

EXHIBIT A

REQUEST FOR PROPOSALS
FOR
NEEDS ANALYSIS FOR
COLUMBIA FINANCIAL ENTERPRISE RESOURCE SYSTEM
(COFERS)
CITY OF COLUMBIA, MISSOURI
RFP 35/2012



FINANCE/PURCHASING DIVISION
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PROJECT MANAGER
JOHN BLATTEL
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BUYER OF RECORD
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REQUEST FOR PROPOSAL NO. 35/2012
CLOSING DATE: 5:00 P.M., CST, FRIDAY, FEBRUARY 3, 2012

TABLE OF CONTENTS

1	GENERAL REQUIREMENTS	3	
1.1	PURPOSE		3
1.2	SCHEDULE OF ACTIVITIES		3
1.3	DUE DATE FOR PROPOSALS		3
1.4	QUESTIONS/CLAIRIFICATIONS		4
1.5	VALIDITY OF PROPOSALS		4
1.6	REJECTION OF PROPOSALS		4
1.7	WITHDRAWAL OF PROPOSALS		4
1.8	ALTERATION OF SOLICITATION		4
1.9	RESPONSE MATERIAL OWNERSHIP		4
1.10	INCURRING COSTS		4
1.11	COLLUSION CLAUSE		4
1.12	CONTRACT DOCUMENTS		5
1.13	FUNDS		7
1.14	TAX EXEMPTION		7
1.15	APPLICABLE LAW		8
1.16	RESPONSIBILITY		8
1.17	ASSIGNMENT		8
1.18	AUDITING OF INVOICES		8
1.19	NONDISCRIMINATION IN EMPLOYMENT		8
1.20	TERMINATION FOR DEFAULT		9
1.21	TERMINATION FOR CONVENIENCE		9
1.22	EMPLOYMENT OF UNATHUORIZED ALIENS PROHIBITED		10
1.23	INSURANCE REQUIREMENTS		10
2	SCOPE OF SERVICES	12	
3	REQUIREMENTS	17	
4	FORMAT OF PROPOSAL SUBMISSION	17	
5	EVALUATION AND AWARD	18	

1 GENERAL REQUIREMENTS

1.1 PURPOSE:

The City of Columbia, MO is seeking proposals from qualified firms to conduct a needs analysis for the potential purchase of an enterprise resources planning system, hereinafter referred to as COFERS or ERP system.

1.2 SCHEDULE OF ACTIVITIES:

DATE	ACTIVITY
January 9, 2012	Issue RFP to the Public
January 20, 2012, 5pm	Cut-Off for written requests for information by 5:00 pm, CST
January 27, 2012	Addendum with responses to the questions issued.
February 3, 2012, 5pm	Proposals due to the city by 5:00 p.m. CST

1.3 DUE DATE FOR PROPOSALS:

Proposals may be submitted in a sealed envelope at the purchasing office or uploaded electronically on the City's E-bidding website. No fax or e-mail proposals will be accepted. Sealed proposals must be delivered to the Purchasing Department, 701 E. Broadway, 5th Floor, Columbia, MO 65201 by the closing date and time. Proposals received after the appointed time will be determined non-responsive and will not be opened. Hard copy paper proposals must be sealed and one original, so marked, submitted. If submitting electronically no paper copy is required.

The proposals must be in sealed envelopes and **marked in bold letters "RFP 35/2012 COFERS."**

1.4 QUESTIONS/CLARIFICATIONS OF THE REQUEST FOR PROPOSAL:

All questions concerning the solicitation and specifications shall be submitted in writing via e-mail or fax to the name below. You are encouraged to submit your questions via e-mail to:

Marilyn Starke, Purchasing Agent.

Phone: (573) 874-7687

Fax: (573) 874-7762, E-mail: mbstarke@gocolumbiamo.com

Any oral responses to any question shall be unofficial and not binding on the City of Columbia. An Addendum to this RFP providing the City of Columbia's official response will be issued if necessary to all known prospective respondents. Questions must be submitted by January 20, 2012 by 5pm, CST.

1.5 VALIDITY OF PROPOSALS:

Respondents agree that proposals will remain firm for a period of ninety (90) calendar days after the date specified for the return of proposals.

