Concord, NC

REQUEST FOR PROPOSALS

FOR

ENTERPRISE RESOURCE PLANNING SOFTWARE AND IMPLEMENTATION SERVICES

RFP 2647

ELECTRONIC SUBMISSIONS DUE

Monday, December 16th, 2024

4:00 PM Eastern

Pre-proposal conference call – Friday, November 15th at 10am ET

Table of Contents

SECTION 1. INTRODUCTION

1.1 OBJECTIVE

The City of Concord (The City) seeks proposals from qualified respondents for Enterprise Resource Planning (ERP) Software and Implementation Services.

This Request for Proposals (RFP) is designed to provide qualified and interested proposers (Respondents) with sufficient information to submit proposals meeting minimum requirements but is not intended to limit a proposal's content or exclude any relevant or essential data. The City expects that this RFP will result in a contract(s) awarded to the Respondent whose proposal is determined to provide the best value for the City based on the evaluation criteria (the Selected Vendor).

1.2 BACKGROUND INFORMATION ABOUT THE CITY OF CONCORD

Concord, North Carolina, is a thriving city located about 20 miles northeast of Charlotte, with a population of approximately 111,000 residents. Known for its rich history and vibrant community, Concord is a hub for commerce, education, and entertainment, featuring landmarks such as the famous Charlotte Motor Speedway and Concord Mills, one of the largest shopping malls in the state. The city boasts a blend of historic charm and modern amenities, with a well-preserved downtown area showcasing historic buildings, boutiques, and local eateries. Concord operates under a council-manager form of government, which combines the political leadership of elected officials with the managerial expertise of an appointed city manager. The City Council, consisting of the Mayor and council members, sets policies and legislation, while the city manager oversees day-to-day operations and implements the Council's decisions. Concord's government operates with an annual budget of approximately $300 million, supporting various public services and infrastructure projects.

Background Statistics	
Background Summary	
Current Population	111,000
Budget (All Funds)	$353,489,523
Full-Time Employees (FY 2024-25 Budget)	1,222
Part Time / Seasonal (FY 2024-25 Budget)	42

1.3 ABOUT THE PROJECT

The City currently uses FinancePlus as its ERP system, a Central Square-based platform that has been in operation for nearly 20 years. City staff have utilized the existing features and developed multiple workarounds to meet the City's needs. Additionally, the City employs various third-party solutions for specific requirements and relies on numerous Excel spreadsheets across different departments to track financial information.

While the current systems enable the City to process necessary business transactions, they do not always do so efficiently. Manual and often duplicative data entry is still required, which is time-consuming and increases the likelihood of errors.

Business users seek more functionality and reliability than what is currently available. The City aims to explore and assess modern, cloud-based ERP solutions to enhance overall business processes and system integration.

1.3.1 Project Preparation

The Government Finance Officers Association (GFOA) was selected by the City to guide it through the ERP selection process. GFOA is a professional membership organization representing over 23,500 public sector professionals across the United States and Canada. GFOA has no ties to any specific ERP technology.

As part of the scoping activities for this project, GFOA and the City worked together to review existing business processes. The City was divided into Process Improvement Teams (PITs) by functional area. Each PIT crew met with GFOA to identify gaps in current processes when compared to best practices and modern ERP functionality. The PIT crews will remain intact during selection and implementation.

Areas for improvement have been documented into a plan of action (Action Plan). The Action Plan describes changes that range from changing existing practices without regard to technology to preparing for change when technology is available. Many Action Plan items and related readiness activities will be addressed in advance of implementation. Some improvement items may be technology dependent, and the City will rely on collaboration with and expertise of the Selected Vendor to complete these activities.

1.4 PROJECT GOVERNANCE

The City's ERP is managed by the Finance Office, which oversees the preparation of this RFP and will continue during selection and implementation. A Steering Committee has been established to provide guidance regarding project scope, funding, and business processes and City policies impacted by the project. As mentioned above, the project is supported by multiple PIT crews, with each PIT crew consisting of City stakeholders representing various stages of a functional process.

Governance Structure

• Role	• Description	• Duties
• **Project Sponsor**	• Serves as a member of the Steering Committee. Resolves conflict within the Steering	• Act as project champion. • Secure necessary resources and remove obstacles for the project.

	Committee or on the project and is the final decision-maker during Steering Committee impasses.	• Provide strategic direction for the project. • Promote the project to City leadership and department staff. • Participate on the Steering Committee.
• **Steering Committee**	• Provides ongoing leadership to the ERP Project.	• Act as project champions, assist with making the project an organizational priority and assist with providing resources for the project. • Provide project guidance and direction. • Resolve issues and policy conflicts. • Approve scope changes; • Provide a strategic perspective when defining needs for a future software system and the associated processes. • Assist with change management across the organization. • Communicate progress of overall project to Departmental staff on a frequent basis.
• **Project Managers**	• Coordinates day-to-day activities on the project and serves as primary poinNovet of contact for the City's vendor partners	• Address day-to-day project issues. • Serve as liaison to external consultants. • Work closely with the Project Sponsor and Steering Committee to coordinate resources to meet the project objectives. • Coordinate with City staff to ensure cross-department participation in the project. • Provide regular project updates and communications to project stakeholders. • Schedule and facilitate project meetings.

		• Coordinate and implement project communication plan. • Resolve issues, review deliverables, and maintain project plan, schedule, and budget.
• **GFOA Consultants**	• Serves as the ERP program advisor to the City	• Provide general guidance on ERP selection practices. • Provide guidance on best practices in public sector. • Facilitate and guide the City through scoping, solicitation, selection, and contracts for the future ERP solution. • Complete tasks outlined in the Contract, including project planning, businesses process analysis and improvement, and project readiness plan.
• **Process Improvement Teams & Leads**	• PIT crew members have a general understanding of their functional process. Leads provide functional expertise, coordinate stakeholders, and coordinate tasks and assignments.	• Identify potential areas of improvement and assist with the development of future state processes and system improvements. • Review and validate functional and technical requirements. • Make recommendations and assist in the development of procedures and guidelines to implement best practice business processes. • Serve as project champions within their department. • Confirm that recommendations work for the organization as a whole.
• **Subject Matter Experts**	• Subject Matter Experts (SMEs) have deep knowledge of a particular process or sub-process within a functional area.	• Provides information and recommendations about their defined area of expertise. • Assist in developing and validating new processes and/or system requirements.

SECTION 2. PROCUREMENT RULES AND PROCEDURES

2.1 RULES OF PROCUREMENT

a. The City reserves the right to award multiple contracts from this RFP.

b. The City reserves the right to reject any or all proposals and to waive technicalities and informalities when such waiver is determined by the City to be in the City's best interest.

c. The City may modify this RFP by issuance of one or more written addenda.

d. The City reserves the right to meet with select Respondents at any time to gather additional information. Furthermore, the City reserves the right to add, remove, or modify RFP scope until the final contract signing.

e. This RFP does not commit the City to award a contract.

f. All proposals submitted in response to this RFP become the property of the City and public records. Respondents concerned with release of proprietary or confidential information are encouraged to not submit that information in the proposal.

g. All proposals must be submitted in the proposal format outlined in Section 4 of this RFP.

2.2 NOTICE TO RESPONDENTS

Failure to carefully read and understand this RFP may cause the proposal to be out of compliance, rejected by the City, or legally obligate the Respondent to more than it may realize. Information obtained by the Respondent from any officer, agent, or employee of the City shall not affect the risks or obligations assumed by the Respondent or relieve the Respondent from fulfilling any of the RFP conditions or any subsequent contract conditions.

2.2.1 Joint Proposals

If all RFP requirements are not met with products and services provided by one firm, Respondents are encouraged to partner with one or more other firms to submit a Joint Proposal.

2.2.2 Primary Firm

If a Respondent consists of multiple firms submitting a joint proposal, the proposal must identify one firm as the Primary Firm, along with a primary point of contact. This identified person will be the primary point of contact throughout the procurement process and will be held responsible for the overall implementation of all partners included in the joint proposal.

2.2.3 Proposal Validity

All proposals, including all information and costs provided therein and any subsequent clarification or response to questions, shall be valid for a minimum of 180 days.

2.2.4 Late Proposals

Proposals received after the proposal due date and time indicated will not be accepted or considered.

Proposals may be withdrawn or modified in writing prior to the proposal submission deadline. Proposals that are resubmitted or modified shall be sealed and submitted prior to the proposal submission deadline.

