Request for Proposal
for
Enterprise Resource Planning (ERP) Software and Implementation

Issued by:
The City of Logansport & Logansport Municipal Utilities, IN

Proposals must be submitted
No later than 12:00 PM (EST) February 28th, 2020 to:

The City of Logansport & Logansport Municipal Utilities
City of Logansport
601 E Broadway
Logansport, Indiana 46947
Attn: Clerk-Treasurer’s Office, C/O Duane Ullom

LATE PROPOSALS WILL BE REJECTED

For further information regarding this
RFP contact: Duane Ullom, Ryan McCauley, Chris Strom
Email: clerktreasurer@cityoflogansport.org; ryan.mccauley@bakertilly.com; chris.strom@bakertilly.com

Issued: January 21st, 2020
# Request for Proposal (RFP)

## Schedule of Events

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>January 21&lt;sup&gt;st&lt;/sup&gt;, 2020</td>
<td>RFP issued</td>
</tr>
<tr>
<td>January 31&lt;sup&gt;st&lt;/sup&gt;, 2020</td>
<td>Intent to Respond and Questions from Proposers due Submit Intent to Respond and Questions to: Duane Ullom and Baker Tilly Email: <a href="mailto:clerktreasurer@cityoflogansport.org">clerktreasurer@cityoflogansport.org</a>; <a href="mailto:ryan.mccauley@bakertilly.com">ryan.mccauley@bakertilly.com</a>; <a href="mailto:chris.strom@bakertilly.com">chris.strom@bakertilly.com</a>. Proposers who intend to respond to this RFP must submit an e-mail with all contact information to the e-mail address listed above. All questions must be submitted in writing via e-mail. Responses will not be issued for questions submitted after the January 31&lt;sup&gt;st&lt;/sup&gt; deadline. Responses to questions will be issued via addendum(s) to all Proposers who have submitted an Intent to Respond.</td>
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<tr>
<td>February 14&lt;sup&gt;th&lt;/sup&gt;, 2020</td>
<td>Addendum issued (if required) via e-mail to all Proposers who have notified the City and LMU of their Intent to Respond</td>
</tr>
<tr>
<td>February 28&lt;sup&gt;th&lt;/sup&gt;, 2020</td>
<td>DUE DATE FOR PROPOSALS Proposals shall be received by 601 E Broadway, Logansport, IN 46947 by 12:00 p.m. (EST). LATE PROPOSALS WILL BE REJECTED.</td>
</tr>
<tr>
<td>March 14&lt;sup&gt;th&lt;/sup&gt;, 2020</td>
<td>City and LMU will notify selected Proposers of its decision to move forward with product demonstrations.</td>
</tr>
<tr>
<td>March 30&lt;sup&gt;th&lt;/sup&gt; – April 17&lt;sup&gt;th&lt;/sup&gt;, 2020</td>
<td>Proposer demonstrations Note that in addition to conducting scripted demonstrations, proposers are expected to provide a lab environment where City and LMU staff can experience the proposed system in a test environment. Proposers are expected to provide all equipment and hardware required for the lab environment.</td>
</tr>
</tbody>
</table>
Method of submittal: Written proposals must be in a sealed envelope and clearly marked in the lower left hand corner: "Sealed Proposal - ERP Software and Implementation". Proposals must be received by 12:00 pm (EST), local time, on February 28th, 2020. Three paper copies of the proposal must be submitted. In addition, one electronic copy of the proposal and any supporting documentation in PDF format (Attachments B, C & D should be submitted in Excel) must be submitted on a USB flash drive. Proposals submitted by telephone, facsimile or electronic transmission will not be accepted. Proposers accept all risks of late delivery of mailed proposals, regardless of fault. Proposals arriving after the deadline will be returned unopened and will not be considered.

Submit Proposals to:

The City of Logansport & Logansport Municipal Utilities
City of Logansport
601 E Broadway
Logansport, Indiana 46947
Attn: Clerk-Treasurer's Office, C/O Duane Ullom

Although every effort will be made to follow this schedule, the City of Logansport ("the City") and Logansport Municipal Utilities ("LMU") reserve the right to modify the dates as necessary and to accommodate special circumstances. Any such revision will be formalized by the issuance of an addendum to the RFP. All Proposals are due by the time specified. Any Proposal received at the designated location after the required time and date specified for receipt shall be considered late and non-responsive. The City and LMU reserve the right to amend the RFP at any time and the amended RFP will be posted and proposer’s who have submitted an Intent to Respond will be notified of the amended RFP.
# Table of Contents

