

**CITY OF RAPID CITY, SOUTH DAKOTA
REQUEST FOR PROPOSALS
FINANCIAL MANAGEMENT SOFTWARE**

Background

The Request for Proposal (RFP) is intended to solicit services for the purchase and implementation of Financial Management Software, data conversion services, user training and technical support, software upgrades and annual maintenance capabilities. The vendor shall provide project management resources leading to the successful implementation of the system. The City is interested in identifying an innovative and effective solution to meeting its financial management system needs that has the capacity to be migratable to an enterprise content management system. As the City moves to a performance management based system of budgeting for outcomes and reporting its financial results, it will be critical for the financial management system to allow the City the flexibility to adapt to new informational needs and workflow processes.

The City of Rapid City currently uses SunGuard Bi-Tech (IFAS) system. In addition, the City utilizes stand-alone software solutions for various departments. A summary of the City's current computer and network infrastructure is included in **Attachment A**.

Success Indicators:

- Management of information for users in addition to staff that inputs data
- Migratable – not reliant upon custom coding
- Scalable – increases as users and usage increases
- Distributable – adapting as technology evolves i.e. mobile access applications
- Interoperability – open system coding & web search engines
- Integration/enterprise content management capacity

Core Modules

It is the intent of the City to enter into an agreement with a vendor who can provide the complete range of requirements described in the “Scope of Work” section below. This can be achieved through a single system or integration of best of breed systems.

Specifically, the City seeks a system(s) that can provide the following core modules to the current financial management system:

- A. Traditional financial management applications
 - 1. General ledger
 - 2. Budget preparation and forecasting
 - 3. Accounts payable/procurement (including e-commerce and vendor maintenance)
 - 4. Accounts receivable and billing systemsFixed assets
 - 5. Project accounting
 - 6. Grants management
 - 7. Banking and treasury management
 - 8. Travel and expense management
 - 9. POS batch reporting (parks, civic center, etc.)
 - 10. Debt administration
 - 11. Report writer
 - 12. Performance measures (dashboards and scorecards)
 - 13. CAFR Preparation

- B. Human resource applications
 - 1. Human resource management
 - 2. Applicant tracking, recruitment and development
 - 3. Benefits administration
 - 4. Self-service activities
 - 5. Payroll and time and attendance

- C. Other potential functions (additional modules that may or may not be part of the financial system):
 - 1. Business licenses and permits
 - 2. Parking system integration
 - 3. Timekeeping by project
 - 4. Fleet and fuel management
 - 5. Records management (ordinance and resolution archiving and distribution)

Project Objectives

Through this project, the City is interested in redesigning some of its current business processes to become more efficient and take advantage of the new system more effectively. As part of the implementation proposal, the City expects vendors to provide business process re-design services that will achieve measurable improvements in business processes within a few key processes including purchasing approvals, accounts payable processing, budget preparation and submission, journal entries, and financial statement preparation. Additionally, the City has defined the following business process/organizational improvements for the project:

- 1. Provide better management information:** City managers need better and timely information from the system to provide decision support.
Key Indicator: Government managers have access to dashboard with key information and the ability to drill down to get detailed transaction data for decision support.
- 2. Improve business process efficiency:** The City needs to streamline business processes, reduce duplicate data entry. By having a financial system with multiple different modules will allow for the reduction of many shadow systems. The new reality for government is that it will need to function more efficiently. This technology will allow for that.
Key Indicator: City has an automated process that allows data to be entered into the system by department users and then routed through workflow to appropriate users. Departments will have the ability and training to view and query this information and the trust to rely on it reducing the need for duplicate shadow systems.
- 3. Data Integration:** For key systems already in place in the City, there will need to be interfaces developed and maintained that allow for information to be transferred automatically between systems and potentially transferrable to an enterprise content management system. The City is looking to avoid fragmented information that relies on users to enter and reconcile data between multiple systems. The new system will interface with current system.
Key Indicator: Real time interface developed to reduce duplicate keying of data.
- 4. Elimination of Shadow Systems:** Because of current limitations with the current financial system, many users have been forced to use shadow systems to track information. This system will eliminate the need for most of those shadow systems.
Key Indicator: Fixed assets are tracked in the system
Key Indicator: City is able to view and track all City-wide receivables in the system
Key Indicator: Departments use system for project and grant costing, billing, and reporting.
- 5. Revise the Chart of Accounts:** The City's chart of accounts is currently restrictive and does not allow the City to capture costs and report information adequately. This project will be an opportunity to develop a chart of accounts consistent with best practices.
Key Indicator: City's chart of accounts is revised to accommodate the various reporting and managerial needs of departments across the City. Each segment of the chart of accounts has one purpose.
- 6. Project Risk Mitigated:** The City strives for a successful project that is accepted and learned by users throughout the City. To gain efficiencies, improve processes, and have better access to data, the City's project must be properly planned, communicated, and executed.
Key Indicator: The project will go-live according to the schedule listed in this RFP without going over budget.

Selection Process

The selection committee of City of Rapid City will review and evaluate all properly submitted proposals received on or before the deadline. Proposals will be reviewed for compliance with the vendor qualifications and requirements of the RFP. The selection committee will evaluate and score the proposals based on the features and costs. The vendor recommended by the committee will be forwarded to the City Council for final approval.

