any personnel provided by the prime contractor or its subcontractors. The City reserves the right to interview and approve all Proposer staff members. Proposer's staff may be subject to the City's background and drug testing processes at any time.

K. Proposal of Additional Services

If a Proposer indicates an offer of services in addition to those required by and described in this RFP, these additional services may be added to the contract before contract signing at the sole discretion of the City.

L. Licensure

Before a contract pursuant to this RFP is signed, the Proposer must hold all necessary, applicable business and professional licenses. The City may require any or all Proposers to submit evidence of proper licensure.

M. Conflict of Interest and Proposal Restrictions

By submitting a response to the RFP, the Proposer certifies that no amount will be paid directly or indirectly to an employee or official of the City as wages, compensation, or gifts in exchange for acting as an officer, agent, employee, subcontractor, or consultant to the Proposer in connection with the procurement under this RFP.

Notwithstanding this restriction, nothing in this RFP will be construed to prohibit another governmental entity from making a proposal, being considered for award, or being awarded a contract under this RFP.

Any individual, company, or other entity involved in assisting the City in the development, formulation, or drafting of this RFP or its scope of services will be considered to have been given information that would afford an unfair advantage over other Proposers, and said individual, company, or other entity may not submit a proposal in response to this RFP.

N. Contract Negotiations

After a review of the information and completion of the demonstration and proof-of-capabilities (POC), the City intends to enter into contract negotiations with the selected Proposer. These negotiations could include all aspects of services and fees. If a contract is not finalized in a reasonable period of time, the City will open negotiations with the next ranked Proposer.

O. Execution of Contract

If the selected Proposer does not execute a contract with the City within fifteen (15) business days after notification of selection, the City may give notice to that service provider of the City's intent to select from the remaining Proposers or to call for new information, whichever the City deems appropriate.

P. Right of Rejection

The City reserves the right, at its sole discretion, to reject any and all information or to cancel this RFP in its entirety.

Any proposal received which does not meet the requirements of this RFP may be considered to be nonresponsive, and the proposal may be rejected. Proposers must comply with all of the terms of this RFP and all applicable State laws and regulations. The City may reject any proposal that does not comply with all of the terms, conditions, and performance requirements of this RFP.

Proposers may not restrict the rights of the City or otherwise qualify their information. If a Proposer does so, the City may determine the proposal to be a nonresponsive counter offer, and the proposal may be rejected.

The City reserves the right, at its sole discretion, to waive variances in technical information provided such action is in the best interest of the City. Where the City waives minor variances in information, such waiver does not modify the RFP requirements or excuse the Proposer from full compliance with the RFP. Notwithstanding any minor variance, the City may hold any Proposer to strict compliance with the RFP.

Q. Disclosure of Proposal Contents

All information and other materials submitted in response to this RFP procurement process become the property of the City. Selection or rejection of a proposal does not affect this right. All proposal information, including detailed price and cost information, will be held in confidence during the evaluation process. Upon the completion of the evaluation of information, the information and associated materials will be open for review by the public to the extent allowed by the California Public Records Act, (Government Code Section 6250-6270 and 6275-6276.48). By submitting a proposal, the Proposer acknowledges and accepts that the contents of the proposal and associated documents will become open to public inspection.

R. Proprietary Information

The master copy of each proposal will be retained for official files and will become public record after the award of a contract unless the proposal or specific parts of the proposal can be shown to be exempt by law (Government code §6276). Each Proposer may clearly label part of a proposal as "CONFIDENTIAL" if the Proposer thereby agrees to indemnify and defend the City for honoring such a designation. The failure to so label any information that is released by the City will constitute a complete waiver of all claims for damages caused by any release of the information.

S. Severability

If any provision of this RFP is declared by a court to be illegal or in conflict with any law, the validity of the remaining terms and provisions will not be affected; and, the rights and obligations of the City and Proposers will be construed and enforced as if the RFP did not contain the particular provision held to be invalid.

T. RFP and Proposal Incorporated into Final Contract

This RFP and the successful proposal will be incorporated into the final contract.

U. Proposal Amendment

The City will not accept any amendments, revisions, or alterations to information after the Deadline for Proposal Submission unless such is formally requested, in writing, by the City.

V. Consultant Participation

The City reserves the right to share with any consultant of its choosing this RFP and proposal responses in order to secure a second opinion. The City may also invite said consultant to participate in the Proposal Evaluation process.