1.0 Information and Instructions ........................................................................................................ 5  
1.1 General Information/Project Overview .................................................................................. 5  
1.2 Definitions ................................................................................................................................. 5  
1.3 About the City of Logansport and Logansport Municipal Utilities ...................................... 5  
1.4 About this Project ...................................................................................................................... 6  
1.5 5 – 10 Year Vision for the City and LMU's Administrative Applications ............................. 8  
1.6 Business Context & Assessment Summary .......................................................................... 8  
1.7 Current Environment ................................................................................................................ 12  
1.8 Potential Interfaces .................................................................................................................... 12  
1.9 Data Conversion ....................................................................................................................... 13  
1.10 Technical Environment .......................................................................................................... 14  
1.11 Current Functional Statistics ................................................................................................. 15  
1.12 Warranty ................................................................................................................................ 16  
2.0 Preparing and Submitting a Proposal ...................................................................................... 16  
2.1 General Instructions .................................................................................................................. 16  
2.2 Proprietary Information ............................................................................................................ 16  
2.3 Eligibility ................................................................................................................................. 17  
2.4 Required Elements of Proposals ............................................................................................. 17  
2.5 Background Material ............................................................................................................... 18  
2.6 Executive Summary – Proposal Section 1.0 ......................................................................... 18  
2.9 Proposed Application Software & Environment – Proposal Section 4.0 ......................... 20  
2.11 Implementation Plan – Proposal Section 6.0 ....................................................................... 23  
2.12 Training Plan – Proposal Section 7.0 .................................................................................... 25  
2.13 Maintenance and Support Program – Proposal Section 8.0 .............................................. 26  
2.14 City and LMU Specific Issues to be Addressed - Proposal Section 9.0 .......................... 27  
2.15 Client References – Proposal Section 10.0 ........................................................................ 27  
2.16 Exceptions to the RFP – Proposal Section 11.0 ................................................................. 27  
2.17 Sample Documents – Proposal Section 12.0 .................................................................... 27  
2.18 Price Proposal – Proposal Section 13.0 .............................................................................. 28  
3.0 PROPOSAL SELECTION AND AWARD PROCESS .................................................. 29  
3.1 Evaluation and Selection ......................................................................................................... 29  
3.2 Verbal Presentations – Scripted Software Demonstrations ............................................... 29  
3.3 Site Visits with Government Users in Live Environment .................................................. 29  
4.0 GENERAL TERMS AND CONDITIONS ............................................................................. 30  
4.1 Termination of RFP ................................................................................................................ 30  
4.2 Final Selection ......................................................................................................................... 30  
4.3 Execution of Agreement .......................................................................................................... 30  
4.4 Clarification ............................................................................................................................ 30  
4.5 Withdrawal of Proposal ......................................................................................................... 30  
4.6 Agreement ............................................................................................................................. 30  
4.7 Offers Only ............................................................................................................................. 30  
4.8 Acceptance/Rejection ............................................................................................................. 30  
4.9 Retention of Proposals .......................................................................................................... 31  
Attachment A – RFP Submittal Checklist ................................................................................... 31  
Attachment B – Software Reference Form .................................................................................. 32  
Attachment C - Requirements Matrix ......................................................................................... 33  
Attachment D – Price Proposal ................................................................................................. 34
1.0 Information and Instructions

1.1 General Information/Project Overview
The City of Logansport and Logansport Municipal Utilities, Indiana (“the City” and “LMU”) are seeking proposals from qualified Proposers to provide Enterprise Resource Planning (ERP) software and implementation services. The general scope for this procurement includes general ledger, budget management, purchasing, fixed assets, accounts payable, accounts receivable, human resources/payroll, utility billing, parcel management, time and attendance, inventory management, and work orders. Submittal of a proposal does not create any right or expectation to a contract with the City and LMU.

The City and LMU have hired Baker Tilly Virchow Krause, LLP to facilitate the selection process. Baker Tilly Virchow Krause, LLP will play no role in the selection of the finalist Proposer; an internal City and LMU project team is overseeing the entire selection process and will make recommendations for selection.

1.2 Definitions
A. Shall – The term “shall” denotes mandatory requirements.
B. Must – The term “must” denotes mandatory requirements.
C. May – The term “may” denotes an advisory or permissible action.
D. Should – The term “should” denotes a desirable action.
E. Contractor – A Proposer who contracts with the City and LMU.
F. City – City of Logansport
G. LMU – Logansport Municipal Utilities
H. Discussions – For the purposes of this RFP, a formal, structured means of conducting written or verbal communications/presentations with responsible Proposers who submit proposals in response to this RFP.
I. RFP – Request for Proposal.
J. Proposer – Person or entity responding to this RFP.
K. Agreement – A contract between the Contractor and the City and LMU.
L. Evaluation Committee – A Committee of City and LMU members established for the purposes of evaluating proposals submitted in response to this RFP.