The City of Rapid City reserves the right to:

1. Conduct pre-award discussion and/or pre-award/contract negotiations with vendors who submit proposals determined to be reasonably acceptable of being selected for award.
2. Conduct personal interviews or schedule presentations/webinars of any or all vendors prior to selection; and make investigations of the qualification for vendors as it deems appropriate.
3. Complete a qualifying screening process, in the event that five (5) or more vendors submit proposals. The qualifying screening will be based on delivery and project requirements as written on submitted proposals. The qualifying screening process will result in the top three (3) selected proposals to go on to a final scored selection process based on the "Evaluation Criteria and Procedure" section.
4. Request vendor(s) to modify proposals or provide reasonable information, if the selection committee requires such to make the final selection.
5. Accord fair and equal treatment with respect to any opportunity for discussion and revisions of proposals. Such revisions may be permitted after submission of proposals and prior to award.
6. Negotiate any modifications to a proposal that are deemed acceptable, waive minor irregularities in the procedures, and reject any and all proposals.
7. Process the selection of the successful vendor without further discussion.
8. Waive any irregularity in any proposal or reject any and all proposals, should it be deemed it is in the best interest of the City to do so. The City of Rapid City shall be the sole judge of vendors' qualifications and reserves the right to verify all information submitted in RFPs.

Vendor Qualifications

Describe vendor's business including:

1. Vendor services and experience (years) in FINANCIAL MANAGEMENT SOFTWARE design and sales.
2. Firm's current financial condition or at a minimum provide the current annual financial statements, as an addendum.
3. Services to other governmental entities of similar size and at least two cities converting from SunGuard Bi-TECH IFAS or equivalent financial software who the City can contact as references and/or discuss the proposed financial management software solution.
4. The vendor must comply with all known federal and state requirements that apply to the proposal, the evaluation and the contract.

Scope of Work

In order to assist the City in minimizing the risks associated with implementing an enterprise-wide system, the City requires key deliverables be developed and maintained as well as certain milestones met by the selected system vendor. In addition to minimizing risks, the deliverables and milestones described below will assist the City and the selected vendor in managing the project to achieve the objectives. It is expected that the selected vendor will lead the efforts in each of the implementation areas described below unless otherwise stated. Further details on what shall be provided as part of the vendor's proposed implementation plan are included in the following sections.

Vendors shall provide project management resources leading to the successful implementation of the system. This project manager will work with the City's designated Project Manager. Costs for the project manager should be stated in the pricing section of this RFP.

Gap-Fit Analysis

As part of the pre-implementation tasks, the vendor will analyze the Functional and Technical Requirements (included in Attachment A) and provide a detailed presentation to the City demonstrating how it intends to address each requirement. This Gap-Fit Analysis will identify areas where the City may be required to change existing business processes or potentially customize the system to accommodate unique process requirements. In the event the vendor proposes a software modification to meet a requirement, the vendor will provide the City with a detailed specification and cost of the proposed change.

To conduct the gap-fit analysis, the City expects that the vendor will review all business and technical requirements with City staff in a series of onsite meetings. The vendor will review and confirm all requirements; and update the requirements list with any necessary changes to ensure the vendor and City have a common understanding of all business and technical requirements. The Gap-Fit Analysis will be a critical point in the City-vendor relationship in that the City intends for this exercise to provide the opportunity for both parties to gain consensus on expectations and challenges involved in the system implementation. The City should come away from this analysis with a clear understanding and agreement of how the vendor intends to address its specific system needs and determine if any additional resources are needed in order to utilize an enterprise content management system in the future.

Implementation Project Plan

The vendor must provide the City with a detailed Implementation Project Plan that, at a minimum, will include the following components:

1. **Project Background:** This section should include a description of the project background;
2. **Project Objectives:** This section should include overall project objectives;
3. **Project Deliverables and Milestones:** This section should include a list of deliverables and milestones of the project, and with each deliverable or milestone this section should describe exactly how and what will be provided to meet the needs of the City including the future acquisition of an enterprise content management system;
4. **Project Schedule:** This section of the Project Plan should identify the dates associated with deliverables and milestones described in the Scope of Work section. In addition, the Project Plan should reflect project predecessors, successors and dependencies.
5. **Project Management Processes:**
 - A. **Resource Management:** This section of the Project Plan should describe City resources, vendor resources, and the overall project team structure and should include an organizational chart. Each role identified for the vendor and any subcontractors and the City should also include a description of the responsibilities related to the identified project role as well as the communication process for each party.
 - B. **Scope Management:** This section of the Project Plan should describe the approach the vendor will use in order to manage project scope and the process used to request changes to project scope. It is the City's desire to use the proposed system "as is" and as such any changes must be reviewed and approved by the City.
 - C. **Schedule Management:** This section of the Project Plan should describe the approach the vendor will use in order to manage the project schedule and the process used to submit request changes to the schedule. The vendor must ensure that the project schedule is kept current and report any missed milestones to the City.
 - D. **Risk Management:** This section of the Project Plan should describe the approach the vendor will use to document existing project risks, report them to the team, and provide recommendations for mitigating the risk.
 - E. **Quality Management:** This section of the Project Plan should describe the approach the vendor will use to assure that all written deliverables have received appropriate reviews for quality before being submitted to the City.
6. **Status Reports:** This section of the Project Plan should describe the approach the vendor will use to provide status reports throughout the course of the project. This section should describe the layout of the status report and the expected delivery mechanism that will be used to provide the report to the City and review it on a routine basis with the City's project manager and appropriate project staff.