1.6 REJECTION OF PROPOSALS:

The City of Columbia reserves the right to reject any or all proposals received in response to this RFP, or to cancel the RFP if it is in the best interest of the City of Columbia to do so. Failure to furnish all information requested in this RFP may disqualify the proposal. Any exceptions to the requirements specified must be identified in the proposal.

1.7 WITHDRAWAL OF PROPOSALS:

Any Presenter may withdraw his proposal at any time prior to the scheduled closing time for the receipt of proposals. However, no proposal will be withdrawn for a period of ninety days after the scheduled closing time for the receipt of proposals.

1.8 ALTERATION OF SOLICITATION:

The wording of the City of Columbia's solicitation may not be changed or altered in any manner. Respondents taking exception to any clause in whole or in part should do so by listing said exceptions on their letterhead and submitting them with their proposal; such exceptions will be evaluated and accepted or rejected by the City of Columbia, whose decision will be final.

1.9 RESPONSE MATERIAL OWNERSHIP:

All material submitted regarding this RFP becomes the property of The City of Columbia. Any person may review proposals after the "Notice of Intent to Award" letter has been issued, subject to the terms of this solicitation.

1.10 INCURRING COSTS:

The City of Columbia shall not be obligated or be liable for any cost incurred by Respondents prior to issuance of a Contract. All costs to prepare and submit a response to this solicitation shall be borne by the Respondent.

1.11 COLLUSION CLAUSE:

Any agreement or collusion among Respondents and prospective Respondents to illegally restrain freedom of competition by agreement to fix prices, or otherwise, will render the proposals of such Respondents void.

1.12 CONTRACT DOCUMENTS:

The final Contract between the City of Columbia and the Respondent will include by reference:

- Respondent's Proposal, The Specifications contained in this RFP

Any changes, additions or modifications hereto will be in writing and signed by the Purchasing Agent. No other individual is authorized to modify the Contract in any manner.

- A. The City reserves the right, at its sole discretion, to terminate this process at any time, or reject any and all proposals without penalty, prior to the execution of a contract acceptable to the City. Following the review by the committee, the final selection, if any, will be based on the proposal which best meets the requirements set forth in the RFP and is in the best interest of the City of Columbia.
- B. The City reserves the right to award the contract to the next most qualified firm if the successful firm does not execute a contract within thirty (30) days after the award of the proposal.
- C. The City reserves the right to request clarification of information submitted and to request additional information of one or more applicants.
- D. Any proposal may be withdrawn up until the date and time set above for the opening of proposals. Any proposal not so withdrawn shall constitute an irrevocable offer, for a period of 90 days, to provide the City the services set forth in the attached specifications, or until one or more of the proposals have been approved by the City's Administration, whichever occurs first.
- E. Any agreement or contract resulting from the acceptance of a proposal shall be on forms either supplied or approved by the City and shall contain, as a minimum, applicable provisions or the request for proposal. The City reserves the right to reject any agreement that does not conform to the request for proposal and any City requirements for agreements and contracts.
- F. The City shall not be responsible for any costs incurred by the firm in preparing, submitting, or presenting its response to the request for proposal.
- G. Upon award, the successful firm will be required to provide certificate of insurance in the amounts and forms described in the insurance requirements attached hereto. Coverage is required throughout the duration of the contract.
- H. The right is reserved to accept or reject all or part of the bid, to waive technicalities, and to accept the offer the Purchasing Agent considers the most advantageous to the City.