1.3 About the City of Logansport and Logansport Municipal Utilities
The City of Logansport, settled in 1826, is located approximately 75 miles north of Indianapolis. The City serves a population of 18,396 residents and occupies a land area of 10.68 miles. The City operates under a mayor-council form of government. Policy-making and legislative authority are vested in an eight-member Council composed of a mayor and seven council members. Logansport Municipal Utilities is a community-based and citizen owned utility providing safe and reliable water, waste and storm water, and electricity. LMU serves approximately 6,000 residential customers and 13,500 total customers.

Currently, the City employs 201 employees, 128 of which are full-time in ten operating departments – Planning, Street, Code Enforcement, Parks & Recreation, Buildings, Animal Control, Cemetery, Treasurer-Clerk’s Office, Fire, and Police. LMU employs 94 employees in administrative and operational functions supporting the provision of electric, water, waste and storm sewer services. This project focuses on the processes and technology supporting these functions.
### 1.4 About this Project

In 2019, the City of Logansport and the Logansport Municipal Utilities (“the City” and “LMU”) began efforts to re-evaluate how financial, utility billing, human resource and other data are managed across the organization. The City uses the Tyler Incode (“Incode”) system to support many of its financial and operational activities. Modules used include general ledger, budget management, accounts payable, cashiering, payroll and fixed assets. Additionally, the City uses iWorQ systems for code enforcement and permitting and TimeClock Plus for time keeping. The City has a shared services agreement with Cass County to maintain and access GIS data through ESRI ArcGIS. MainLicense and Excel tracking support the business licensing function. Paper or Excel based processes support work orders, inventory, invoicing, personnel management, grant management, and administration.

LMU uses a legacy system that was previously owned by Megasystems. As Megasystems has since gone out of business, the legacy system is now maintained by an in-house software engineer hired from Megasystems. The LMU system functionality includes general ledger, budget management, accounts payable, payroll, fixed assets, utility billing, and inventory. LMU uses punch cards and Excel to manage time and attendance. Paper or Excel based processes support work orders, personnel management, and service orders.

This report is part of a concerted effort at the City and LMU to look at effectively positioning financial, human resource, payroll, and operational functions and systems for the next 10-15 years. The City and LMU seek to implement a “vanilla” software package to limit the amount of modification to the base application. It also requests that the selection process minimize impact to ongoing operations. The City and LMU are looking for the best solution which can provide both the breadth and depth for these functional areas. Proposers should use the minimum functional requirements provided in Attachment C for more detail regarding intended scope. The scope for this procurement is summarized in the following figure.

#### Financials and Operations

<table>
<thead>
<tr>
<th>Financials and Operations</th>
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<tbody>
<tr>
<td>General Ledger/Budget Control</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td></td>
</tr>
<tr>
<td>Utility Billing</td>
<td></td>
</tr>
<tr>
<td>Purchasing</td>
<td></td>
</tr>
<tr>
<td>Work Orders</td>
<td></td>
</tr>
<tr>
<td>Financial Reporting</td>
<td></td>
</tr>
<tr>
<td>Budget Development and Management</td>
<td></td>
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<tr>
<td>Accounts Receivable and Cashiering</td>
<td></td>
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<tr>
<td>Fixed Assets</td>
<td></td>
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<tr>
<td>Utility Inventory</td>
<td></td>
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<tr>
<td>Parcel Management &amp; GIS</td>
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</table>

#### Human Resources/Payroll

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<thead>
<tr>
<th>Human Resources/Payroll</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Personnel Administration</td>
<td></td>
</tr>
<tr>
<td>Payroll</td>
<td></td>
</tr>
<tr>
<td>Benefits Administration</td>
<td></td>
</tr>
<tr>
<td>Time and Attendance</td>
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</tbody>
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### City and LMU Motivation for System Upgrade

In meeting with the steering committee, it became clear there were some very basic motivations for pursuing the replacement of current systems. The following serves as a summary of those points:

- **Current systems do not fully support business needs:** In many of the functional areas, staff have developed systems of workarounds to produce desired results. For example, at the City, procurement is completed almost entirely outside of Incode as the requisition and purchase order functionality was not
designed to comply with the City’s cash basis of accounting. At LMU, fixed asset costs are maintained outside the system until they are added at the end of the year for depreciation.