Implementation Methodology

As part of the RFP response, the vendor must provide a description of its proposed implementation methodology. The City will also require the selected vendor to provide an itemized list of information required for implementation at the beginning of this project. This list shall be delivered to the City and updated in a manner that will allow the City a reasonable amount of time to meet the vendor's requests for items such as workspace, network access and internet connectivity.

Requirements Traceability Matrix

The vendor must maintain a Requirements Traceability Matrix (RTM) to track and report to the City which Functional and Technical Requirements have been satisfied during each phase of the project. The RTM is created by associating requirements with the work products that satisfy them. It is the City's intention that the vendor will maintain the RTM along with collaborative input from the City. As part of the "go-live" acceptance process for each phase, the City and vendor shall agree that each requirement in the RTM for that phase has been satisfied. Attachment A includes a list of the Functional and Technical Requirements requested by the City.

Project Team Organizational Structure

As part of the RFP response, the vendor must specify all personnel required for each of the implementation stages, depicted in a Project Team Structure Diagram. The diagram should include (at a minimum) the following Key Personnel: Engagement Manager, Project Manager, Implementation functional area leads, and technical staff. Resumes are required for the Key Personnel project team members (and all additionally proposed vendor project team members). Any change of a Key Personnel after contract approval must be reviewed and approved, in writing, by the City.

Vendor Team Roles and Responsibilities

As part of the RFP response, the vendor shall provide a detailed explanation of the roles and responsibilities the vendor anticipates supporting and that will address the City's requirements in this RFP. The vendor shall clearly indicate which vendor staff member (either by name or position or team) will be responsible for the overall project and for each key role/responsibility within the project implementation plan. It is the City's expectation that the vendor will provide project management services related to the vendor's implementation approach. This will include but not be limited to, the development and maintenance of the deliverables in this section, training, data conversion and testing services, as well as serving as a single point of contact for the City's project manager. Vendors should keep this approach in mind as they develop their cost and project approach. It is also expected that the vendor will have past experience implementing large-scale projects and have worked within a city-government environment.

The vendor shall identify the total number of hours that members of their team will be involved in each phase of the project. The vendor will provide hourly estimates by functional area for five phases of the project:

1. Requirements and Design;
2. Configuration and Setup;
3. Implementation;
4. Testing; and
5. Training

City Team Roles and Responsibilities

As part of the RFP response, the vendor shall provide an anticipated representation of the resource requirements that will be expected of the City during this project. The City will provide the vendor with workspace, VPN access and trouble-shooting services for the existing network the vendor will provide hourly estimates by functional area for five phases of the project:

1. Requirements and Design;
2. Configuration and Setup;
3. Implementation;
4. Testing; and
5. Training

Communication Plan

A project of this size and complexity represents a tremendous investment and risk for any organization. Thus, the City anticipates the need to be able to provide frequent and regular progress updates and status reports to various City leaders, staff, and stakeholder groups.

The selected vendor must provide a detailed communication plan that includes discussion of key implementation metrics that will be used to track progress; types of communication methods (i.e., memo, email, one-on-one meetings, project team meetings, stakeholder group meetings, online web progress reporting tools, etc.) that the vendor will use; frequency of these communications; and key vendor points-of-contact with overall responsibility for ensuring these communications are provided as scheduled. This will become a part of the Implementation Plan.

Additionally, the City expects that the vendor will make Key Personnel and staff available for certain meetings either on-site or via teleconference or web-conference that may be required should major issues arise during the implementation that significantly impact the schedule, budget, or effectiveness of the system.

Project Change Management Plan

As stated in the project objectives above, the City wishes to maximize its use of the new system capabilities and anticipates that this goal will require it to undertake business process changes that may or may not have a significant impact on City operations and personnel.

As part of this Project Plan, the vendor must provide a detailed Change Management plan. This plan should include a list of the business processes that the vendor recommends changing and a detailed description and flow-chart of the recommended new processes, the anticipated benefits to the City of these changes, and how the vendor proposes to manage this change process. Workflow diagrams will be provided to the selected vendor.

Software Customization Plan

While it is the City's intent to utilize the vendor system's existing capabilities and embedded best-practice business processes, it recognizes that it will have some critical work-processes that require some amount of software customization. As part of this project plan and based on the results of the Gap Fit analysis, the vendor will provide a detailed software customization plan that includes anticipated customizations and their impact to the overall project schedule, budget, and final success. This software customization plan should describe the process that the City and the vendor will engage in for accepting the software modifications.

System Interface Plan

As part of the RFP response, Vendors must include a description of the proposed strategy for interfacing to all applications described in the Interfaces section of Attachment A, Functional and Technical Requirements. During the implementation phase, vendors will conduct the work necessary to gain an understanding of the existing environment and the complete list of interfaces that will need to be developed. Attachment A is a list of the known existing applications that should be considered as part of the strategy described in the RFP response.

Data Conversion Plan

As part of the RFP response, the vendor must describe how all files will be converted to the proposed System (e.g., through software conversion aids/utility programs or special programs that must be written, the actual conversion procedures, etc.). The City would like to understand how the vendor will approach developing the data conversion plan, and what processes will be undertaken by the vendor's project team to convert existing data as well as to interface with identified source systems. A conversion schedule should identify planned conversion steps, estimated hours, and what resources will be required (Client or Vendor) for all pertinent legacy data. Data conversion shall occur when migrating to the new application. The vendor is expected to assist the City in the conversion of both electronic and manual data to the new system. It is expected that the City will be responsible for data extraction from current systems and data scrubbing and that the vendor shall be responsible for overall data conversion coordination, definition of file layouts, and data import and validation into the new system(s).