- I. The delivery date(s) or when work will start shall be stated in definite terms, as they will be taken into consideration in making the award.
- J. The City of Columbia reserves the right to cancel all or part of the contract if work is not started as stated.
- K. In case of any default by the respondent, the City of Columbia may procure the product or service from other sources and hold the respondent responsible for any damages incurred including, but not limited to, excess cost or handling charge.
- L. The Purchasing Division shall have the right to remove any respondent who defaults on any contract with the City from all respondents' lists.
- M. All bids are kept by the Purchasing Division for a period of time established by regulation or statute after the award is made and is available for inspection at any time during regular working hours.
- N. The Purchasing Agent reserves the right, when only one bid has been received by the bid closing date, to delay the opening of bids to another advertised date and time in order to revise specifications and/or establish further competition for commodity or service required. The one (1) bid received will be returned unopened to the Consultant for re-submittal at the new date and time of bid closing.
- O. REQUIRED SUBMITTALS: Each Consultant responding to this RFP must supply all the required documentation. Failure to provide the documentation with the response may result in the proposal being declared non-responsive.
- P. PERIOD THAT PROPOSALS REMAIN VALID: Respondents agree that proposals will remain firm for a period of ninety (90) calendar days after the date specified for the return of proposals.
- Q. CONTRACT AWARD: A contractual agreement will be negotiated with the successful Consultant. This contract may not be assigned in whole or in part without the written consent of the Purchasing Agent. Any change to the contract will be approved in writing by the Purchasing Agent in the form of an addendum. The successful Consultant is prohibited from assigning, transferring, conveying, subletting, or otherwise disposing of this agreement or its rights, title or interest therein or its power to execute such agreement to any other person, company or corporation without the prior consent and approval in writing by the City.
- R. NOTIFICATION OF AWARD: Services are not to begin until receipt of Notification of Award or other notification by the City Purchasing Agent to proceed. Performance time and dates are determined solely by the contract and any modification thereto.

- S. **DISPUTES:** Should disputes, alternatives or other disagreements related to the performance of the work herein described arise between the City and the contractor, the parties hereto shall negotiate in good faith in an attempt to resolve same; such negotiations shall be a condition precedent to any remedy at law.
- T. **CONFLICT OF INTEREST:** The Consultant certifies that to the best of their knowledge no employee of the City, nor any member thereof, nor any public agency or official effected by this Agreement that results from this RFP, has any pecuniary interest in the business of the Consultant, and that no person associated with the Consultant has any interest that would conflict in any manner with the performance of the Agreement.
- U. **COMPETITION INTENDED:** It is the City's intention that this RFP permit competition. It shall be the respondent's responsibility to advise the Purchasing Agent in writing if any language, requirement, specification, etc., or any combination thereof inadvertently restricts or limits the requirements stated in this request to a single source. Such notification shall be received by the Purchasing Agent no later than ten (10) days prior to the date set for acceptance of proposals.
- V. **REJECTION OF PROPOSALS:** The City reserves the right, at its discretion to reject any or all proposals or parts thereof. The City reserves the right to waive defects or informalities, to negotiate with the Consultant and to accept the proposal deemed to be in the best interest of the City.
- W. **WITHDRAWAL OF PROPOSALS:** All proposals submitted shall be valid for a minimum period of ninety (90) calendar days following the date established for the acceptance of proposals. Proposals may be withdrawn upon written request from the Consultant at the address shown in the solicitation prior to the time of acceptance. Negligence on the part of the Consultant in preparing the proposal confers no right of withdrawal after the time fixed for the acceptance of the proposals.
- X. **COMPLIANCE WITH LAWS:** The successful Consultant shall at all times observe and comply with all Federal, State of Missouri and City ordinances and regulations which may in any manner affect the performance of any duly authorized Agreement.

1.13 FUNDS:

Financial obligations of the City of Columbia payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted, and otherwise made available. In the event funds are not appropriated, any resulting Contract will become null and void, without penalty to the City of Columbia.

1.14 TAX EXEMPTION:

The City of Columbia is funded by public monies and as such has been approved by

the State of Missouri for sales/use tax-exempt status. The Missouri tax identification number and certificate is available upon request by the successful Respondent.

1.15 APPLICABLE LAW:

The proposal and Contract shall be governed in all respects by the ordinances of The City of Columbia and the laws of the State of Missouri, and any litigation with respect thereto shall be brought in the courts in the State of Missouri.

1.16 RESPONSIBILITY:

The City of Columbia reserves the right to require the apparent successful vendors to file proof of his/her ability to properly finance and execute the Contract, together with his/her record of successful completion of similar Contracts prior. The award of the Contract will be contingent upon providing acceptable proof and record of performance. This information will become a part of the contents of the file and hence public record unless the Respondent indicates this material is confidential and request this information be returned at the expense of the Respondent. This applies only to matters of financial reporting.