W. Warranty

The selected Proposer will warrant that the proposed software will conform in all material respects to the requirements and specifications as stated in this RFP, demonstrated in both the software demonstration and subsequent proof-of-capabilities. In addition, the selected Proposer will warrant that it rightfully possesses the right, title, or interest to the intellectual property (IP) necessary for any underlying technology implicated by or involved with their proposed technological solution. Further, that the requirements as stated in this RFP will become part of the selected Proposer's license and the

Proposer will warrant to the requirements. The selected Proposer must warrant that the content of its proposal accurately reflects the software's capability to satisfy the functional/technological requirements as included in this RFP. Furthermore, the warranty, at a minimum, should be valid for the duration of the implementation and until final acceptance (as will be defined during the negotiation process) of all application modules included in the implementation.

X. Rights of the City

The City reserves the right to:

- ◆ Make the selection based on its sole discretion
- ◆ Reject any and all information
- ◆ Issue subsequent Requests for Proposal
- ◆ Postpone opening proposals, if necessary, for any reason
- ◆ Remedy errors in the Request for Proposal process
- ◆ Approve or disapprove the use of particular subcontractors
- ◆ Negotiate with any, all, or none of the Proposers
- ◆ Accept other than the lowest offer
- ◆ Waive informalities and irregularities in the proposal
- ◆ Enter into an agreement with another Proposer in the event the originally selected Proposer defaults or fails to execute an agreement with the City

An agreement will not be binding or valid with the City unless and until it is approved by the City Council and executed by authorized representatives of the City and of the Proposer.

Y. Bid Appeal Procedure

A Proposer who timely submitted a Proposal may appeal pursuant to the appeal procedures applicable to this RFP as follows:

1. Any Proposer who has timely submitted a Proposal may appeal the recommended award by filing an appeal which complies with this RFP Section **within (5) business days after the Announcement of the Selected Proposer Date listed above in RFP Section 1.3 (as amended by written addendum, if any)**. Postmarking by the due date will not substitute for actual timely receipt.
2. The appeal must be based on one or more of the following grounds:
 - (i) The selected Proposer does not meet the minimum qualifications stated in the RFP or its exhibits;
 - (ii) The selected Proposal is nonresponsive in that it fails to offer all of the services requested in the RFP that have not either been modified or waived by the City;
 - (iii) The RFP or its exhibits were ambiguous or inconsistent in a materially significant way and such ambiguity or inconsistency gave the selected Proposer an unfair competitive advantage; or

- (iv) The selection process was unfair in that the City failed to follow the stated evaluation process which gave an unfair competitive advantage to the selected Proposer and the selection process was not modified or waived pursuant to the RFP.
3. The City will take a number of factors into account when making its selection and thus no single factor or criteria can outweigh all the others combined. As such, the following are generally not grounds for a valid appeal:
 - (i) The appellant feels they have more experience than the selected Proposer;
 - (ii) The appellant feels they are better qualified than the selected Proposer; or
 - (iii) The appellant offered a lower price for the same services.
4. The appeal shall contain a full and complete written statement specifying in detail the grounds for the appeal and the facts supporting the appeal. The appeal shall make specific reference to the applicable sections of the RFP, its exhibits and/or sections of the selected Proposal.
5. The appeal shall be emailed or hand delivered to the RFP Coordinator at the address and email listed in RFP Section 1.4 above with a copy to the selected Proposer.
6. The selected Proposer shall respond in writing to the allegations contained in the appeal within three (3) business days of receipt thereof. The response shall be emailed or hand delivered to RFP Coordinator at the address and email listed in RFP Section 1.4 above with a copy to the appellant.
7. The City Attorney's Office will review the appeal, the response and promptly initiate an investigation. The appellant and all Proposers shall cooperate with any inquiries from City Attorney's Office.
8. At the conclusion of the investigation, the City Attorney's Office shall issue a letter to the appellant with a copy to the selected Proposer regarding their findings. The role of the City Attorney's Office is to determine whether or not City staff followed the evaluation process outlined in the RFP and whether the RFP materials were materially ambiguous or inconsistent so as to give the selected Proposer an unfair economic advantage. If necessary, the City Attorney's Office can recommend steps to correct the error; recommend that City stop negotiations with the selected Proposer and start negotiations with the next highest scoring Proposer; reject all Proposals and restart the RFP process or such other remedy as may be in the City's best interest.
9. It is not the role of the City Attorney's Office to second guess the City as to the relative strengths or weaknesses of the submitted Proposals. The City Attorney's Office will not substitute his/her judgment for that of the City so long as the RFP process has been substantially followed.
10. If the contract requires City Council approval, then an appellant who is dissatisfied by the finding of the City Attorney's Office shall have an opportunity to appear and be heard by the City Council at the public hearing to award the contract. The City Council's decision to award or not award the contract is final.

Appendix A – Requirements

See separate Word document.

Appendix B – Price Sheets

See separate Excel document.

Appendix C – City Standard Agreement

See separate PDF document.