Implementation Testing Plan

The selected vendor shall provide a testing plan that describes all phases of testing, unit, system, interface, integration, regression, parallel, and user acceptance testing. It is the City's expectation that the testing plan govern all phases of the project and that the vendor will also provide assistance during each testing phase involving City users.

Quality Assurance Plan

The selected vendor shall develop a Quality Assurance Plan that describes how the desired levels of quality will be achieved through implementation. The Plan should identify resources from both the vendor and the City who will be involved in the processes of quality planning, quality assurance and quality control.

Pre- and Post-implementation Support Plan

The selected vendor must provide a Pre- and Post-implementation Plan that describes the approach to software support during the implementation and after go-live. Vendors should describe what level of support is available under the proposed fee structure. If varying levels of support are available, this section of the vendor's response should clarify these potential services and highlight the level of support that has been proposed.

Training Plan

It is the City's intention that the selected vendor will coordinate the training of City personnel in the use of their application and that satisfactory implementation of an approved training plan will be a key component of this project's deliverables.

The selected vendor must provide a detailed plan for training. This Training Plan must include the following information:

1. The role and responsibility of the software and/or implementation vendor in the design and implementation of the training plan (e.g., development of customized training materials, delivering training to City end-users);
2. The role and responsibility of the City staff in the design and implementation of the training plan.
3. Overview of proposed training plan/strategy, including options for on-site or off-site training service; for the core project team, end-users, and technology personnel.
4. Proposed training schedule for City personnel and various user and interaction levels.
5. Descriptions of classes/courses proposed in the training plan. (The vendor should specify the unit of measure for its training, e.g., units, classes, days, etc. and define the hours associated with these units of measure.) The vendor must be very clear about exactly what training courses are included in the cost of the proposal.
6. The knowledge transfer strategy proposed by the software and/or implementation vendor to prepare City staff to maintain the system after it is placed into production.
7. Detailed description of system documentation and resources that will be included as part of the implementation by the vendor including, but not limited to, detailed system user manuals, "Quick Reference" guides, Online support, Help-Desk support, user group community resources, and others as available.

Deliverables Dictionary

Given the large size of this project, the City requests that the vendor develop a "Deliverables Dictionary" as part of its project plan. The City anticipates the Deliverables Dictionary will be a listing of key project deliverables that includes a brief explanation of the deliverable, any pertinent information and connection to other deliverables, and a cross-reference to the deliverable in the vendor's project plan. The Deliverables Dictionary, at a minimum, should include the items described in the Scope of Work section. The Deliverables Dictionary **must be included as part of the RFP response.**

System Documentation

The vendor must provide an overview of the user and technical documentation provided with the software applications (by application proposed). The City requires documentation that describes the features and functions of the proposed application software, but additionally that can be tailored to the specific and unique needs of the City. The documentation must be provided for both users and the technical personnel who will administer and maintain the system. It is desirable that differing levels of documentation (user documentation and technical documentation) exist. This documentation shall be provided in written hard-copy and web-based form for each application module, with a minimum of one (1) hard-copy of each documentation type for each application module being provided with the application software.

The vendor will be responsible for providing City-specific documentation that describes how processes are run related to City tasks. Documentation, including training manuals and agendas will be provided by the vendor before each training session with City staff.

Decision Matrix

The City will work collaboratively to develop a Decision Matrix for the life of the system project. There will be instances during the project where key decisions will need to be made. The decisions will be made based on information provided by both the vendor and the City. The decisions could potentially impact future phases of the project and it will be important for the City and vendor to track the facts that influenced key decisions.

Third-Party Products

The vendor shall explicitly state the name of any third-party products that are part of the proposed solution to the City. The Vendor is responsible for contracting with all third-party products.

A proposal must describe any products, features or other value added components recommended for use with the proposed system that have not been specifically requested in this RFP. The vendor should also provide proof that it has access to the third-party software source code (owned or in escrow) and that the vendor has the ability to provide long-term support for the third-party software components of its system. Consideration of these product features or other value-added components will be given where they may be of value to the City.

Vendors must include all cost of any third-party products, including the software license cost, maintenance, implementation, training cost, and any other related costs, including third-party software in the total cost of this proposal. Vendors must also include how many times they have integrated with the respective third-party products.

Application Hosting

The City is considering both a City-hosted and a vendor-hosted system. It is optional, but not mandatory, for vendors to provide information on both options as part of their RFP response. If a vendor does propose a hosted system, any differences from a City-hosted system must be stated in the appropriate sections of the response. If a vendor is proposing a hosted system, please respond to the questions below as part of your response to the Vendor Product section of the RFP. In addition, please provide any associated costs with hosting services.

1. Describe your hosting model, including: hosting, integration, help desk, provisioning and desktop management capabilities, deployment model (dedicated servers, shared environment, etc.), impact to the City's network and bandwidth, and any partners that may be involved in service delivery.
2. Provide the total number of clients and corresponding number of end-users of hosted systems currently supported by your company.
3. Describe your proposed service level agreement, including any tiered levels of service, response times, and standard metrics.
4. Describe your support model, including cost structure for support calls.
5. Describe your data center and storage facilities, including: locations, staffing, physical security, environmental controls (including redundant power), redundancy/load balancing capabilities, data backups and disaster recovery capabilities.
6. Describe your logical security, including firewall security, authentication controls, and data encryption capabilities.
7. Describe your change management, upgrade, and patch management policies and practices.
8. Describe your systems administration/management capabilities including monitoring of performance measures, intrusion detection, and error resolution.