> **Longevity of current systems is unstable:** LMU uses a proprietary system that is maintained by an in-house software developer. While this currently meets LMU needs and ensures timely support and maintenance is received, it puts the organization at risk in the event the in-house software developer leaves the organization. The City primarily uses Incode for financial functions and Tyler is a well-known, established software firm. However, Incode is an older software product and eventually will not be supported as Tyler looks to migrate clients to a newer software systems, such as Munis. Therefore, for both the City and LMU, investment into a new software system is inevitable.

> **Lack of integration between financial systems:** The City and LMU use separate financial systems. Ultimately, financial transactions occurring at LMU must be recorded on the City’s general ledger. Therefore, having separate systems creates a cumbersome month-end and year-end reconciliation process. Additionally, the City uses a cash basis of accounting and LMU uses a modified accrual basis of accounting. A new financial system should support both organizations basis of accounting, automate the month and year-end close process, and reduce the time and resources currently required to maintain a complete and accurate general ledger. Additionally, a new financial system should allow LMU to have proper control and security over LMU accounts.

> **System requires multiple entry points to maintain information:** Modules are not fully integrated; requiring staff to enter data into multiple modules instead of having a single source of information (e.g. update parcel information in both the utility billing and community development modules). The redundant efforts are an inefficient use of time and increase the opportunity for data entry error.

> **Network of systems required to manage City and LMU business are too complex:** Because the core systems, Incode and LMU’s system, do not meet all of their information needs, staff have developed Excel spreadsheets and Access databases to address the need to complete work in a given area. For example, LMU uses paper time cards, a punch clock, an Excel spreadsheet, an Access database and their legacy system to track time and attendance and process payroll.

> **Lack of standardized and user driven report writing:** The City relies on separate spreadsheets or modification of system generated reports. User-driven reporting on Incode is difficult and often does not transfer all information needed. As a result, staff use other systems to track data or manipulate the data, opening the potential to further human error. Similarly, LMU relies on their in-house software engineer to write reports and system queries. Features such as user-driven reporting and dashboards would provide managers with ownership of the data and allow them to create solutions according to what the data is indicating.
1.5 5 – 10 Year Vision for the City and LMU’s Administrative Applications

The long-term vision for the City and LMU’s ERP financial and peripheral systems is to maximize data management capabilities and increase business efficiencies, reduce dependency on paper and utilize interfaces between systems. The primary goal is to move the City and LMU from a transaction-focused environment to one utilizing data for analytical purposes. Typically, where business processes are dependent upon paper and multiple, unconnected systems, the focus is on completing a transaction and not on the information itself or how it can be used to improve business operations. When you remove the focus away from the process, staff members can focus on data analysis and making data-informed decisions.

The long-term vision for the City and LMU’s ERP system is based upon the following:

> **Citywide Self Service:** Pushing data entry and data management out to the driver of the process. Self-service options will substantially increase efficiencies in business processes.

> **Data Reliability and Increasing Accountability:** First and foremost, creating a single data entry point will allow for greater confidence in data accuracy, as well as, less potential for errors. Additionally, in the event of an error, staff will be able to isolate the variables of how or where the error occurred.

> **Data-Driven Decision Making:** As mentioned earlier, with a single data entry point, transaction entry time will be reduced and staff members will dedicate more time to analyze data. For example, reduced processing times in the area of accounts payable would allow time for assessing strategic sourcing needs. It would also provide time to identify potential contractual arrangements, which could save money by maximizing purchasing power, and leveraging all available payment discount terms.

> **Mobile Computing:** Understanding that technology is rapidly changing and the proliferation of technologies such as tablets and smartphones enable users to access ERP systems from multiple platforms. Any ERP selection must have the capacity to grow with this in mind, specifically with the ability to access critical information during field operations.

> **Data Progression:** The City and LMU are focused on presenting a clear and historical record of data for the organization. For example, this includes the 22-year veteran employee who has worked in three different departments or the vendor who has had a relationship with the organization for ten years. Being able to document and illustrate the full picture of these interactions is important to both organizations.

> **Customer Support & Training:** An appropriate level of customer support and ongoing training are important components of long-term system use. Due to the lengthy and costly investment of an ERP system, the City and LMU want to ensure the selected system will adapt to changes in technology, regulatory requirements, and staff access to training on system updates.

1.6 Business Context & Assessment Summary

The City and LMU conducted an Assessment of their strengths, weaknesses, and business needs as part of an effort to determine the scope of future system functionality. The sections below describe detailed business needs for each functional area, however, the following bullet point represents a critical general functionality for the City and LMU:

- The ability to set up two separate business entities within the system, one using a cash basis of accounting (City) and one using an accrual basis of accounting (LMU). Ultimately, LMU transactions should be posted to the City’s general ledger and ideally automatically have been “crosswalked” to a cash basis of account upon posting.