1.17 ASSIGNMENT:

Firm shall not assign the Contract, subcontract it, or sublet it as a whole without the prior written consent of the City of Columbia. Assignment, subcontracting, or subletting without such consent will in no way relieve the Firm of any of its obligations under this Contract unless specifically stated by the City of Columbia in its consent.

1.18 AUDITING OF INVOICES:

Invoices are subject to audit for a period of five (5) years after the expiration date of the final year of the Contract. If during the audit it is revealed that the Respondent charged the City of Columbia a price higher than the proposed price, the Respondent will reimburse the City of Columbia the amount of the overcharge.

1.19 NONDISCRIMINATION IN EMPLOYMENT:

In connection with the furnishing of supplies or performance of work under this Contract, the Firm agrees to comply with the Fair Labor Standard Act, Fair Employment Practices, Equal Opportunity Employment Act, and all other applicable Federal and State laws and further agrees to insert the foregoing provisions in all subcontracts awarded hereunder.

1.20 TERMINATION FOR DEFAULT:

If, through any cause, the firm shall fail to fulfill, in a timely and proper manner, its obligations under this contract, or if the firm shall violate any of the covenants, agreements, or stipulations of this contract, the City of Columbia shall thereupon have the right to terminate this contract for cause by giving written notice to the firm of its intent to terminate and at least ten (10) calendar days to cure the default or show cause why termination is otherwise not appropriate. In the event of termination all finished or unfinished documents, data, studies, survey, drawings, maps, models, photographs, and reports or other material prepared by the firm under this contract shall, at the option of the City of Columbia, become its property, and the firm shall be entitled to receive just and equitable compensation for any services and supplies delivered and accepted. The firm shall be obligated to return any payment advanced under the provisions of this contract.

Notwithstanding above, the firm shall not be relieved of liability to the City of Columbia for any damages sustained by the City of Columbia by virtue of any breach of the contract by the firm, and the City of Columbia may withhold any payment to the firm for the purpose of mitigating its damages until such time as the exact amount of damages due the City of Columbia from the firm is determined.

If after such termination it is determined, for any reason the firm was not in default, or that the firm's action/inaction was excusable, such termination shall be treated as a termination for convenience, as described herein.

1.21 TERMINATION FOR CONVENIENCE:

The performance of work under this Contract may be terminated by the City of Columbia in whole or in part, whenever the Purchasing Manager will determine that such termination is in the best interest of the City of Columbia. Any such termination will be effected by delivery to the Respondent of a letter of termination specifying the extent to which performance of work under the Contract is terminated and the date upon which such termination is effective.

After receipt of a termination letter the Respondent will:

- Stop work on the Contract on the date and to the extent specified in the letter.
- Place no further orders for materials, services or facilities except as may be necessary to complete any portions of the work under Contract not terminated.
- Complete on schedule such part of the work as will not be terminated by termination letter.

1.22 EMPLOYMENT OF UNAUTHORIZED ALIENS PROHIBITED:

- Contractor agrees to comply with Sec. 285.930, RSMo in that they shall not knowingly employ, hire for employment, or continue to employ an unauthorized alien to perform work within the state of Missouri.
- As a condition for the award of this contract the contractor shall, by sworn affidavit and provision of documentation, affirm its enrollment and participation in a federal work authorization program with respect to the employees working in connection with the contracted services. The Contractor shall also sign an affidavit affirming that it does not knowingly employ any person who is an unauthorized alien in connection with the contracted services.
- Contractor shall require each subcontractor to affirmatively state in its contract with contractor that the subcontractor shall not knowingly employ, hire for employment or continue to employ an unauthorized alien to perform work within the state of Missouri. Contractor shall also require each subcontractor to provide contractor with a sworn affidavit under the penalty of perjury attesting to the fact that the subcontractor's employees are lawfully present in the United States.