2.2.5 Pre-Proposal Conference

A pre-proposal vendor conference will be held via web conference on the date and time established in the Procurement Schedule. **Attendance at the pre-proposal conference is not mandatory**, but the City requests vendors interested in participating in the pre-proposal conference RSVP to the contact listed in Section 2.3. Answers to questions submitted prior to the conference and answers to all questions asked at the pre-proposal meeting will be posted after the meeting to the solicitation on

2.3 CONTACT INFORMATION

The City's Finance Department is the sole point of contact for this solicitation.

Jessica Jones

jonesj@concordnc.gov

Attempts by or on behalf of a Respondent to contact or to influence any member of the Evaluation Committee, any member of the City of Concord, or any employee of the City regarding the acceptance of a proposal may lead to elimination of that Respondent from further consideration.

2.3.1 Clarifications

Any formal requests for clarification, questions, or additional information regarding this solicitation shall be emailed to Jessica Jones via the email listed above by November 22, 2024

All questions concerning the RFP must reference the RFP section heading. Any questions received after the deadline shall not be considered. Questions received prior to the stated deadline will be collated into addenda and provided to all proposers, no later than December 4, 2024. All questions, requests for clarification, or additional information received by the City regarding this RFP will not be considered confidential in any way, shape, or form.

2.4 PROCUREMENT SCHEDULE

The table below represents the anticipated schedule for this procurement. The City reserves the right to change the schedule with appropriate notification.

Activity	Scheduled Date (2024-2025)
RFP Issuance	November 1, 2024

Optional Pre-Proposal Conference Call	November 15, 2024
Deadline to Submit Questions and Requests for Clarification on the RFP	November 22, 2024
Answers to Submitted Questions Provided	December 4, 2024
Proposals Due	**December 16, 2024**
Blind Evaluation of Proposal Components Completed	January 17, 2025
Initial Interviews	January to February 2025
Software Demonstrations and Implementation Interviews	February to March 2025
Notification of Elevation to Semi-finalist or Finalist Respondent(s)	March 2025
Conduct Discovery Sessions	March to April 2025
Notification to Selected Vendor	April 2025
Contract Negotiations and Finalize Statement of Work	April to May 2025
Execute Final Contract	May 2025
Begin Implementation	June 2025

SECTION 3. PROJECT SCOPE

3.1 OVERVIEW

The City seeks an integrated ERP solution and a qualified professional services provider to implement the proposed ERP solution, including overseeing the implementation of any proposed third-party software. The scope of the project, including project milestones, will be defined by a Statement of Work (SOW) that identifies the final scope, project approach, roles and responsibilities of the Selected Vendor and City, payment milestones, functional requirements, and acceptance criteria.

3.2 CONTRACT SCOPE

The City shall enter into a contract with the Selected Vendor, provided however that in the event of a Joint Proposal, multiple contracts may be required for all implementation services as described under this RFP. It is the Respondent's responsibility to partner as necessary and assemble the team, skills, assets, and other qualifications to meet the requirements of this RFP. The City understands that software contracts and third-party solution contracts may be handled separately; however, a comprehensive SOW will be developed to integrate all of the contracts.

3.3 ORGANIZATION SCOPE

The full scope of the project, including all functional requirements, must accommodate the needs of all City departments. For more information on the City, please refer to the City’s Annual Comprehensive Financial Report, which is available on the City’s website.

3.4 PROCESS SCOPE

The scope of this project is defined by goals, processes, and requirements.

- **Goals:** The activities undertaken in preparation for this RFP have culminated in several high-level goals the City wishes to achieve. Goals represent major outcomes or improvements the City desires to achieve as a result of using the system and improvements to policy, process, organizational structure, or improved efficiencies.
- **Process:** The major functions the City will use the system for represent the processes. Processes are defined by transactional processes, outputs, or overall groupings of system features the City will use to achieve its goals.
- **Requirements**: Each process is further defined by requirements that will serve as a service to communicate expectations for the system and acceptance. The requirements for each process can be found in Attachment 9 – Functional Requirements.

3.4.1 General

The ERP will function as the central repository for enterprise data, handling financial accounting, procurement, enterprise reporting, and human resources. It will define general business rules and workflow processes for transactions related to financials, procurement, human resources, and payroll.

Ensuring integrated, secure access to the ERP platform is a top priority for the City. Both internal and external users must be confident in the system's security and data protection. The transaction flow, including notifications, should be easily configurable according to City business rules and policies, with intuitive user interfaces that support mobile device access whenever possible. Reporting tools should utilize no- or low-code interfaces, and business configurations should not require programmer involvement.

While the City is eager to centralize systems around a new ERP solution, it recognizes that some existing systems will remain. Therefore, it is crucial that the new ERP integrates seamlessly with other City systems, ensuring consistent, timely, and accurate data sharing.

3.4.2 Accounting

Goals:

The City faces significant challenges with its current financial system, particularly with the Chart of Accounts (CoA) structure and inconsistent use of accounts by departments. The mixed use of account strings and project identifiers obscures expenditure details, requiring extensive review of underlying invoices. Additionally, numerous manual journal entries (JEs) are needed to correct errors and process transactions, adding to the workload and complicating financial management. The limitations of Finance Plus, including inadequate financial reporting and restricted data descriptions, further hinder effective financial oversight and transparency.

The City aims to implement a new ERP system that modernizes the CoA structure and enhances financial clarity. Introducing a distinct segment for projects will improve reporting accuracy. The new system should also provide training for department staff to ensure proper account use, reducing errors and the need for corrective JEs. Automation and integration features will streamline processes and minimize manual data entry. Enhanced reporting capabilities and better grant management tools are essential to meet audit requirements and improve overall financial transparency. Ultimately, the new ERP system should facilitate more efficient and effective financial management, aligning with the City's modernization goals.

Process Scope:

- Chart of Accounts
- General Ledger Transactions
- Project / Grant Tracking
- Financial Reporting

3.4.3 Asset Management

Goals:

The City faces significant challenges with its current ERP system, Finance Plus. The system's inefficiencies lead to fragmented asset tracking, particularly for assets valued below $5,000, which are monitored by individual departments rather than through a centralized system. Additionally, manual entry for fixed assets and inventory management increases the risk of errors. The current system also lacks detailed reporting capabilities, making it difficult to generate comprehensive asset and financial reports.

The City aims to replace Finance Plus with a new ERP system to streamline operations and improve efficiency. The primary goal is to implement a unified platform that integrates asset acquisition, tracking, and maintenance processes, reducing reliance on manual entries and multiple software systems. The new ERP system should enhance inventory management through automation and provide robust, customizable reporting capabilities. This will enable better financial oversight, accurate cost allocation, and more efficient service delivery to residents.

Process Scope:

- Asset Acquisition
- Asset Tracking
- Transfer, Disposal, Retirement
- Work Order

3.4.4 Budget

Goals:

The City currently faces several challenges with its budget process. Using Questica since around 2015, the system's slow performance; lack of integration between operating budget, capital project, and performance metric modules; and limited user interaction have created inefficiencies. The lack of integration between modules creates the need for duplicate entries and forces additional work to tie performance metrics to their related operating budgets and to the strategic plan.

Many users only interact with Questica once a year and find it unintuitive. Additionally, the reliance on manual processes for budget amendments and transfers, often managed through Excel sheets and PDFs, adds to the complexity. Furthermore, connecting grants to projects, tracking revenues and expenses at a project level, and managing cost allocations in the financial system remain problematic, with heavy reliance on Excel files.

To address these challenges, the City aims to implement a new ERP system that will replace Finance Plus. The new system should streamline the budgeting process by integrating seamlessly with existing tools like Questica and Excel, reducing redundancies and manual efforts. Not only should the integration between the two systems be seamless, but there should be an easy method to import and export information between the two systems into Excel. The new ERP will automate labor-intensive tasks such as data entry and report generation, improving efficiency and accuracy. Additionally, the new system will establish clearer parent/child relationships within the budget structure, enabling precise tracking of allocations and expenditures. Ultimately, these improvements will enhance data accuracy, reporting capabilities, and decision-making, leading to better financial management and resource allocation.

Process Scope:

- Operating Budget
- Budget Adjustments/Amendments
- Capital Improvement Plan
- Personnel Budgeting
- Cost Allocations
- Performance Metrics
- New Requests/Change Request Packages (additions to operating budget requests)

3.4.5 Customer Billing

Goals:

The City's current billing practices involve a variety of processes managed on a weekly basis, with invoices issued every Friday. Billing includes general charges, alarm billing, and specific areas like beer and wine. Departments use Community Plus to submit invoice requests for services such as HazMat, Hydrant Usage, School System support, Alarm Billing, and Code Enforcement. Billing for Transit is directed to the City of Charlotte, and Kannapolis is billed for its share of the transit operation. Challenges include occasional omissions of revenue account numbers and a need for more detailed invoice descriptions. Additionally, the manual entry required for alarm billing and the management of the False Alarm Reduction Program adds complexity and inefficiency.