**General Ledger (GL)/Budget Control**

**Business Needs**

1. Ability to support both cash basis and modified accrual bases of accounting and cross-walk modified accrual entries to cash basis posting to the general ledger.
2. Configurable levels of budget control, including line-item budget control.
3. Ability to restrict access to account codes based on organization, department, division, role, and position.
4. Ability to easily query account codes.
5. Real-time fund balances.
6. Enhanced user-friendly reporting capabilities which support Indiana State Board of Account reporting requirements.
7. Drill-down capabilities in order to see the documentation behind a particular transaction, within a single screen.
8. Ability to add comments and notes to journal transactions.
9. Enhanced GL account string management: validation at account creation and entry and “quick-key” or drop-down menus at entry.
10. Ability to deactivate account codes without losing general ledger history.
11. Journal entry approval workflow and audit-trail.
12. Grant and project sub-ledgers.

Budget Development and Management

Business Needs
1. Ability to recall reports (i.e. reprint a report that was just run).
2. Easy budget editing capability and review.
3. Comment box for budget justifications.
4. The ability for leadership to set up budget parameters prior to pushing the budget documents out to departments.
5. Ability to easily combine or extract combined budget documents in file formats, such as PDF.
6. Budget estimates within the system that include detail on line items.
7. Tracking of budget adjustments with justifications.
8. The ability to maintain multiple “sandbox” versions of a budget in the system until a final budget is selected for approval.
9. Ability to track and maintain contractual changes on personnel budget.
10. Forecasting and budget scenario capabilities.
11. Ability to conduct budgeting entirely within the system, without the need for separate Word and Excel spreadsheets.
12. Ability to make budget adjustments in Excel and upload them to the system as a budget scenario, if desired.
14. Ability to see line item details, multiple fiscal year actuals, and trend line data.
15. Comprehensive budget document creation and editing capabilities.

Accounts Payable

Business Needs
1. System produced positive pay file for upload to banking institutions.
2. Electronic entry and workflow approval of invoices with associated audit trail that meets Indiana State Board of Accounts standards.
3. System designated three-way match requirement prior to approval for payment.
4. Ability to override three-way match requirement based on payable type (i.e. grant payments to contractors, employee reimbursements, other direct payables).
5. Ability to apply vendor credits to a payment.
6. Ability to pay invoices from multiple general ledger accounts.
7. Ability to process payments via check, ACH or wire transfer.
8. Available G/L codes for payment application limited by user role.

Accounts Receivable and Cashiering

Business Needs
1. Single cash receipting system integrated to the primary general ledger system to eliminate duplicate entry.
2. Ability to customize point-of-sale items by cashier/department.
3. Accommodation of the City’s cash basis of accounting so that invoices can be created, aged and tracked without creating an entry on the GL until payment is received.
4. Decentralized invoicing (i.e. departments can create invoices within the system).
5. Master customer record which details what has been paid and what is outstanding across all City functions.
6. Ease of use for account query to see detail on recent transactions and drill-down to history of past transactions.
7. Automatic application of late-fees based on user-defined criteria.

**Procurement**

**Business Needs**
1. Requisition through Receiving process conducted entirely within the system with appropriate accounting rules applied to transactions.
2. Customizable requisition and approval workflows based on purchasing thresholds, department, division, role, and position.
3. The ability to see account balances when typing G/L numbers in the requisition stage.
4. The ability to copy blanket and regular purchase orders from the previous year for convenience without rolling forward balances.
5. Track vendor and contractor performance.
6. Ability to drill down by department, credit card, vendor, to identify what has been spent.
7. Obtain ad-hoc reports broken down by vendor, date, and budget item.
8. Contract management functionality which tracks contract expiration dates, vendor insurance and certification expiration dates, and total dollar value of contract amount remaining based on prior payments.
9. Contract management functionality which includes change order processes.
10. Enhanced ability to manage vendor file, including: notating a vendor as preferred, tracking vendor performance and flagging vendors with poor performance, flagging duplicate vendors at entry and ability to deactivate vendors.
12. Automatic purge of files at retention date (i.e. supporting quote documentation).
13. Ability to attach supporting documentation within the system (i.e. invoices, quotations, etc.).

**Fixed Assets**

**Business Needs**
1. Single, central source of information on capital (and other) assets and the location of these assets.
2. Need to track critical information related to the asset (condition, warranty, useful life, etc.) in a single repository.
3. Access to asset data for risk management purposes.
4. Single policy for managing assets, including those falling below the capitalization threshold. Departments should be educated on this policy.
5. Printable list of assets to do physical inventory checks, sortable by location.
6. Ability to develop fixed asset aging and replacement reports for purposes of forecasting and capital budgeting.