1.23 INSURANCE REQUIREMENTS:

CONTRACTORS INSURANCE: The Contractor shall not commence work under this Contract until they have obtained all insurance required under this paragraph and such insurance has been approved by the City, nor shall the Contractor allow any subcontractor to commence work on their contract until all similar insurance required of subcontractor has been so obtained and approved. All policies shall be in amounts, form, and with companies satisfactory to the City **which must carry an A-6 or better rating as listed in the A.M. Best or equivalent rating guide.**

COMPENSATION INSURANCE: The Contractor shall take out and maintain during the life of this contract, **Employers Liability and Workers Compensation Insurance** for all of their employees employed at the site of the work, and in case any work is sublet, the Contractor shall require the subcontractor similarly to provide Workers Compensation Insurance for all of the latter's employees unless such employees are covered by the protection afforded by the Contractor.

Workers Compensation coverage shall meet Missouri statutory limits. Employers Liability limits shall be \$500,000.00 each employee, \$500,000.00 each accident, and \$500,000.00 policy limit. In case any class of employees engaged in hazardous work under this Contract at the site of the work is not protected under the Workers Compensation statute, the Contractor shall provide and shall cause each subcontractor to provide Employers Liability Insurance for the protection of their

employees not otherwise protected.

COMPREHENSIVE GENERAL LIABILITY INSURANCE: The Contractor shall take out and maintain during the life of this Contract such comprehensive general liability insurance as shall protect them and any subcontractor performing work covered by this Contract, from claims for damages for personal injury including accidental death as well as from claims for property damages which may arise from operations under this Contract, whether such operations be by themselves or by any subcontractor or by anyone directly or indirectly employed by either of them. The amounts of insurance shall be not less than \$2,000,000.00 combined single limit for any one occurrence covering both bodily injury and property damage, including accidental death. If the Contract involves any underground/digging operations, the general liability certificate shall include X, C, and U (Explosion, Collapse, and Underground) coverage.

PROOF OF CARRIAGE OF INSURANCE: The Contractor shall furnish the City with Certificate(s) of Insurance which **names the City as additional insured** in an amount as required in this Contract, **contains a description of the project or work to be performed**, and requires a thirty (30) day mandatory cancellation notice. In addition, such insurance shall be on an occurrence basis and shall remain in effect until such time as the City has made final acceptance of the facility contracted.

HOLD HARMLESS AGREEMENT: To the fullest extent not prohibited by law, Contractor shall indemnify and hold harmless the City of Columbia, its directors, officers, agents, and employees from and against all claims, damages, losses, and expenses (including but not limited to attorneys fees) arising by reason of any act or failure to act, negligent or otherwise, of Contractor, of any subcontractor (meaning anyone, including but not limited to consultants having a contract with Contractor or a subcontractor for part of the services), of anyone directly or indirectly employed by Contractor or by any subcontractor, or of anyone for whose acts the Contractor or its subcontractor may be liable, in connection with providing these services. This provision does not, however, require Contractor to indemnify, hold harmless, or defend the City of Columbia from its own negligence.

AUTOMOBILE PUBLIC LIABILITY AND PROPERTY: The Contractor shall maintain during the life of this Contract, automobile public liability insurance in an amount not less than \$2,000,000.00 combined single limit for any one occurrence covering bodily injury, including accidental death and property damage, to protect themselves from any and all claims arising from the use of the Contractors own automobiles, teams, and trucks; hired automobiles, teams, and trucks; and automobiles both on and off the work site.

PROFESSIONAL LIABILITY: Service provider agrees to maintain Professional (Errors & Omissions) Liability at a limit of liability not less than \$1,000,000 Per Occurrence/ \$1,000,000 aggregate. When a self-insured retention (SIR) or deductible exceeds \$10,000, the City reserves the right, but not the obligation, to review and request a copy of Service Provider's most recent annual report or audited financial statement. For policies written on a "Claims-Made" basis, Service Provider agrees to

maintain a Retroactive Date prior to or equal to the effective date of this contract. In the event the policy is canceled, non-renewed, switched to an Occurrence Form, retroactive date advanced; or any other event triggering the right to purchase a Supplemental Extended Reporting Period (SERP) during the life of this contract, Service Provider agrees to purchase a ERP with a minimum reporting

2 SCOPE OF SERVICES

2.1 BACKGROUND:

The City of Columbia is a rapidly growing and vibrant college town of over 108,500 residents located in the heart of central Missouri. The City's FY 2012 budget is currently \$447.4 million and the city employs over 1300 permanent employees. Columbia is a full service city providing administration, planning, code enforcement, public works, transit, water/electric/sewer utility, landfill, airport, parks and recreation, and public safety police and fire services.