The city hopes the new ERP system will help to address these challenges. The goal of the new system is to consolidate and streamline billing processes into a unified platform. It will integrate with existing specialized software to reduce manual data entry and duplication. A major objective is to improve the user experience by offering a more intuitive interface and detailed invoice descriptions. The new ERP system must also automate alarm entries and management, simplifying the False Alarm Reduction Program and reducing manual workload. Overall, the new ERP system is expected to enhance accuracy, efficiency, and financial oversight, leading to a more streamlined and user-friendly billing experience for residents.

Process Scope:

- Customer File
- Online Bill Pay
- Billing
- Accounts Receivable

3.4.6 Human Resources

Goals:

The current ERP system, Finance Plus, faces several challenges that hinder efficient operations. Data inaccuracies, inadequate reporting, incorrect deduction codes, and manual data entries, are prevalent due to the lack of integration between various systems like Red Carpet and Saba. Personnel evaluations, data tracking and reporting is cumbersome, with HR needing to manage disparate systems and manual processes. The reliance on paper forms for several HR functions add to the inefficiencies. Moreover, risk management is conducted through Excel spreadsheets, and training/certification tracking lacks cohesion, leading to fragmented data and administrative burdens across departments.

As the city explores options for a new ERP system, the goals are to address these current inefficiencies and create a more integrated, streamlined platform. The new system aims to automate data transfers between several HR functions, reducing manual entries and minimizing errors. Enhanced data accuracy and consistency are key objectives, with features like a streamlined system that includes talent acquisition, talent management and HR management (employee relations, compliance, etc.). The goal also is to consolidate risk management and training/certification tracking into a unified system, facilitating better data management and accessibility. Overall, the new ERP system should improve efficiency, reduce administrative burdens, and provide a more user-friendly interface for all HR-related activities, ensuring smoother workflows and better service delivery.

Process Scope:

- Talent Acquisition
- Talent Management
- HR Management
- Applicant Tracking
- Onboarding
- Performance Management
- Compensation Budgeting
- Position Management
- Learning and Development
- Benefits Administration and Enrollment
- Personnel Actions
- Government and Compliance
- Reporting
- Electronic Employee Personnel Files
- Risk Management

3.4.7 Procure to Pay

Goals:

The City faces several challenges with its current vendor management and purchasing processes. These processes are predominantly manual and decentralized, leading to inefficiencies and inconsistencies. Vendor information is manually entered, and the approval and tracking of purchase orders and contracts involve cumbersome, multi-step processes with no automatic alerts for expiring contracts or integration between contracts and purchase orders. Additionally, P-Card management is fragmented and delayed, with outdated workflows complicating financial management.

The City aims to implement a new ERP system that automates and streamlines its financial and procurement processes. Key goals include centralized and automated vendor management, enhanced project and grant tracking, and advanced contract management with automatic alerts and seamless integration with purchase orders. The new system should also improve P-Card management with detailed data capture and real-time updates, support deactivation of outdated cost centers, and modernize workflows to align with best practices.

Process Scope:

- Vendor File
- Purchase Requisitions
- Purchase Orders
- Contracts
- Invitation to Bid/Quotes/RFP
- P-Cards
- Change Orders
- Accounts Payable
- Travel Reimbursement

3.4.8 Time Entry/Payroll

Goals:

The current challenges in the time tracking and payroll system are multifaceted and significant. Employees do not have access to their own timesheets, and the reliance on manual forms for leave requests is inefficient. The existing systems, such as JanTek and Finance Plus, are outdated, user-unfriendly, and prone to errors, especially within the Fire Department, which experiences frequent crashes and dislikes the inability to import time electronically. The payroll process is labor-intensive, involving multiple manual reviews, corrections, and approvals, which extends the time required for completion and increases the risk of errors. Furthermore, the manual management of FMLA leave adds to the administrative burden, and the overall system lacks modern capabilities, leading to inefficiencies and dissatisfaction among staff.

The city is looking to implement a new system that helps to modernize and streamline the time tracking, payroll, and financial management processes. The new system aims to provide robust functionality that allows employees to access and manage their own timesheets, thereby reducing administrative overhead and improving accuracy. It should support electronic time entry and approval, eliminating the need for manual forms and reducing the potential for errors. The system will facilitate comprehensive project and grant tracking, in line with best practices recommended by GFOA. Additionally, the new ERP should offer advanced reporting tools to meet ACFR requirements and provide auditors with necessary access, thereby enhancing transparency and accountability. Overall, the new ERP system is expected to be more user-friendly, reliable, and efficient, addressing the current system's limitations and significantly improving the city's financial operations.

Process Scope:

- Time Entry
- Time Approval
- Payroll Calculations and Processing
- Leave Management

3.4.9 Treasury

Goals:

The City currently faces several financial management challenges. The reconciliation process, especially for the collections department, is cumbersome, involving manual data exports into Excel and the use of macros to process bank numbers. This complexity is exacerbated by the need to manage various types of payments, such as utilities and natural gas, through journal entries rather than standard accounts payable procedures. Additionally, the lack of batch receipt uploads in Finance Plus creates inefficiencies, while decentralized deposits and in-person transactions for cemetery purchases further complicate the financial workflow. Despite automation efforts, the reconciliation of eight bank accounts, including the General Operating Sweep Account, remains a time-consuming task that involves multiple steps and delays.

The City's goals for the new ERP system focus on modernizing and streamlining financial operations to improve efficiency and accuracy. Key objectives include integrating robust project and grant tracking features, aligning with GFOA best practices for the Chart of Accounts design, and enhancing reporting tools to meet Annual Comprehensive Financial Report (ACFR) requirements. The new system should facilitate real-time data access for auditors and streamline cash receipts and disbursements processes. Automation of bank reconciliations and better integration of decentralized deposits are also priorities, aiming to reduce manual interventions and errors. The City seeks an ERP solution that can support its financial modernization efforts, ensuring that all departments can operate more cohesively and effectively.

Process Scope:

- Cash Receipts
- Online Payments
- Disbursements

- Interest Allocations
- Bank reconciliation

3.4.10 Personnel Actions

Goals:

The current HR system faces several challenges, particularly with the handling of Personnel Action Notices (PANs). The workflow is cumbersome, requiring multiple manual approvals and often involving physical documentation that can be misplaced or delayed. Content Central, the existing system, fails to provide notifications or essential documentation for rejections, leading to inefficiencies and potential errors. Additionally, the inability to easily amend PANs without recreating them from scratch further complicates the process. These challenges highlight the need for a more streamlined, automated, and reliable system to manage personnel actions and employee records effectively.

The new ERP system should modernize and enhance the efficiency of the city's HR and financial processes. The new system should facilitate a secure and efficient approval chain for creating, editing, and updating PANs, reducing manual data entry, and routing errors. By automating workflows and ensuring secure, role-based access to information, the ERP system aims to streamline operations, provide a clear audit tail, and ensure timely and accurate processing of personnel actions.

Process scope:

- New Hire
- Status Change
- Salary Adjustment
- Disciplinary Actions

3.4.11 Strategic Plan

Goals:

The City recently completed a strategic plan update and is in the process of developing associated strategies, tactics, and metrics for tracking progress in meeting plan goals. Currently there is no tracking system in place to monitor goal progress or tie budgetary requests to strategic plan goals.

To address these challenges, the City aims to implement a new ERP system that will allow for tracking progress in meeting strategic goals, tying budget or capital requests to the strategic plan, or tracking expenses and revenues associated with plan goals.

Process Scope:

- Strategic Plan Goals
- Strategic Plan Strategies & Tactics
- Strategic Plan Metric Tracking
- Assigning Strategic Plan Metrics to specific departments

3.5 CONVERSION SCOPE

The City has identified its required data conversion from legacy systems in Attachment 10 – Data Conversions. Respondents will be expected to assist the City in working with each of its legacy application vendors as part of the conversion effort. The conversions identified in Attachment 10 – Data Conversions shall be included in the price proposal.

3.6 INTERFACE SCOPE

The City will continue to rely on third-party systems and integrations to achieve its business goals once the ERP is implemented. Respondents shall support the City in developing proposed integrations to the systems identified in Attachment 11 – Interfaces. Any positive response ("Yes") shall be considered in scope and the pricing for such integrations shall be included.