Fees/Contract

This contract is a fixed price contract and must be submitted on a “not-to-exceed” basis. The initial contract price will be based upon prices submitted by the selected vendor, subject to contract negotiations with the City and shall be firm for the total number of years of the contract. Price adjustments will be negotiated at the request of either party in the extension periods or through adjustment clause.

The vendor will meet with a designated City staff member not less than once per quarter to conduct a contract and performance review of the vendor. These meetings will be either in person in Rapid City or via teleconference or web-conference. This review will include a review of the pricing, delivery performance, customer service, and improving operational efficiencies. If necessary, appropriate adjustments to the pricing may be negotiated for the new quarter if agreed upon by both parties.

Written requests for price changes in term contracts after the firm price period must be submitted in writing to the City. Any increase will be based on the vendor’s actual cost increase only, as shown in written documentation. All requests for price increases must be in writing, must not constitute increases in profit, and must contain data establishing or supporting the increase in cost. At the option of the City: (1) the request may be granted; (2) the contract may be cancelled and solicitation may be readvertised; or (3) continue with the contract without change. The City will accept or reject all such written requests within sixty (60) days of the date of receipt of vendor’s request for price increase and receipt of proper written documentation, whichever is later.

If a price increase is approved, the City will issue an amendment to the contract specifying the date the increase will be effective. The vendor will be required to send notice to all users of the contract. All services and related accessories are to be billed at prices in effect at the time the service was rendered or order was placed. When the City rejects a request for price increase, the vendor will be notified and the contract will continue without change.

The City reserves the right to add, delete, or modify terms and conditions during the contract negotiations. These terms and conditions will be within the scope of this RFP and will not affect the proposal evaluations. All or part of this RFP and the successful proposal may be incorporated into the contract.

Proposals, including supplemental terms and conditions, will be accepted, but supplemental conditions that conflict with those contained in this RFP, or that diminish the City’s rights under any contract resulting from the RFP, will be considered null and void. The City is not responsible for identifying conflicting supplemental terms and conditions before issuing a contract award. After award of contract:

1. If conflict arises between a supplemental term or condition included in the proposal and a term or condition of the RFP, the term or condition of the RFP will prevail; and
2. If the City’s rights would be diminished as a result of application of a supplemental term or condition included in the proposal, the supplemental term or condition will be considered null and void.

Contract approval

This RFP does not, by itself, obligate the City. The City's obligation will commence when the Mayor and Finance Officer sign the contract. Upon written notice to the vendor, the City may set a different starting date for the contract. The City will not be responsible for any work done by the vendor, even work done in good faith, if it occurs prior to the contract start date set by the City.

Payment and Retainages

The City understands that there will be potentially three types of costs that are associated with procuring a new system: software licensing, implementation services (training) and annual maintenance costs. Payment schedules and retainages will be negotiated as part of the contract. However, due to South Dakota Codified Law, the City is not able to make a down payment.

Insurance Requirements

1. Workers compensation. The policy shall provide the statutory limits required by South Dakota law. In addition, it shall provide Coverage B, Employer's Liability coverage of not less than \$1,000,000 each accident, \$1,000,000 disease-policy limits. The required limit may be met by excess liability (umbrella) coverage.
2. Commercial general liability. The policy shall provide occurrence form contractual, personal injury, bodily injury and property damage liability coverage with limits of at least \$1,000,000 per occurrence, \$2,000,000 general aggregate, and \$2,000,000 aggregate products and completed operations. The required limit may include excess liability (umbrella) coverage. The policy shall name the City and its representatives as an additional insured. If "occurrence form" insurance is not available, "claims made" insurance will be acceptable. The policy shall be maintained for three years after completion of this contract.
3. Automobile liability. The policy shall cover all owned, non-owned, and hired automobiles, trucks, and trailers. The coverage shall be as broad as that found in the standard comprehensive automobile liability policy with limits of not less than \$1,000,000 combined single limit each occurrence. The required limit may include excess liability (umbrella) coverage.
4. The vendor will provide the City with at least thirty days written notice of an insurer's intent to cancel or not renew any of the insurance coverage. The vendor agrees to hold the City harmless from any liability, including additional premium due because of the vendor's failure to maintain the coverage limits required.
5. The City's acceptance of a certificate of insurance does not mean that the City assumes responsibility for its validity, nor does it mean that the City represents that the coverage and limits required are adequate to protect the vendor.

Evaluation Criteria and Procedure

The City’s evaluation structure will consist of an evaluation team and a steering committee. The evaluation team will consist of representatives from departments within the City. Members of the evaluation team will represent both “core” central service departments as well as other “user” departments. The evaluation team will be responsible for gathering input from other subject matter experts and ranking each proposal at every stage of the evaluation process. Recommendations for the evaluation will then be sent to the steering committee for approval. The steering committee includes managerial and director level resources from the various departments throughout the City. The steering committee will remain intact throughout the project.

The evaluation criteria in the following table are intended to be the basis by which each proposal will be evaluated, measured and ranked. The City of Rapid City hereby reserves the right to evaluate, at its sole discretion, the extent to which each proposal received compares to the stated criteria. The recommendation of the selection committee shall be based on the evaluations using the criteria.