The City of Columbia is considered to be a full-service city. Thus, the budget may be larger when compared to that of other cities with a similar population. The City of Columbia submits budgets for seven types of funds: General Fund; Enterprise Funds; Internal Service Funds; Special Revenue Funds; Trust Funds; Debt Service Funds; and Capital Project Funds. Within these seven fund types, there are there are 52 separate departmental budgets.

A centralized Information Technology (IT) department, in concert with departmental contacts, provides City support for information systems. The City currently utilizes the Sungard/HTE system on an IBM AS/400 iSeries. This system has been in place since 1997 and is utilized for the following functions:

- Accounting
- Purchasing
- Budgeting
- Business License
- Asset Management
- Work Orders
- Inventory Management
- Fleet Management
- Utility Billing
- Payroll
- Human Resources
- Planning and Engineering
- Land Management
- Plan Review
- Code Enforcement
- Permitting

- GIS

In addition to Sungard HTE, additional applications have been written to provide added functionality not otherwise included in the base systems.

For information about Columbia in general, visit the City's website at: www.gocolumbiamo.com

2.1.1 Finance

The Finance Department is responsible for all cash receipts and disbursements, and maintenance of an internal control structure that adequately safeguards the assets of the City. This includes the traditional processing of all of the City's invoices for goods and services and recording all related general ledger transactions for the various active funds in order to prepare financial statements in conformity with General Accepted Accounting Principles. Finance is responsible for establishing and maintaining an internal control structure and procuring the independent financial audit each fiscal year. The budgeting function establishes the funding levels for various City funds and departments, based on goals, objectives and financial resources available, as determined by the elected officials, department staff and citizens. The (Treasury) Division is responsible for the collection and distribution of revenue for the active funds. In addition, the Finance Department oversees the City's outstanding and active debt issues approximating \$396 million and maintains the City's investment portfolio averaging \$318 million according to the City investment policy and cash management procedures.

The city's annual budget reports and comprehensive annual financial reports for the last several years can be viewed on the city's website at www.GoColumbiaMO.com

2.1.2 Human Resources

The Human Resources Department's function is to coordinate the efforts of all City departments in the selection, hiring, evaluation, promotion, training, and development of a staff of dedicated and qualified personnel to serve the citizens of Columbia.

HR's primary goal is maintaining a dedicated, professional staff to provide quality support services to the City and the public they serve. Special efforts are directed toward evaluation, training and development opportunities and employee contribution and recognition to increase

retention, provide upward mobility, create high morale and reduce turnover in a competitive labor market.

2.1.3 Purchasing

The Purchasing Division provides centralized procurement of goods and services. It is the responsibility of the Purchasing Division to assist City departments in obtaining necessary goods and services at the most economical prices while ensuring compliance with all applicable laws and policies. Purchasing directs the procurement of all major construction projects, professional services, heavy equipment, vehicles, and other goods and services as required. The division also establishes contracts to provide an immediate and uninterrupted source of supplies for frequently used items and is responsible for the disposal of surplus property. The Purchasing staff consists of a Purchasing Agent, Senior Procurement Officer, and three Procurement Officers a Compliance Officer and two Administrative Assistants. In regard to the COFERS system Purchasing reviews and processes:

- Requisitions
- Purchase Orders
- Contact Administration
- Asset Disposal

2.1.4 Treasury

Treasury Management is responsible for the cash management and investment of funds. Specific duties include oversight of cashing operations; management and oversight of banking and custodial services; coordination of debt issuance and debt service, coordination of debt issuance and debt service.

2.1.5 The Sungard HTE System has integration with:

- OptiView Document Imaging system from Advanced Processing and Imaging (API)
- OptiWorkFlow Work flow system also from Advanced Processing and Imaging (API)
- Teleworks for online Utility Payments and IVR.
- Vermont Systems, so Rec Trak can take payments thru the SunGard Cash Receipts system and also input time entry transaction into the payroll system.
- Quatred - Store inventory system that interfaces with Purchasing/Inventory. Uses Wireless hand held scanners.
- Itron system - used for Water & Electric meter reading - interfaces with the Utility Billing system.