3.7 REPORT SCOPE

The City has identified Critical Reports required for day one of go-live in Attachment 12 – Reporting. These reporting requirements can be achieved through (1) standard reports provided by Respondents, (2) the ability for users to create ad-hoc reports using no or low-code options within the proposed system, or (3) other reporting tools or dashboards in the system. The City expects that at go-live, all in-scope reports will be available for users to access.

3.8 IMPLEMENTATION SCOPE

The tasks described below represent project tasks, activities, and completion requirements for the implementation scope. The tasks and deliverable requirements herein are for guidance purposes, and it is up to the Respondent to carefully review and meet these requirements. The City recognizes Respondents may have their own implementation methodologies, and the City encourages Respondents to propose and define their methodologies and tailor the proposed methodology to comply with the task and activity requirements as described under this section.

3.8.1 Project Management Methodology

The Respondent must implement strong project management methodology practices to conform with proposed project delivery schedule. Project management activities should include:

a. Oversight for overall project guidance and direction.

b. Preparation of project status reports and meetings.

c. Management of issue tracking and resolution processes ensuring consistency and quality of project deliverables.

d. Maintaining project documentation, procedures, issues tracking process, project plan updates, developing and updating project dashboards, executing financial documents and deliverables for invoicing, preparing reports, updating project and associated spend plans, and arranging meeting logistics.

3.8.2 Re-engineer Business Processes

The City evaluated its business processes and developed proposed future state business processes. However, the City also understands there may be even more efficient processes to achieve the same outcomes, so Respondents are expected to propose business process changes that achieve City outcomes based on best practices and processes germane to the software solution.

3.8.3 System Design

Respondents shall use the Functional Requirements and process maps from this RFP to assist the City in developing "To-Be" business practices, and Respondents are expected to document analysis of any functional gaps and recommendations of potential solutions.

3.8.3.a. Configuration

Respondents shall configure the proposed solution by incorporating recommendations and approvals from the Design effort. This entails technical development work such as configuring "To-Be" business practices, including workflow configuration, report development, integrations and interfaces, data conversions, security setup, and approved configurations. The City expects the Respondent to provide knowledge transfer opportunities to the City's project team.

3.8.3.b. Testing and Validation

The Respondent shall implement all system validation and fixing tasks to ensure a smooth transition for deployment. The testing strategy must address the following:

a. Roles and responsibilities for testing (Business Process Testing)

b. Unit testing

c. Integration testing

d. User acceptance testing

3.8.3.c. Deployment and Postproduction

In this phase, the Respondent is preparing the City for solution deployment, which includes end-user training, assessing system go-live readiness, assembling a go-live user support plan, system cutover plan, and other go-live activities.

Respondents should include a post-implementation support period to include the first period closing after go-live.

3.9 TRAINING SCOPE

Training will play a critical role in the City's ability to successfully deploy a new ERP solution. Training shall encompass training guides for all processes, including integrations, delivery of training sessions, and training approaches for "super" users, end users, and post implementation.

SECTION 4. PROPOSAL SUBMISSION REQUIREMENTS

4.0.1 General Proposal Requirements

It is the sole responsibility of the Respondent to ensure that Proposals are accurate and free of errors, include only the items requested by this RFP, and received prior to the submission deadline. Proposals should be prepared as simply as possible and provide a straightforward, concise description of the proposed products and services to satisfy the requirements of the RFP. Attention should be given to accuracy, completeness, relevance, and clarity of content.

4.0.2 Organization of Proposal

Respondents must organize and present their proposal materials in the same order as presented in the Submittal Checklist and include page numbers. Proposals must be submitted in three separate submission packages that contain information consistent with the City's evaluation process. The submission packages are:

I. Submission Package I – Primary Submission

II. Submission Package II – Submission for Blind Review

III. Submission Package III – Price Proposal

4.0.3 Attachments

Attachments included in this RFP are required to be completed and returned with the Respondent's proposal. Alterations to attachments or a failure to follow the guidelines below may result in the proposal being deemed non-responsive.

a. Respondents shall not change the format or structure of attachments and shall only provide information where indicated.

   i. Microsoft Word attachments may be submitted inline within the body of the RFP response to assist in readability.

b. Respondents shall not change the file name of any attachment but may append the file name to include the Respondents name (e.g., FileName_CompanyABC).

c. Microsoft Excel attachments should be submitted as Excel files, with a PDF copy.

SECTION 4.

4.1 SUBMISSION PACKAGE I – PRIMARY SUBMISSION

4.1.1 Introduction

The introductory material should include a title page with the RFP name, name of the proposer, address, contact information, and the date, as well as a table of contents.

4.1.2 Executive Summary

The Executive Summary should be limited to a brief narrative summarizing the proposal, including why the Respondent is best suited to complete the project for the City while helping it achieve its project goals.

4.1.3 Respondent Team

This section shall also identify and provide a concise summary of the Respondent, including all firms providing software or professional services as part of this proposal. The response should highlight the Respondent's experience delivering similar projects, including the relevant attachments.

4.1.4 RFP Submittal Checklist

Complete Attachment 1 – Submittal Checklist.

4.1.5 Signature Page

Complete Attachment 2 – Signature Page.

4.1.6 Vendor Certification

Complete Attachment 3 – Vendor Certification.

4.1.7 Respondent Statement

Complete Attachment 4 – Respondent Statement.

4.1.8 Professional Services Background

Complete Attachment 5 – Profession Services Background.

4.1.9 Reference Form

Complete Attachment 6 – References.

4.1.10 Software Background

Complete Attachment 7 – Software Background.

4.1.11 Detailed Software Products

Complete Attachment 8 – Detail Software Products.

4.2 SUBMISSION PACKAGE II – SUBMISSION FOR BLIND REVIEW

The Evaluation Committee will review this submission package blind (i.e., without knowledge of the specific Respondent). Respondents should limit the use of identifying names in these responses. The procurement team will redact any identifying information before submitting it to the Evaluation Committee.

After these materials are scored by the Evaluation Committee, the scores will be assigned to the submitting Respondent.

4.2.1 Functional Requirements Response

Complete Attachment 9 – Functional Requirements.

The Functional Requirements describe software and implementation scope of the overall project and the requirements for each functional area. **Responses to the Functional Requirements shall identify the scope of the configured system that will be accepted by the City as part of the project.**

The Functional Requirements are a material component of the proposal evaluation and will allow the City to determine if a Respondent can adequately support the City in meeting its project goals identified in section 3.4. Respondents should accurately reflect the ability of the proposed solution to meet a specific requirement. The inability to provide some requirements or excluding some requirements from scope may affect scoring but will NOT eliminate the proposer from contention. ***However, failure to accurately portray a software's capability may result in disqualification.*** If Respondents are unsure or unclear on the description of a specific requirement, please send a question or request for clarification by the deadline listed in the schedule. The requirements responses submitted will become part of the agreement. Respondents are expected to warrant the delivery and configuration / implementation of all positive responses.

4.2.2 Implementation Team Roles

Respondents shall describe their proposed project team roles and responsibilities for each resource (this does not need to include individual names but shall include specific roles on the project team and a description of responsibilities), including approximate dedication of each resource and approximate time spent on-site.

Respondents shall also complete Attachment 13 – Level of Effort.

4.2.3 Implementation Approach

Respondents shall describe their implementation approach and methodology taking into account the implementation scope described in Sections 3.8 and 3.9, including any phases the Respondent proposes. This can include but is not limited to:

i. Project timeline;

ii. Project milestones and associated Implementation tasks and activities;

iii. Project deliverables;

iv. Quality assurance measures; and

v. Knowledge transfer and training..

4.2.4 Project Management Expectations

Complete Attachment 14 – Project Management Expectations.

4.2.5 Deliverable Expectations

Complete Attachment 15 – Deliverables Expectations.

4.2.6 Data Conversions

Respondents should provide their approach to data conversions, including completing responses to the conversion requirements Attachment 10 – Data Conversions.

4.2.7 Interfaces

Interfaces to the City's existing systems are critical for project success. Proposers must provide responses to the interface requirements described in Attachment 11 – Interfaces.

4.2.8 Reporting

The Proposer shall develop the necessary ad-hoc queries and reports to satisfy the City's reporting requirements identified in Schedule 1 of Attachment 12 - Reporting. Insert any custom reports that are assumed to be built during implementation in Schedule 2 of Attachment 12 - Reporting. Customization of stock reports for changes in report field labels, insertion of client logos, and report page formatting is part of the fixed cost for the Project Scope of Work. Reports that require extensive customization shall be evaluated for scope change requests.