<u>Criteria</u>	<u>Description</u>	<u>Maximum Score</u>
Technical	This criterion considers both the qualifications of the vendor’s personnel whom Vendor proposes to assign to provide the services solicited by this RFP and the products that the vendor proposes to use in performing the services solicited by this RFP. This area includes technical features and compatibility with the City’s standards and functional features in response to the City’s requirements. In evaluating the vendor’s products, the City will consider the business benefits and the business process improvements as a result of implementing the vendor’s products including the ability to provide core modules as outlined in the “Background” section of the RFP and the matters listed in the “Project Objectives” section of the RFP. Demonstration evaluations will become a portion of the overall technical score. Interfaces, conversions and customization approach will be evaluated that includes capacity of migration of data to an enterprise content management system. The implementation approach and risk mitigation plan will be addressed in this area.	20 points
Approach	This criterion considers the vendor’s understanding of the scope of work and the quality and clarity of the vendor’s written methodology and description of the proposed approach to accomplish the work as well as overall implementation methodology. This area will address completeness and relevance of response and the overall understanding of the City’s needs and goals as well as the staffing plan.	20 points
Experience	This criterion considers (1) the vendor’s past performance on any City contracts, (2) the results of reference checks and (3) the vendor’s experience in providing the services solicited by this RFP as set forth in the vendor’s response.	20 points

	Priority will be given to vendors with services to other governmental entities of similar size and at cities converting from SunGuard Bi-TECH IFAS or equivalent financial software. The project team's experience and knowledge will be evaluated.	
Cost	This criterion considers the price of the services solicited by this RFP. Vendors will be evaluated on their pricing scheme as well as on their price in comparison to the other vendors.	20 points
Training	This criterion considers the training of City staff as identified in the Training Plan section of this RFP. Vendors will be evaluated on the overall proposed training plan/strategy including proposed schedules, options and knowledge transfer.	20 points

After the written technical proposals have been scored, the City shall determine all applicants that meet the minimum qualifications to perform the required services. The City, at its sole discretion, reserves the right to have system demonstrations from those vendors judged to be reasonably susceptible of being selected for award. Time limitations and demonstration requirements will be provided with the notification.

Demonstrations will be assigned a portion of the overall Technical Capability score. The City may elect, at its sole option, not to conduct discussions or demonstrations with respondents. Demonstrations will involve a scripted demonstration as well as a demonstration "lab."

Evaluation criteria for the software demonstrations are:

1. Overall system features
2. Ability to provide required functionality for the City
3. Approach to business process re-design
4. References
5. Change management
6. Project management
7. Training
8. Capacity for integration with an Enterprise Content Management System

The City may request additional information or clarification of proposals and hereby reserves the right to select the particular response to this RFP that it believes will best serve its business and operational requirements, considering the evaluation criteria set forth above. Additionally, the City hereby reserves the right to solicit best and final offers only from a short list of respondents receiving the highest evaluated scores.

Submission Requirements

The following instructions must be followed when submitting proposals:

The proposal in electronic format, including a sample contract, must be submitted no later than **4:00 PM MST, January 7, 2013**. Subject line shall read "RFP for RMS" Proposals must be e-mailed to:

Pauline Sumption
pauline.sumption@rcgov.org

Proposal should be submitted as follows:

- a. Please address and respond to the RFP items in the order in which they are presented in the Submission Requirements.
- b. Include, on the cover letter, a signature of someone at the vendor firm who has administrative authority to validate the contents of the response which represent business expectations. All information contained within the RFP responses will be used for the evaluation process and may be part of the final contract.
- c. Include the name of the vendor designated primary contact that will have overall responsibility for the project after selection. Clearly state the sub-consultants who will be assigned to work on the financial management software.
- d. **Proposals will be accepted until 4:00 p.m. MST January 7, 2013. No proposals will be accepted after that time.** The City reserves the right to reject any and all proposals.
- e. The City of Rapid City will not pay for any costs or expenses in the preparation or submission of RFPs.
- f. Proposals may be withdrawn at any time prior to the deadline of the receipt upon written request of the vendor. Negligence on the part of the vendor in proposal preparation shall not constitute a right to withdraw proposals, after it has been received.
- g. If you discover any ambiguity, inconsistency or error in the RFP, the City will accept questions pertaining to this RFP from all potential bidders electronically. Questions about the Request for Proposals may be directed to the Assistant Finance Officer at the following e-mail address:

pauline.sumption@rcgov.org

Questions will be accepted until 4:00 PM MST on **XXXXXXXXXXXX**. In the event the City determines additional clarification to this RFP or additional information is necessary, the City reserves the right to hold a conference call with eligible firms for the purpose of providing the same.

A list of vendor questions and responses provided during financial management software RFP preparation will be e-mailed to all vendors who have provided their e-mail addresses to Mary Floto by **XXXXXXXXXXXXXXXXXXXX**.

The proposal submission must include all of the information set forth in this section. Following is a description of the contents for each proposal, and how each should be setup in order to comply with the RFP. **Limit the total number of pages to 20-25 pages** categorized as stated below.