2.1.6 Additional applications used throughout the city that could potentially interface with new COFERS system:

- Hanson Software used in the streets division of Public Works.
- Municipal Court System,
- Prosecutor's Case management system (yet to be determined)
- Existing Computer Aided Dispatch and Records management system for Fire and Police. (this may not be important since there was an attempt to replace it)
- WasteWorks used at the Landfill for Waste Disposal Management

2.1.7 Other SunGard Applications in use:

- Occupational License (Business License)
- Work Orders / Facilities Management System

2.2 SCOPE OF SERVICES

The purpose of the COFERS Requirements Analysis is to provide an evaluation and recommendation relative to the continued use or replacement of the existing Sungard HTE System. The City is looking for the analysis to provide assistance and guidance in determining the best course of action necessary to provide accurate and efficient Financial, Human Resources, Fleet, Permitting and Utility Management systems functions, including projected costs for maintaining existing systems, replacing existing systems, or other viable alternative actions, including the potential timing of such actions.

The City is expecting selected firm to provide staff that can facilitate the processes required to complete the scope of services below. The City will provide resources to assist selected firm with documentation of the requested deliverables. Selected firms resources will serve in a business analysis/facilitator role and the City's resources will serve as project manager and subject matter experts.

2.2.1 The selected firm will complete the following activities for the options of upgrading the current system, or purchase of a new system. Include integration of "best-of-breed" applications as necessary:

2.2.1.1 Problem identification

- Assess the current system and system based processes to determine procedures that can be streamlined through the implementation of technology solutions. Such an analysis will

include measurements of improved productivity that can be achieved through implementation of technology solutions.

- Identify and prioritize current and future application requirements, based upon legal and other essential requirements including best practices for COFERS inclusion
- Identify current system problems and functionality limitations
- Conduct a gap analysis of identified application requirements and current system capabilities

2.2.1.2 Identify and research alternatives

- Perform market research on alternative IT applications including COFERS solutions
- Develop options and recommendation for the City to consider with respect to its administrative software, including costs and implications of maintaining current systems, ranges of potential cost estimates for upgrading or replacement of software, and risk/opportunity analysis for identified options. Items to be considered include:
 - Data conversion
 - Archival and retrieval of historical records
 - Maintenance of legacy hardware
 - Training
 - Integration between/with other systems
 - Product documentation
 - Projected life cycle of each alternative
 - Perform business case analysis and comparison on the primary recommendation. Include:
 - Cost Benefit Analysis (CBA)
 - Return on Investment (ROI)

2.2.1.3 Department Staffing

- Provide an analysis and recommendation of staffing and skills needed to maintain primary recommended COFERS application

2.2.1.4 The selected firm should also provide information on their ability and estimated cost in providing the below optional services:

- Develop a request for proposal for a new COFERS package to be circulated to potential vendors
- Evaluation of proposals and selection of a COFERS vendor
- Contract negotiations with the successful COFERS vendor

- Other COFERS System related services as deemed necessary – For example, installation, implementation, training and go-live for a new COFERS system
- Include estimated hourly rates and/or block time discounts

2.2 CITY PROVIDED SERVICES

The City has identified and assigned a cross departmental team made of the following roles:

- Project Manager (1)
 - Project Steering Committee (3)
 - ITS Project Manager (1)
 - ITS Applications Administrator (1)
 - Department Subject Matter Experts
- The City will assist in providing needed workspace and meeting facilities.
 - The City will assist in coordinating resources and scheduling meetings as needed.
 - The City and selected firm will jointly develop the project plan and the City will provide Project Management oversight.
 - The City is expecting the selected firm to provide staff that can facilitate the processes required to complete the above scope of services. The City will provide resources to assist selected firm with documentation of the requested deliverables.