Proposers should include cost estimates based on the following assumptions for custom report development estimations in Schedule 2 of Attachment 12 - Reporting:

- High complexity reports (requiring 80 hours or more of configuration and development) for each major process.
- Medium complexity reports (requiring between 10 hours and 80 hours of configuration and development) for each major process.
- Low complexity reports (requiring less than 10 hours of configuration and development) for each major process.

4.2.9 System-Wide Capabilities

Complete Attachment 16 – System-Wide Capabilities.

4.2.10 SAAS Solution Information

Complete Attachment 17 – SaaS Solution Information.

4.2.11 Proposed Service Level Agreement

Complete Attachment 18 – Propose Service Level Agreement.

4.2.12 Key Contract Terms

Complete Attachment 19 – Key Contract Terms.

4.3 SUBMISSION PACKAGE III – PRICE PROPOSAL

Respondents shall submit price proposals using the format provided in Attachment 20 – Price Proposal to reflect the total price of software, services, and any other associated fees. To ensure proper evaluation and price comparison,

i. All pricing must be submitted as fixed fee by milestone. Costs listed as "to-be-determined" or "estimated" ***will not be evaluated***. All costs and prices shall be quoted in U.S. dollars.

ii. Respondents should include all software modules and state any limitations on module use. If no limitations are listed, the City will consider that pricing is based on full enterprise-wide access for the City.

iii. Identify major milestones as part of the project and the associated costs to be invoiced upon completion of each milestone. Please provide a schedule of all payments necessary to complete the proposed scope. Additional details may be provided to further explain deliverable or task costs.

iv. Respondents must submit implementation costs as fully loaded rates that include all necessary travel or other expenses. By submitting a proposal, all proposers acknowledge that all pricing (including travel) must be a fixed fee or included in the implementation milestones.

v. Respondents shall include any assumptions made about the price proposal and provide clarity on what actions would cause an executed contract to be delivered and a price higher than that in the Price Proposal.

4.4 SUBMITTAL FORMAT REQUIREMENTS

Proposers must provide responses, including responses to the attachments listed below using the identified file formats. Attachments not listed in the table below do not have a required file format and may be supplied in either the original file format or PDF.

Attachment 9 – Functional Requirements	Microsoft Excel (.xls or .xlsx)
Attachment 10 – Data Conversions	Microsoft Excel (.xls or .xlsx)
Attachment 11 – Interfaces	Microsoft Excel (.xls or .xlsx)
Attachment 12 – Reporting	Microsoft Excel (.xls or .xlsx)
Attachment 13 – Level of Effort	Microsoft Excel (.xls or .xlsx)
Attachment 20 – Price Proposal	Microsoft Excel (.xls or .xlsx)

SECTION 5. PROPOSAL EVALUATION

5.1 EVALUATION COMMITTEE

An Evaluation Committee has been established representing various departments within the City and shall convene, review, evaluate, and score all valid and responsive proposals submitted based on the evaluation criteria.

5.2 ELECTION PROCESS

The City will use the following evaluation steps:

5.2.1 Compliance

Upon the closing date, a preliminary evaluation by the City may determine whether each received proposal is complete and compliant with all instructions and/or submittal requirements in the RFP. Any incomplete or non-compliant proposals may be rejected and excluded from further consideration.

5.2.2 Blind Review

The Evaluation Committee will review and score the Submission Package II – Submission for Blind Review. Prior to review, GFOA and the City's procurement team will review and redact any identifying information Respondent has identified in their response. The Evaluation Committee will score these responses based on the criteria in Section 5.3 and without knowledge of the specific Respondent.

5.2.3. Preliminary Interviews and Complete Review

All Respondents submitting a compliant proposal will be invited to an initial interview with the City's Evaluation Committee. Presentations will last 45 minutes and be conducted remotely, allowing Respondents the opportunity to highlight key features of their proposal. The Evaluation Committee will also reserve time to ask questions. Performance during the initial interview will be included as part of the evaluation.

The City will complete evaluation of the Submission Package I – Primary Response according to the criteria outlined in Section 5.3. This score will be combined with the score of Submission Package II – Submission for Blind Review and Submission Package III – Price Proposal to reach a total score. The City will then elevate a limited number of Respondents for Software Demonstrations and Interviews (Short-Listed Respondents). If any Short-Listed Respondent is unable to participate in Software Demonstrations and Interviews, or the City feels it would serve the best interests of the City, it reserves the right to elevate additional Respondents at a later date.

5.2.4 Software Demonstrations and Interviews

Elevated Respondents will complete software demonstrations and interviews with the Evaluation Committee and other City SMEs. Short-Listed Respondents will receive demonstration scripts in advance of the demonstrations These scripts will highlight the functionality the Evaluation Committee and other City staff would like to see for each functional area and process and will be substantively the same for each Short-Listed Respondent. Only proposed products may be demonstrated.

Demonstrations will be conducted over 3 weeks. In these weeks, each Short-Listed Respondent will have three demonstration days that will focus on specific use cases, as well as implementation methodologies.

Following the demonstrations, the Evaluation Committee will score the Short-Listed Respondents and elevate a maximum of two (2) Respondents to Discovery.

5.2.5 Discovery

Each Respondent elevated to Discovery will receive a Request for Clarification (RFC) letter to clarify parts of the proposal where the Evaluation Committee may have questions or concerns. Discovery sessions will consist of one or two days of on-site meetings with Respondents to address any questions or concerns and to focus on implementation issues and development of an SOW. The City expects all key project team members will be available for the Discovery sessions. The Evaluation Committee will score the Respondents and elevate one Respondent to begin negotiations.

5.2.6. Contract Award

Upon successful negotiations, the contract for this RFP will be approved and awarded by the Concord City Council. The City reserves the right to negotiate price and contract terms and conditions with Respondent determined by the Evaluation Committee to represent the best value for the City to provide the requested service. If a mutually beneficial agreement with the highest-ranked Respondent is not reached, the City reserves the right to enter into contract negotiations with the next highest-ranked Respondent and continue this process until an agreement is reached.

5.3 EVALUATION CRITERIA

Respondents will earn a score based on either (1) a raw number (e.g., cost of ownership) or (2) a qualitative rating.

For evaluations using qualitative ratings, a Respondent will receive a score based on the following criteria:

Please note for the Functional Requirements, each process area identified in Section 3.4 will receive a score, which will be aggregated to determine a total score for the Financial and HR / Payroll Functional Requirements, respectively.

Software Demonstrations

For Software Demonstrations, the Evaluation Committee, with input from SMEs, will rank order the Short-Listed Respondents by process area (ties are allowed).

For example, Short-Listed Respondents A, B, and C will each demonstrate Accounts Receivable, and the Evaluation Committee may rank them:

Respondent	Rank
Respondent A	3
Respondent B	1
Respondent C	2

In which case, Respondent A would receive 1 point, Respondent B would receive 3 points, and Respondent C would receive 2 points. If the Evaluation Committee thought the Respondents were all equally compelling for the demonstrated process, each Respondent would receive 3 points.

SECTION 6. TERMS, CONDITIONS, AND REQUIREMENTS

6.1 GENERAL

The City will award a contract in reliance upon the information contained in proposals submitted in response to the RFP. The City will be legally bound only when and if there is a definitive signed agreement with the awarded provider.

It is vitally important that any person who signs a proposal or contract on behalf of a Respondent certifies that he or she has the authority to so act. The Respondent who has its proposal accepted may be required to answer further questions and provide further clarification of its proposal and responses.

Receiving this RFP or responding to it does not entitle any entity to participate in services or transactions resulting from or arising in connection with this RFP. The City shall have no liability to any person or entity under or in connection with this RFP, unless and until the City and such Respondent shall have executed and delivered a definitive written agreement.

By responding to this RFP each Respondent acknowledges that neither the City nor any of its representatives is making or has made any representation or warranty, either express or implied, as to the accuracy or completeness of any portion of the information contained in this RFP. The Respondent further agrees that neither the City nor any of its representatives shall have any liability to the Respondent or any of its representatives as a result of this RFP process or the use of the information contained in this RFP. Only the terms and conditions contained in a contract when, as, and if executed, and subject to such limitations and restrictions as may be specified therein, may be relied upon by the Respondent in any manner having any legal effect whatsoever.

6.2 CONFLICT OF INTEREST

The Respondent certifies, through the execution of the contract, that no person in the City’s employment, directly or through subcontract, will receive any private financial interest, direct or indirect, in the contract. The Respondent will not hire nor subcontract with any person having such conflicting interests.

6.3 COSTS INCURRED

The City will not pay for any costs incurred by any Respondent. All costs incurred in the submission, interviews, presentations, or any other activities related to responding to this solicitation are the sole responsibility of the Respondent.