**Work Orders & Inventory**

**Business Needs**
1. Inventory module integrated with the finance, work order, fixed assets, and purchasing modules of a larger ERP system.
2. Organization-wide inventory policy, tracking, and management process.
3. Mobile access that is intuitive and has quick entry screens.
4. Improved tracking of bulk items (i.e. chemicals).
5. Ability to designate inventory items as ‘Critical’ (i.e., must have on hand at all times).
Public Works Work Orders

Business Needs

1. Formalized work order form and tracking (if not within a system, just on paper).
2. Invoice tracking for work completed.

Utility Billing

Business Needs

1. Import of electric and water meter reading information.
2. Customer interface for service requests, online bill payment (currently available) and updates to account information.
3. Ability to set criteria for delinquent account shut-offs then generate the report.
4. Standardized letters generated by the system (NSF, payment plan, canceled credit card, etc.).
5. Payment plan calculation and tracking within the system.

Human Resources

Business Needs

2. Position control and budgeting (FTE count, vacancy listing, etc.) which accommodates the complexity of the City and LMU’s classification’s and compensation system.
3. Reduced dependency on Excel and paper forms.
4. Integration with time and attendance, payroll and work order modules.
5. Customizable reports.
7. Learning and performance management.

Payroll and Benefit Administration

Business Needs

1. Integration with electronic Personnel Action Requests/Forms (PAR/PAF) for pay changes.
2. Ability to effective date employee start and end dates for payroll purposes.
3. Single payroll system for the City and LMU (with appropriate access and control standards) for ease of report.

Time and Attendance

Business Needs

1. Single time and attendance system that integrates with payroll processing and incorporates all time processing rules based on union and other employment contracts.
2. User driven time reporting with workflow to supervisors for review (daily, weekly, bi-weekly).
3. Integration of time and attendance functionality with a work order system to reduce duplicate data entry into Access database.
4. Time punch system that can work in locations with limited or no internet connectivity.
5. Dashboard view of department standing (year-to-date for compensatory time, OT, sick leave, etc.).
6. Employee self-service to access information on leave banks, submit vacation requests, etc.

Parcel Management & GIS

Business Needs

1. ERP system with parcel database driven by ESRI ArcGIS.
2. User-friendly, seamless option for updating parcel database from GIS database on a regular basis.
3. GIS and parcel database integration.
1.7 Current Environment

While it is difficult for the City and LMU to identify the exact number of Users accessing the ERP environment, Proposers shall utilize the following estimates for pricing. The descriptions below are for reference purposes only and provided as guidelines.

<table>
<thead>
<tr>
<th>Type of User</th>
<th>Description</th>
<th>Estimated Number Users</th>
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<tbody>
<tr>
<td>Professional Users</td>
<td>Entering and/or approving transactions in the system on a regular basis. May utilize the system for inquiry and standard reporting purposes (e.g., looking up account balances, invoice status, vendor payments, etc.) and advanced reporting (e.g., budget document, dashboards, etc.).</td>
<td>18</td>
</tr>
<tr>
<td>Power Users</td>
<td>Perform, approve, and/or update any transaction in the system</td>
<td>4</td>
</tr>
<tr>
<td>Advanced Users</td>
<td>Advanced reporting, dashboarding and transaction approval capabilities (i.e. may have ultimate approval authority within a specific module)</td>
<td>30</td>
</tr>
<tr>
<td>Self-Service Users</td>
<td>Will use the system to enter time and leave requests, update address and direct deposit information, and check leave balances.</td>
<td>295</td>
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It is likely some users will fall into more than one of the categories defined above (i.e., neither the rows nor columns are intended to be additive in any way). For example, a professional user may also be a self-service user. The estimates provided above are intended only to assist Proposers in determining the number of various types of licenses.

1.8 Potential Interfaces

Proposers shall evaluate the following list of potential interfaces. In the event the Proposer’s software does not offer or have the capability of one of the listed items below, the Proposer shall explicitly note which functions are not offered or available. In addition, the Proposer shall explicitly note the cost of a third-party interface, if applicable. If the Proposer does not include such information, the City and LMU have the authority to reject the proposal.