3 **REQUIREMENTS**

3.1 Minimum Qualifications:

- Selected firm must have a minimum of 5 years experience providing applicable services and solutions
- Assigned project staff to the City project must have a minimum of 3 years experience leading and facilitating the ERP requirements analysis process
- Selected Firm must have completed a minimum of 3 government ERP engagements for state, county or municipal government in the past 5 years
- Lead consultant must have served as a lead consultant in a similar engagement with at least one government agency within the past 3 years

4 **FORMAT OF PROPOSAL SUBMISSION:**

Respondents shall provide a concise yet thorough proposal which addresses the scope of services as stated above. Proposals may be submitted in hard, paper copy or by electronic submission through the city's website. Proposals are to be no smaller than font size 11pt and a maximum of 30 pages. Respondents must include the following

information in their proposal and should use the following format when compiling their responses.

1. Cover Letter, Introducing firm and interest in this proposal.
2. Proposal Including:
The firm's (lead firm and subcontractors) experience in providing similar services to municipalities during the past five (5) years.
3. Key personnel that will be assigned to the City's project, and their experience with similar projects.
4. Quality of References for similar work with municipalities of similar size and complexity. Provide a minimum of five (5) municipal references.
5. Project approach including project schedule and detailed approach to complete this project, familiarity with this project, identification of unique issues related to project, and the process proposed for communications with city staff, elected officials, and the public.
6. An outline of what the city's needs assessment report prepared by the Respondent will include ensuring the city receives all the information necessary to prepare an RFP for a new COFERS system.
7. Cost (up front submitted with proposal)

5 EVALUATION AND AWARD

The City of Columbia reserves the right to reject any or all proposals, to negotiate with any respondent considered qualified, or to make an award without further discussion. Evaluation will be based on all elements of the response to proposal criteria. It is the purpose of this request to obtain data as complete as possible from each respondent that will enable the City to determine which respondent(s) is best able to serve all the criteria which are to be considered in the award of the this contract.

The City will evaluate all responsive and responsible proposals to determine which proposal best meets the City's needs based on the evaluation criteria. A committee established for this purpose, composed of City staff and any other outside qualified person deemed necessary, will conduct the evaluation process. The City reserves the right to accept or reject any or all proposals, or part(s) of proposals, to waive minor variations to specifications, and in the RFP process. The City reserves the right to make an award based on the proposal, which is in its best interest. All proposals will be

ranked in accordance with the considerations listed in the evaluation criteria.

The evaluation team will “short-list” respondents that they determine can best meet the city’s needs. The short-listed respondents may be asked to make a presentation to the evaluation team to further explain and expand on their proposals. The city reserves the right to make an award decision based on the proposal(s) above and/or to request presentations. The City also reserves the right not to engage in post-bid negotiations with any respondent that has not made the short list. This negotiation process will allow individual contract points to be refined and changed, upon agreement between both parties.

All proposals will be ranked in accordance with the considerations listed in the evaluation criteria. Award will be based on a review of all information provided by the respondent, plus a review of references submitted and certain objective and subjective considerations including:

5.1 EVALUATION CRITERIA

It is the purpose of this request for proposal to obtain data as complete as possible from each respondent that will enable the City of Columbia to determine which prospective firm is best able to serve all the criteria which are to be considered in the award of this contract.

Evaluation of the respondents qualifying as finalists will be based on the evaluation criteria listed previously:

Quality of Personnel Offered:	20 points
Quality of References	20 Points
Project Approach	40 Points
Cost	<u>20 Points</u>

Total Points Possible: 100 Points

Failure of the Respondent to provide in his/her proposal any information requested in this RFP may result in disqualification of the proposal and shall be the responsibility of the proposing individual or firm. During the evaluation process, discussions may be conducted with Respondents who submit proposals determined to be reasonably susceptible of being selected for award. It will be the recommendation of the evaluation committee if discussions for clarification are needed. The objective of the evaluation committee will be to recommend the Respondents whose proposal is most responsive to the City of Columbia’s needs while within the available resources. The specifications within this RFP represent the minimum performance necessary for response.

5.2 SELECTION AND AWARD

The City of Columbia reserves the right to reject any or all proposals, to negotiate with

any respondent considered qualified, or to make an award without further discussion.

End of RFP