1. **Executive Summary:** Should provide a brief summary of the proposal's contents, emphasizing any unique aspects or strengths of the proposal.
2. **Project Approach and Solution:** Describe in detail the vendor's proposal for providing the services as described in the "Scope of Work" section. Additionally, vendors should provide a brief description of their capabilities for each functional area of the requirements "Core Requirements" section in narrative format. The purpose of this summary information is so that the City has a high-level understanding of the vendor's proposed solution. This narrative should be written for an audience of the end-user community. Marketing materials should **not** be submitted on the proposed modules.
3. **Vendor History/Background:** Include a comprehensive narrative history of the firm, including the development of its experience in providing services similar to those described in the "Vendor Qualifications" and "Scope of Work" sections and the depth of resources to provide the services solicited by this RFP. Vendors should describe the size of their organization, years in business, office locations and any pending or previous litigations filed against the organization. Vendors are requested to address each of the following questions:
 - a. How many city governments do you currently have?
 - b. How many public sector/municipal clients do you have?
 - c. How many installations are currently live with the version of the systems being proposed?
4. **Vendor Product:** Include proposed application software and computing environment information such as alternate delivery and technical specifications. Vendors are requested to address each of the following questions. Please do not include marketing materials that are not relevant to the questions below:
 - a. What is the name and current release number of your product?
 - b. When will the next release be available?
 - c. How long does the typical implementation take for an organization of similar size?
 - d. Do you do your own implementations or are they outsourced?
 - e. What other applications do you integrate or have you integrated with in the past?
 - f. What sets your product apart from the competitors?
5. **Functional Requirements:** Include an assessment of the City's technical and functional requirements as provided in Attachment A.
6. **Interface requirements:** Include detailed information of interface requirements including transfer to an enterprise content management system, if identified.
7. **Training Plan:** Include a training plan addressing the requirements noted in the Training Plan section of this RFP.
8. **Maintenance and Support Program:** Include the maintenance and support program costs for the software.
9. **Business Process Improvement:** Include a summary statement on the types and areas of business process improvement that the City can expect as result of implementing the vendor's product. The statement should outline best practices offered and business benefits derived from the improved business processes.

- 10. Key Personnel and Organization:** Include the resumes of the vendor's Key Personnel, and identify how they will be organized for the project. It should identify the specific employees assigned to provide the services solicited by this RFP as well as the ongoing support of the system following implementation. For each key person identified by the vendor, this tab should include the following information, provided in resume format:
 - a. Name and title;
 - b. Role on the project;
 - c. Office location;
 - d. Project responsibilities and roles;
 - e. Educational background;
 - f. Professional registrations and memberships; and
 - g. Years and relevant experience.
- 11. Project Schedule:** Include the planned proposed project schedule.
- 12. Data Conversion Plan:** Include the vendor's plan for data conversion to ensure the City's desired data is transferred to the new system. The plan should include estimated work levels as well as rolls and responsibilities related to data conversion.
- 13. Quality Assurance Plan:** Include the vendor's standard approach to achieving quality assurance.
- 14. Deliverables Dictionary:** A listing of key project deliverables that include a brief explanation of the deliverable, any pertinent information and connection to other deliverables, and a cross-reference to the deliverable in the vendor's project plan. The Deliverables Dictionary, at a minimum, should include the items described in the "Scope of Work" section.
- 15. Subcontracting:** Identify the reasons for subcontracting and proposed subcontractor responsibilities for required services the vendor intends to subcontract, if any.
- 16. References:** Include the names, addresses and telephone numbers of at least five (5) other City governments with whom the vendor has worked during the last five years that are similar in size and complexity to the City. References should be of clients that have been live on the proposed solution for a minimum of two years. Briefly identify the project, location, services performed, and costs associated with the implementation. If possible, the City prefers references that were managed by the same project manager recommended for the City. This section of the RFP response should also include an affirmative statement that the vendor grants its consent for the City to contact the vendor's references for purposes of evaluating the vendor for this Contract and acknowledges that any information obtained from the vendor's references will not be disclosed to the vendor. Also include the name and contact information of one former client that has elected to leave the vendor. The vendor should describe why the client left, and what steps the vendor has taken to correct the issues that resulted in the client's departure.
- 17. Site Visits:** Include the contact information for three (3) similar sized City governments with which the City may conduct site visits.
- 18. Terms and Conditions:** Describe the vendor's Terms, Conditions and Limitations. It is the City's intention to be made aware of any terms, conditions, and limitations of the vendor prior to entering into contract negotiations.
- 19. Conflicts of Interest:** Disclose any instances where the firm or any individuals working on the contract have a possible conflict of interest and, if so, the nature of that conflict (e.g., employed by the City of Rapid City). The City reserves the right to cancel the award if any interest disclosed from any source could either give the appearance of a conflict or cause speculation as to the objectivity of the vendor's proposal. The City's determination regarding any questions of conflict of interest is final.

20. Exceptions to the RFP: Include an explanation of any exceptions to the items requested in the RFP.

Vendors should also provide responses to the following questions: Limited to a two page summary.

1. Based on information provided in this RFP and experience in working with other cities, what is the vendor's perspective on the most significant risks to this project and how do you plan to mitigate these risks?
2. What is your process for monitoring, escalating and resolving issues that will arise during the project?
3. How do you propose to keep the project on task?
4. Provide a clear description of project management responsibilities between the City and the vendor.
5. What is the earliest you can begin implementation after contract signing?
6. Please describe your organization's recommended approach toward retention of legacy financial, budget, revenue, and payroll data. Please describe what options are available/ supported within your proposed solution. Also, please provide any relevant references of organizations that have successfully addressed legacy data with your solution.

This RFP does not commit the City to award a contract nor to pay any costs incurred for any services. The City, at its sole discretion, reserves the right to accept or reject any or all proposals received as a result of this RFP, to negotiate with any qualified source, or to cancel this RFP in part or in its entirety. All proposals will become the property of the City of Rapid City. If any proprietary information is contained in the proposal, it should be clearly identified.