SECTION 7. DEFINITIONS

City shall mean City of Concord, a political subdivision of the State of North Carolina.

Finalist shall mean a Short-Listed Respondent from the Software Demonstrations stage identified in Section 5.3.2.

Functional Requirements shall mean the requirements identified in Attachment 9 - Functional Requirements.

Primary Firm shall mean the entity taking the lead role as a Respondent in the case of a joint proposal.

Respondent shall mean an entity or group of entities providing a proposal to deliver the Project Scope identified in this RFP. The term “Respondent” shall include the entities’ agents, officers, employees, and partners.

Responsive Proposal shall mean a Respondent’s proposal submitted in response to this RFP that has met all the proposal submission requirements identified in Section 4.

Selected Vendor shall mean the Respondent the Evaluation Committee has evaluated, scored, and determined capable of delivering the best value for the City for the Project Scope identified in this RFP. The Selected Vendor shall be asked to enter into negotiations to deliver the Project Scope.

Short-Listed Respondent shall mean a top-scoring proposal from the Blind Review and Written Proposal Evaluation stage identified in Section 5.2.3.

SECTION 8. ATTACHMENTS LIST

8.1 ATTACHMENT 1 – SUBMITTAL CHECKLIST (SUBMISSION PACKAGE I)

Please complete the Submittal Checklist to ensure all RFP components are submitted for review.

Submittal Checklist		
Section(s)	**Item**	**Submitted**
Submission Package I		
4.1.1 – 4.1.3	**Introduction, Executive Summary, and Respondent Team**	
4.1.4	**RFP Submittal Checklist** Attachment 1 – Submittal Checklist	
4.1.5	**Signature Page** Attachment 2 – Signature Page	
4.1.6	**Vendor Certification** Attachment 3 – Vendor Certification	
4.1.7	**Respondent Statement** Attachment 4 – Respondent Statement	
4.1.8	**Professional Services Background** Attachment 5 – Profession Services Background	
4.1.9	**Reference Form** Attachment 6 – Reference Form	
4.1.10	**Software Background** Attachment 7 – Software Background	
4.1.11	**Detailed Software Products** Attachment 8 – Detailed Software Products	
Submission Package II		
4.2.1	**Functional Requirements Response** Attachment 9 – Functional Requirements	
4.2.2 – 4.2.5	**Implementation Approach** Attachment 13 – Level of Effort Attachment 14 – Project Management Expectations Attachment 15 – Deliverables Expectations	
4.2.6 – 4.2.11	**Technical Requirements** Attachment 10 – Data Conversions Attachment 11 – Interfaces Attachment 12 – Reporting Attachment 16 – System-Wide Capabilities Attachment 17 – SaaS Solution Information Attachment 18 – Proposed Service Level Agreements	
4.2.12	**Terms and Conditions** Attachment 19 – Key Contract Terms	
Submission Package II		
4.3	**Price Proposal** Attachment 20 – Price Proposal	

8.2 ATTACHMENT 2 – SIGNATURE PAGE (SUBMISSION PACKAGE I)

I acknowledge that I have read and understand the RFP documents.

I hereby certify that the information submitted by the firm in response to this RFP, including pricing and other information, is true and accurate.

I understand that the city of Concord has the right to reject any or all proposals and to waive minor irregularities when to do so would in the best interests of city of Concord .

I hereby certify that the firm is legally registered to do business in the State of North Carolina.

I hereby certify that the firm has paid all real and personal property taxes owed to city of Concord, if applicable.

I hereby certify that the firm is independent of city of Concord and is unaware of any potential conflicts of interest if it were selected to perform the requested work.

I hereby certify that I am authorized to bind the firm in a contract.

The undersigned firm having examined this RFP and having full knowledge of the condition under which the work described herein must be performed, hereby proposes that the Respondent will fulfill the obligations contained herein in accordance with all instructions, terms, conditions, and scope of requested services set forth; and that the Respondent will furnish all required products/services and pay all incidental costs in strict conformity with these documents, for the stated prices as proposed.

Submitting Firm: Click to enter text. Primary Firm ☐

Address: Click to enter text.

City: Click to enter text. State: Click to enter text. Zip: Click to enter text.

Authorized Representative: Click to enter text. Title: Click to enter text.

Signature

Click to enter date.
Date

Primary Contact for Firm

Name: Click to enter text. Title: Click to enter text.
Email: Click to enter text. Phone: Click to enter text.

8.3 ATTACHMENT 3 – VENDOR CERTIFICATION (SUBMISSION PACKAGE I)

Complete 1 Vendor Certification Form per firm

To receive full consideration, submitted proposals must contain responses to all questions. Failure to respond to all questions may result in exclusion from participation in this RFP.

STATE OF NORTH CAROLINA)
)SS
CITY OF CONCORD)

	YES	NO
Is your firm currently involved in arbitration or litigation for any reason? If "yes," attach explanation.	☐	☐
Has your firm or any partner or officer ever been involved in any bankruptcy action? If "yes," attach explanation.	☐	☐
Has your firm or any partner or officer ever been listed on the Excluded Parties List System?	☐	☐
Are any of the Contractor's owners, officers, employees, or agents also employees of city of Concord or related to any employees of Concord City? If "yes," attach explanation.	☐	☐

AFFIDAVIT

The undersigned of lawful age, being first duly sworn, disposes and says:

That as a condition precedent to the award of the Concord City project as above captioned,

I, Click or tap here to enter text. of Click or tap here to enter text.
(owner, partner, officer, or delegate) **(firm)**

do solemnly swear that neither I, nor to the best of my knowledge any member or members of my firm or company, have either directly or indirectly restrained free and competitive bidding on this project by entering into any agreement, participating in any collusion, or otherwise taking any action unauthorized by city of Concord, with regard to this contract or bidding process.

Signed: ____________________________________
(signature)

Title: Click or tap here to enter text.

8.4 ATTACHMENT 4 - RESPONDENT STATEMENT (SUBMISSION PACKAGE I)

By submitting a response, the Respondent acknowledges that all firms associated with the Respondent have acquainted themselves with the terms, scope, and requirements of the project based on the information contained in this RFP and any addendums. Any failure by the Respondent to acquaint themselves with available information will not relieve them from the responsibility for estimating properly the difficulty or cost of successfully performing the work available. The City is not responsible for any conclusions or interpretations made by the Respondent on the basis of the information made available by the City.

Proposals that do not acknowledge addendums may be rejected.

The following addendums have been acknowledged by the Respondent and reflected in our response.

Addendum	Initials

Click or tap here to enter text.
Authorized Agent Name

Click or tap here to enter text.
Title

Authorized Agent Signature

Click to enter a date.
Date

8.5 ATTACHMENT 5 – PROFESSIONAL SERVICES BACKGROUND (SUBMISSION PACKAGE I)

Complete one form for each firm included in the proposal.

Respondent Background		☐ **Primary Firm**
Company name:		
Location of corporate headquarters:		
List location of other firm offices:		
Firm History		
Years experience providing ERP services:		
Previous names and successor firms:		
Current and Recent Projects		
List up to 5 current or recent projects that provided relevant experience:	1	
	2	
	3	
	4	
	5	
What is the firm’s target market?		
What is primary lesson learned from recent projects you have adjusted for the City?		
Size		
Number of current (new) implementation clients (past 5 years):		
Number of current upgrade clients (past 5 years):		
Number of current ongoing support clients (current):		
Consulting Team		
Total size of consulting team:		
Proposed size of consulting team for this project:		
Average tenure with firm for proposed consulting team:		

8.6 ATTACHMENT 6 – REFERENCE FORM (SUBMISSION PACKAGE I)

Please provide at least three (3) references for past projects that include products and services similar to those proposed for this RFP and of comparable organizations. Each firm should provide one set of references.

In addition, each firm shall provide a list of state and local government implementation clients in the last three (3) years, including contact information.

NOTE: Responses stating that references will be provided at a later time shall be deemed non-responsive.

Firm Name: Click or tap here to enter text.