<table>
<thead>
<tr>
<th>Function</th>
<th>Purpose/Use</th>
<th>System/Platform</th>
<th>Nature of Interface</th>
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<tbody>
<tr>
<td>Utility Billing</td>
<td>Provides Meter Data for Water Reads</td>
<td>Neptune Technology</td>
<td>One-Way</td>
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<tr>
<td>Code Enforcement</td>
<td>Primary System for Code Enforcement, Permitting, and Inspections. The primary purpose of the interface is to record cashiering transactions to the GL and to update iWorQ records as paid.</td>
<td>iWorQ Systems</td>
<td>Two-Way</td>
</tr>
<tr>
<td>Permitting &amp; Inspections</td>
<td>Process credit card payments</td>
<td>PayGov</td>
<td>One-Way</td>
</tr>
<tr>
<td>Function</td>
<td>Purpose/Use</td>
<td>System/Platform</td>
<td>Nature of Interface</td>
</tr>
<tr>
<td>--------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Parcel Management &amp; GIS</td>
<td>Working with maps and geographic data</td>
<td>ESRI ArcGIS</td>
<td>One-Way</td>
</tr>
<tr>
<td>Public Safety</td>
<td>Creating Tickets for Police. The primary purpose of the interface is to record cashiering transactions to the GL and to update Spillman records as paid.</td>
<td>Spillman</td>
<td>Two-Way</td>
</tr>
</tbody>
</table>

### 1.9 Data Conversion

Proposers shall assume the City and LMU wishes to convert at a minimum, the following data to be used in any ERP solution. As part of Attachment D – Price Proposal, proposers shall fill out tab 3, specifying data conversion costs for each of the following:

<table>
<thead>
<tr>
<th>Source System</th>
<th>Data Element</th>
<th>Minimum Conversion Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incode</td>
<td>Financial / Accounting and Budget Data</td>
<td>Current, plus five years historical</td>
</tr>
<tr>
<td>Incode</td>
<td>Fixed Assets</td>
<td>Current fixed asset records and undepreciated asset value</td>
</tr>
<tr>
<td>Incode</td>
<td>Vendor Record</td>
<td>Current, plus five years historical</td>
</tr>
<tr>
<td>Timeclock Plus</td>
<td>Time and Attendance</td>
<td>Current, plus three years historical</td>
</tr>
<tr>
<td>Legacy Utility Billing and Financial System System</td>
<td>Financial / Accounting and Budget Data</td>
<td>Current, plus five years historical</td>
</tr>
<tr>
<td>Legacy Utility Billing and Financial System System</td>
<td>Fixed Assets</td>
<td>Current fixed asset records and undepreciated asset value</td>
</tr>
<tr>
<td>Legacy Utility Billing and Financial System System</td>
<td>Customer records and meter data history</td>
<td>Current, plus five years historical</td>
</tr>
</tbody>
</table>
1.10 Technical Environment

Current the City and LMU technical environment is explained below:

<table>
<thead>
<tr>
<th>Type</th>
<th>City</th>
<th>LMU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Server Hardware</td>
<td>Lenovo ESXI</td>
<td>Windows Server 2012</td>
</tr>
<tr>
<td>Virtualization</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Mail Server</td>
<td>Office 365</td>
<td>No Internal Email Server</td>
</tr>
<tr>
<td>Web Server</td>
<td>Linux, WordPress</td>
<td>Linux, hosted by GoDaddy</td>
</tr>
<tr>
<td>Workstation</td>
<td>Windows 7 and Windows 10</td>
<td>Windows XP, Windows 7, and Windows 10</td>
</tr>
<tr>
<td>Network</td>
<td>HP Switches</td>
<td>Cisco, Linksys, NetGear</td>
</tr>
<tr>
<td>Database</td>
<td>Unknown</td>
<td>Postgres</td>
</tr>
<tr>
<td>Office Applications</td>
<td>Microsoft Office 2016-2019</td>
<td>Microsoft Office 2013 - 2019</td>
</tr>
<tr>
<td>Report Writer</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>Backup and Recovery</td>
<td>Veeam</td>
<td>NAS and Passport (Disk)</td>
</tr>
<tr>
<td>Security</td>
<td>Sophos UTM9 Firewall</td>
<td>Windows Defender</td>
</tr>
</tbody>
</table>

Proposers shall take into consideration the following preferences when proposing an ERP solution:

<table>
<thead>
<tr>
<th>Technical Function</th>
<th>Preferred Technology/Platform (City)</th>
<th>Preferred Technology/Platform (LMU)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Operating Systems</td>
<td>Windows 10</td>
<td>Windows 10</td>
</tr>
<tr>
<td>Database Software</td>
<td>SQL Server</td>
<td>Postgres, SQL Server</td>
</tr>
<tr>
<td>Web Browser</td>
<td>Google Chrome</td>
<td>Google Chrome</td>
</tr>
<tr>
<td>Mail Server Software</td>
<td>Office 365</td>
<td>None</td>
</tr>
<tr>
<td>Office Applications</td>
<td>Microsoft Office 2016 - 2019</td>
<td>Microsoft Office 2016 - 2019</td>
</tr>
</tbody>
</table>
1.11 Current Functional Statistics

The following table contains information regarding the City and LMU’s current operations by function. Proposers shall refer to these tables when responding to the business requirements and the Cost spreadsheets.