The award will be made to the bidder whose proposal and qualifications are deemed to be in the best interest of the City. Submission of a proposal as specified constitutes an offer. The City shall not be liable for any costs you incur to prepare or submit a proposal in response to this RFP.

By signature on the proposal, the vendor certifies it complies with:

1. The laws of the State of South Dakota and is licensed to conduct business in the State of South Dakota.
2. All applicable local, state and federal laws, codes and regulations
3. All terms, conditions and requirements set forth in this RFP.
4. A condition the proposal submitted was independently arrived at without collusion; and
5. A condition that the offer will remain open and valid for the period indicated in this solicitation; and any condition that the firm and/or any individuals working on the contract do not have a possible conflict of interest.

If any vendor fails to comply with the provision stated in this paragraph, the City reserves the right to reject the proposal, terminate the contract, or consider the vendor in default.

Proposals must remain open and valid for at least 180 days from the deadline specified for submission of proposals. In the event award is not made within 180 days, the City will send a written request to all vendors deemed susceptible for award asking vendors to hold their price firm for a longer specified period of time.

Vendors may amend or withdraw proposals prior to the deadline set for receipt of proposals. No amendments will be accepted after the deadline unless they are in response to the City's request. After the deadline, vendors may make a written request to withdraw proposals and provide evidence that a substantial mistake has been made. The City may permit withdrawal of the proposal upon verifying that a substantial mistake has been made.

Subcontractors may be used to perform work under this contract. If the vendor intends to use subcontractors, the vendor must identify in the proposal the names of the subcontractors and the portions of the work the subcontractors will perform.

If a proposal with subcontractors is selected, the vendor must provide the following information concerning each prospective subcontractor within five working days from the date of the City's request:

1. Complete name of the subcontractor;
2. Complete address of the subcontractor;
3. Type of work the subcontractor will be performing;
4. Percentage of work the subcontractor will be providing;
5. Evidence, as set out in the relevant section of this RFP, that the subcontractor is registered and, if applicable, holds a valid South Dakota business license;
6. A written statement, signed by each proposed subcontractor, that clearly verifies that the subcontractor is committed to render the services required by the contract; and
7. A copy of the vendor/subcontractor contract verifying the vendor has the sole responsibility for any and all services under this RFP and is financially liable, without exception, to the City for all services contracted by the vendor under this RFP.

The vendor's failure to provide this information, within the time set, may cause the City to consider its proposal nonresponsive and reject it. The substitution of one subcontractor for another may be made only at the discretion and prior written approval of the City.

All proposals will be reviewed to determine if they are responsive to the requirements of this solicitation. An evaluation committee will evaluate responsive proposals. The evaluation will be based solely on the evaluation factors set forth in this RFP. The evaluation will consider information obtained subsequent to any discussions with vendors determined to be reasonable for award and any demonstrations, oral presentations or site inspections, if required in this RFP.

The City reserves the right to reject any proposals, in whole or in part. Proposals received from debarred or suspended vendors will be rejected. The Finance Department may reject any proposal that is not responsible to all of the material and substantial terms, conditions, and performance requirements of this RFP.

The Finance Department may waive informalities that:

1. Do not affect responsiveness;
2. Are merely a matter of form or format;
3. Do not change the relative standing or otherwise prejudice other offers;
4. Do not change the meaning or scope of the RFP;
5. Are insignificant, negligible, or immaterial in nature;
6. Do not reflect a material change in the work; or
7. Do not constitute a substantial reservation against a requirement or provision.

The City reserves the right to reject any proposal determined to be nonresponsive and to reject the proposal of any vendor determined to be nonresponsive. The City also reserves the right to refrain from making an award if it determines it to be in its best interest.

In order to determine if a proposal is reasonably susceptible for award, communications by the Finance Department or the proposal evaluation committee are permitting with any vendor to clarify uncertainties or eliminate confusion concerning the contents of a proposal and determine responsiveness to the RFP requirements. Clarifications may not result in a material or substantive change to the proposal. The initial evaluation may be adjusted because of a clarification under this section.

After final evaluation, the Finance Department may negotiate with the vendors of the highest ranked proposals. Negotiations, if held, will be within the scope of the request for proposals and limited to those items that would not have an effect on the ranking of proposals. If any vendor fails to negotiate in good faith, the City may terminate negotiations and negotiate with the vendor of the next highest-ranked proposal.

If the selected vendor:

- Fails to provide the information required to begin negotiations in a timely manner;
 - Fails to negotiate in good faith;
 - Indicates it cannot perform the contract within the budgeted funds available for the project;
- or
- If the vendor and the City, after a good-faith effort, cannot come to terms; then

The City may terminate negotiations with the vendor initially selected and commence negotiations with the next highest-ranked vendor. At any point in the negotiation process, the City may, at its sole discretion, terminate negotiations with any or all vendors.

After the completion of contract negotiations, the Finance Department will issue a written Notice of Intent to Award and send copies to all vendors. The Notice of Intent to Award will send out the names and addresses of all vendors and identify the proposal(s) selected for award. The scores and placement of other vendors will not be part of the Notice of Intent to Award.

Successful vendors named in the Notice of Intent to Award are advised not to begin work, purchase materials, or enter into subcontracts relating to the project until both the successful vendor and the City sign the contract.

Any bidder who is aggrieved in connection with the award of a contract may protest. The protesting bidder shall file a written statement with the Finance Department during normal business hours within seven calendar days of the date the Mayor and Finance Officer signed the bid award document.