<table>
<tr><th colspan="3">References</th><th colspan="3">☐ Primary Firm</th></tr>
<tr><td colspan="6">Reference #1</td></tr>
<tr><td colspan="2">Name of product:</td><td colspan="4"></td></tr>
<tr><td colspan="2">Name of client:</td><td colspan="4"></td></tr>
<tr><td colspan="2">Client's employee count:</td><td></td><td colspan="2">Client's annual operating budget:</td><td></td></tr>
<tr><td colspan="2">Contact name:</td><td></td><td colspan="2">Contact title:</td><td></td></tr>
<tr><td colspan="2">Contact email:</td><td></td><td colspan="2">Contact phone:</td><td></td></tr>
<tr><td colspan="6">Project Scope (check boxes for which implementation was conducted)</td></tr>
<tr><td colspan="6">Financials</td></tr>
<tr><td>☐</td><td>Accounts Payable</td><td>☐</td><td>General Ledger</td><td>☐</td><td>Asset Management</td></tr>
<tr><td>☐</td><td>Accounts Receivable</td><td>☐</td><td>Grant Accounting</td><td>☐</td><td>Inventory / Work Orders</td></tr>
<tr><td>☐</td><td>Purchasing</td><td>☐</td><td>Project Accounting</td><td>☐</td><td>Treasury</td></tr>
<tr><td>☐</td><td>Budget</td><td>☐</td><td>Customer Billing</td><td>☐</td><td>Strategic Plan</td></tr>
<tr><td colspan="6">Human Capital Management</td></tr>
<tr><td>☐</td><td>Human Resources</td><td>☐</td><td>Benefits</td><td>☐</td><td>Time Entry</td></tr>
<tr><td>☐</td><td>Scheduling</td><td>☐</td><td>Leave Management</td><td>☐</td><td>Payroll</td></tr>
<tr><td>☐</td><td>Risk Management</td><td>☐</td><td>Personnel Actions</td><td>☐</td><td>Time Approval</td></tr>
<tr><td colspan="6">Deployment</td></tr>
<tr><td colspan="6">☐ On-Premise ☐ Hosted Service ☐ Managed Service ☐ SaaS</td></tr>
<tr><td colspan="2">Implementation duration:</td><td></td><td colspan="2">Date of Go-Live:</td><td></td></tr>
<tr><td colspan="2">Current version of software:</td><td></td><td colspan="2">Upgrade date:</td><td></td></tr>
<tr><td colspan="6">Describe Roll on Project:</td></tr>
<tr><td colspan="6"></td></tr>
<tr><td colspan="6">Project Challenges:</td></tr>
<tr><td colspan="6"></td></tr>
<tr><td colspan="6">Major Accomplishments:</td></tr>
<tr><td colspan="6"></td></tr>
</table>

State and Local Government Implementations ***(last 3 years)***		☐ **Primary Firm**
Name of client	**Contact name**	**Contact email**

Add more rows as necessary.

8.7 ATTACHMENT 7 – SOFTWARE BACKGROUND (SUBMISSION PACKAGE I)

Complete one form for each firm or major software product included in the proposal.

Product Information	
Software Product Name:	
Firm Providing Software:	
Software History	
Current Version of the Software:	
Date of Release for Current Version:	
Date of First Release of Software:	
Identify any Precursor Software Products or Alternate Names for Software	
Current Version	
What Were Top Five Enhancements in Current Version of the Software	1 2 3 4 5
How as Software Changed Over Previous Three (3) Years	*(Attach additional pages if necessary)*
Biggest Limitation of Current Software	
Third-Party Products	
List any Third-Party Products embedded in the Software	
List any Third-Party Products recommended for use along with the Software	

8.8 ATTACHMENT 8 – DETAILED SOFTWARE PRODUCTS (SUBMISSION PACKAGE I)

Include all software licenses proposed on the form below providing the following information:

Software Product Name. Provide the name of the software product as it is expected to appear on any license agreements or official product listings.

Function. Describe the function of the software product. If multiple software products share a similar function, be specific on role of the software and what is and is not allowed with each license.

License Metric. Define how the software product is licensed. If license is based on quantity, or if the cost of an enterprise license is based on metric, proposers must provide definition for the metric as it appears in contract documentation.

Access Limitations. Define any licensed quantities or access limitations to the proposed software.

Dependencies. Define any proposed or third-party products that are required to utilize the software product.

Software Product Name	Function	License Metric	Access Limitations	Dependencies

8.9 ATTACHMENT 9 – FUNCTIONAL REQUIREMENTS (SUBMISSION PACKAGE II)

(See Separate Excel Spreadsheet)

The table below defines the available responses for the requirements.

Available Responses	Definition
Y	Requirement met and proposed (Standard features in the generally available product)
Y-ND	Requirement met and proposed (Features that are not offered as a generally available product or require configurable development)
N	Requirement not met with proposal

For all Y or Y-ND responses,

i. The Respondent shall indicate which module or produce that is required to meet the requirement; and

ii. The requirement shall be considered in scope included in the cost proposal.

8.10 ATTACHMENT 10 – DATA CONVERSIONS (SUBMISSION PACKAGE II)

(See Separate Excel Spreadsheet)

The table below defines the available responses for the requirements. If the Respondent proposes additional items to be converted, please add them to the attachment.

Column	Available Responses	Description
Agree	Y / N	Respondent identifies if it can meet the conversion requirement requested by the City. Any affirmative response shall be included in the Respondent's price proposal.
Estimated Consulting Hours	Number of Hours	Include the number of estimated consulting work hours to complete the conversion.
Comments	Text	Include any comments or assumptions relevant to the answers above.

8.11 ATTACHMENT 11 – INTERFACES (SUBMISSION PACKAGE II)

(See Separate Excel Spreadsheet)

Respondents should indicate their plan for the interfaces using the response key below. If additional interfaces are proposed, please add them, and indicate how they will be implemented using the same key. The table below defines the available responses for the requirements.

Interface Responses

Item	Response	Response Description
Interface Plan	Permanent, Temporary, Go-Away	Permanent – permanent interface, even after the complete ERP solution is installed. Temporary – interface that is only required during implementation. Go-Away – interface that is no longer required as a result of the new ERP solution.
Type of Solution	C, P	C - Configurable Solution P - Customized developed program
Estimated Consulting Hours	Number of Hours	Include the number of estimated consulting work hours to complete the interface.
Included in Price	Y, N	Indicate with a Yes or No whether or not the interface is in included in the price.
Type of Support	S TPS NS	S - Requirement and Feature Supported by Software Developer TPS - Requirement and Feature Supported by Third Party NS - Requirement and Feature Not Supported
Comments	Text	Include any comments or assumptions relevant to the answers above.

8.12 ATTACHMENT 12 – REPORTING (SUBMISSION PACKAGE II)

(See Separate Excel Spreadsheet)

Proposers must identify the number of reports and their complexity that is included in scope by completing Attachment 12 -- Reporting. The City expects the proposer to complete the number and type of reports based on experience. Also, report the total number of work effort hours that are required to complete each category of reports. Reference the table below (Report Assumption Key) when completing the report assumptions form.

Item	Response Description
High Complexity	Development or configuration of report (including testing) exceeds 80 hours of work effort.
Medium Complexity	Development or configuration of report (including testing) is between 10 hours and 80 hours of work effort.
Low Complexity	Development or configuration of report (including testing) is below 10 hours of work effort.

8.13 ATTACHMENT 13 – LEVEL OF EFFORT (SUBMISSION PACKAGE II)

(See Separate Excel Spreadsheet)

Follow the instructions on the first tab of the attachment to complete the Vendor Staffing and Client Staffing tabs. For each row, please indicate the Phase, Resource Type, Role, and number of hours per week the resource is expected to be utilized during each month.

8.14 ATTACHMENT 14 – PROJECT MANAGEMENT EXPECTATIONS (SUBMISSION PACKAGE II)

Please respond to each of the following questions and provide your proposed level of service and/or description of service included within your proposal for project management expectations.

Requirement	Response	Comment
Project Manger		
Vendor has identified project manager		
Approximate hours/week from vendor project manager assigned to this project		
Onsite % of project manager		
Other projects the project manager would be assigned to		
Typical role for project manager during project		
Project Plan		
Complete project plan is a deliverable for approval		
Project plan includes work tasks assigned to City and/or Respondent		
Project plan includes Project Resource Assignments		
Project plan includes project deliverables		
What system is project plan developed in?		
Who has responsibility for updating project plan?		
How is project plan status communicated?		
Project Meetings		
Frequency of project management meetings		
Frequency of project team meetings		
Frequency of steering committee meetings		
Status Reports / Issues Log		
Frequency of status reports		
Tool for tracking issues / risks		

8.15 ATTACHMENT 15 – DELIVERABLE EXPECTATIONS (SUBMISSION PACKAGE II)

Please respond to each of the following questions and provide more information about the scope of deliverables included in the proposal.

Requirement	Response	Comment
Overall		
All deliverables will be formally approved by the City.		
Respondent will track requirements throughout deliverables including design, test, and go-live.		
Knowledge Transfer		
Respondent provides training for project team members prior to implementation on system features.		
Format of Respondent provided training (web, live, group, etc.).		
Approximate length of training (per functional area).		
Respondent provides system documentation.		
System Design		
Respondent documents business process decisions or configuration decisions as part of design process.		
Respondent documentation includes recommendations for efficient system utilization.		
Build		
Respondent documents as-built configuration settings/code tables used in system.		
Respondent provides use cases that can be used for testing configurations.		
Testing		
Testing plan provided as a deliverable during the project.		
Respondent provides testing scripts during implementation based on City scenarios that can be used during upgrades.		
Number of successful parallel payroll tests included in proposal.		
Go-Live		
Respondent provides end-user training materials.		
Lead role (vendor/government) for delivering end-user training.		
Format of end-user training (asynchronous, web, in-person, etc.).		
Project / Phase Closure		
Respondent provides UAT period of at least 30 days prior to go-live.		
Length of final acceptance period after go-live.		

8.16 ATTACHMENT 16 – SYSTEM-WIDE CAPABILITIES (SUBMISSION PACKAGE II)

Please respond to the questions and statements below regarding general system capabilities.

Accessibility	
Please describe the system's compatibility for use on mobile devices and tablets.	

Attachments	
Please describe the system's ability to attach documents to business transactions.	
Please describe the system's ability to search for attachments within the application.	
Please describe any OCR capabilities regarding attachments, including invoices.	
Please describe the system's ability to integrate with a third-party document management system to support attachments to business transactions.	

Audit	
Please describe a system administrator's ability to select types of transaction activity to record for audit purposes.	
Please describe how the system tracks transaction activity for audit purposes.	
Please describe the security standards for the storage of data.	
Please describe data purging capabilities.	
Please describe the system's ability to report security changes made (e.g., who made what change and when).	
Please describe the system's ability to report user capabilities (e.g., what users can enter requisitions) and status (e.g., inactive users).	

Data	
Please describe the system's flexibility to add fields to records and transactions.	
Please describe how the system supports future-dated and back-dated changes.	

Integrations	
Please describe the system's ability to integrate and share data with other systems, including publicly available APIs (e.g., USPS address validator).	

Reporting	
Please describe the standard public sector reports included with the system.	
Please describe the system's ability to develop reports from available data fields using no code/low code tools.	
Please describe the system's dashboard capabilities, including user's ability to configure a "custom" dashboard for their view.	
Please describe the system's ability to drill down from dashboard data into detailed transaction data	
Please describe the system's ability to export reports in multiple formats, including Excel, CSV, and PDF.	
Please describe any limitations in data availability for reporting (e.g., do reports use real-time data or is there a lag or delay?).	
Please describe the system's ability to share reports.	

Security	
Please describe how security / access is assigned to users.	
Please describe the system's access process (e.g., SSO, MFA, etc.). Do users need to log in multiple times to access different modules?	
Please describe the system's data encryption at the application level, as well as data that is at rest and in transit.	
Please describe how a user's security levels can change. Can this change be requested within the system?	
Please describe how system health / availability is monitored.	
Please describe how email delivery and sender confidence score is monitored to prevent system emails from being marked as spam.	

Transactions	
Please describe how the system supports exporting, importing, and inputting of templates to enter routine, recurring, or frequent transactions, including export of template with pre-populated fields.	

Please describe the system's ability to support the uploading of transactions from third-party systems.	
Please describe the system's ability to save a transaction for later editing and posting.	
Please describe the system's ability to add notes / comments to transactions (e.g., vendor file, POs).	

Workflow	
Please describe how workflows are configured in the system, including based on transaction criteria (e.g., purchase type or amount) and the ability to set multi-level approvals.	
Please describe how users are notified when an action is required of them as part of workflow.	
Please describe the system's ability to support communications within the system to reduce emails.	
Please describe the system's ability for users to view workflow status.	
Please describe the system's ability to support alternate / temporary designated approvers.	
Please describe how the system supports the continuation of workflow when an approver is not responsive.	
Please describe the system's ability to send reminder notifications due to inaction of user.	

8.17 ATTACHMENT 17 – SAAS SOLUTION INFORMATION (SUBMISSION PACKAGE II)

*Attach additional pages if necessary

Updates	
How often is solution updated?	
How much advance notice are customers provided for new updates?	
How long do customers have to test new update?	

Authentication	
Does the solution support single sign on or LDAP authentication?	
Does the solution support multi-factor authentication (please explain)?	

Data Center	
Where are data centers located?	
Are any third-party providers used to deliver PaaS or IaaS services? If so, please list.	
How many environments are proposed?	

Reporting	
Does the solution contain a report writer?	
Does the solution allow third party report writer access?	
Does City have access to all data contained in the solution for report writing? (please list any limitations)	

Data and Security	
Please describe your information security management systems (ISMS)?	
Please describe the rights and responsibilities of both parties regarding the data input, generated, or processed by the software application, including how the software provider can use the customer's data, including who retains ownership of the data entered into the system.	
Data portability is important to the City to prevent data lock-in. Please describe the	

system's exportable data formats, including CSV (Comma-Separated Values), Oracle, SQL, Excel spreadsheets, JSON (JavaScript Object Notation), XML (eXtensible Markup Language), or other standard formats that can be easily read and interpreted by various software applications?	

8.18 ATTACHMENT 18 – PROPOSED SERVICE LEVEL AGREEMENT (SUBMISSION PACKAGE II)

If hosting services are proposed, please complete the following table identifying proposed service level guarantees. For each service, please indicate the metric used to measure the service quality, the proposed requirement (target for service), and the proposed remedy/penalty if guarantee is not met.

Proposed Service Level Guarantees			
Service	**Metric**	**Requirement/ Guarantee**	**Remedy if Not Met**
System Availability (Unscheduled Downtime)			
System Response (Performance)			
Issue Response Time			
Issue Resolution Time			
Recovery Point Objective (RPO)			
Recovery Time Objective (RTO)			
System Data Restore			
Implementation of System Patches			
Notification of Security Breach			
Please list other proposed service levels			

Proposed Service Level Guarantees	
Please provide definition of metric used to calculate availability contained within contract SLA	
How is performance against service levels reported to the City?	

Cyber Liability	
In the event of a cyber-incident, please define liability for the City and vendor including any proposed mitigation services provided by vendor	

8.19 ATTACHMENT 19 – KEY CONTRACT TERMS (SUBMISSION PACKAGE II)

Respondent shall respond to each of the following and identify Respondent's ability to comply with the following contract terms.

Contract / Proposal Requirement	Response
Key Personnel - The City requires assurances as to the consistency and quality of vendor staffing for its project. The City shall have the ability to interview and approve key personnel proposed by the vendor and the vendor key personnel may not be removed from the project without the City's approval. ***Note: This requirement only applies to consulting services.***	
Warranty – The Proposer will warrant that all work will be performed by an adequate number of qualified individuals with suitable training, education, and experience and that all work performed and all deliverables, including the system itself, will conform to the scope and specifications as stated in the eventual SOW, including the vendor responses to the functional requirements for a period extending no less than 45 days after final acceptance. ***Note: This requirement only applies to consulting services.***	
Acceptance – Selected Vendor shall provide final acceptance period after go-live of not less than thirty (30) days to confirm that the project meets all SOW requirements. Milestone payment for final acceptance is no less than 5% of the total implementation fees for the phase. ***Note: This requirement only applies to consulting services.***	
Hold Harmless – Selected Vendor shall hold harmless, defend, and indemnify City and its officers, employees, agents, and volunteers, from and against any and all liability, loss, damage, expense, costs (including without limitation costs and fees of litigation) of every nature arising out of or in connection with Selected Vendor's performance of work hereunder or its failure to comply with any of its obligations contained in this Agreement, except such loss or damage which was caused by the sole negligence or willful misconduct of City.	

Contract / Proposal Requirement	Response
System Configuration Limits – Selected Vendor shall consider the scope of the project defined by the City's business process goals, functional requirements, and desire to implement the licensed software to best meet the needs of the City. The scope shall not be constrained by any configuration limits that would be necessary to achieve the project scope.	
Service Level Agreements – Selected Vendor shall identify clear service level objectives for availability. Please refer to Attachment 15 – Proposed Service Level Agreement.	
Service Level Agreement Remedy – Selected Vendor shall provide remedies for failure to meet service levels that includes but is not limited to refund of fees paid for service periods where the failure to meet service level objective is met.	
Fixed Fee Pricing Based on Milestones – Selected Vendor shall provide fixed fee pricing based on milestones for all implementation services. Fixed fee pricing shall not be further limited by an hours cap on select services.	

8.20 ATTACHMENT 20 – PRICE PROPOSAL (SUBMISSION PACKAGE III)

(See Separate Excel Spreadsheet)