<table>
<thead>
<tr>
<th></th>
<th>City</th>
<th>LMU</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR/Payroll:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Active Employees</td>
<td>201</td>
<td>94</td>
</tr>
<tr>
<td>General Ledger:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Funds</td>
<td>35</td>
<td>18</td>
</tr>
<tr>
<td>Operating Budget:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Budget (includes Grants)</td>
<td>$21,678,299</td>
<td>$6,644,029</td>
</tr>
<tr>
<td>Capital Budget</td>
<td>$1,314,750</td>
<td>$2,374,878</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$20,590,272</td>
<td>$46,208,633</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$21,678,299</td>
<td>$50,601,329</td>
</tr>
<tr>
<td>Budget Type</td>
<td>Balanced</td>
<td>Deficit</td>
</tr>
<tr>
<td>Fixed Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The City and LMU track the following types of assets:</td>
<td>Items more than $2,500</td>
<td>Varies</td>
</tr>
<tr>
<td>Utility Billing:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service area</td>
<td>N/A</td>
<td>Electric Approx. – 13,500</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Water, Storm, Sewage Approx. – 7,500</td>
</tr>
</tbody>
</table>
1.12 Warranty

The City and LMU desires the software and implementation services procured pursuant to this RFP to have a minimum warranty. The extent of the warranty coverage will be evaluated as part of the overall procurement process.

Software

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

Implementation Services Firm

The City and LMU also require a warranty for the services (e.g., work products, developed modifications, and system configuration) for a minimum of 24 months after the final acceptance date (as will be defined during the negotiation process) of the respective modules.

2.0 Preparing and Submitting a Proposal

2.1 General Instructions

Proposal submittals should include three hard copies, and one electronic copy in PDF format on a flash drive, submitted to the following address:

City of Logansport & Logansport Municipal Utilities
City of Logansport
601 E Broadway
Logansport, Indiana 46947
Attn: Clerk-Treasurer's Office, C/O Duane Ullom

Proposals due on or before 12:00 PM (local time) on February 28th, 2020

Failure to submit three hard copies and one electronic copy in PDF format on a flash drive by the due date specified above will be deemed non-responsive and will result in disqualification from the RFP process. Specify "ERP Software Proposal" on the exterior of the envelope. Proposals will not be opened publicly. Proposals submitted after the due date and time will be returned unopened. No verbal, telephone, email, or fax proposals will be considered. A submittal checklist is provided as Attachment A.

2.2 Proprietary Information

Trade secrets as that term is defined in Indiana law submitted by a proposer in connection with this procurement shall not be subject to public disclosure. However, the proposer must invoke this protection prior to or upon submission of this RFP, and must identify the specific area or scope of data or other materials to be protected and state the reasons why protection is necessary. An all-inclusive statement that the entire proposal is proprietary is unacceptable. A statement that costs are to be protected is also unacceptable. During the evaluation process
prior to selection of the Vendor, the Vendor’s proposal will be deemed confidential and shall not be disclosed except to the evaluation team.

2.3 Eligibility

Proposers must demonstrate that they, or the principals assigned to the project, have successfully completed services, similar to those specified in the Scope of Services section of this RFP, to at least three agencies similar in size and complexity to the City and LMU to be eligible to respond to this RFP.

2.4 Required Elements of Proposals

Proposals shall provide a straightforward, concise delineation of the Proposer's capability to satisfy all of the elements and requirements of the RFP both in content and in sequence. Each proposal shall be submitted in the requested format and provide all pertinent information. One original copy of each proposal shall be signed in ink by a duly authorized officer of the company. A proposal will not be considered if it modifies or fails to conform to each of the requirements set forth in this Section. The proposal must conform to the outline below and contain all requested information in the same sequential order as outlined below. Proposals deviating from the proposal format and organization may be removed from further consideration.

Proposers must assemble their proposals in strict adherence to the layout requirements so that competing proposals can be equally and easily compared. Failure to follow all proposal layout requirements may result in disqualification. Each Proposer is required to submit the proposal in a sealed package. Proposals should be prepared as simply as possible and provide a straightforward, concise description of the proposed products and services to satisfy the requirements of the RFP. Attention should be given to accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and clearly labeled. The proposal shall be organized into the following major sections:

0.0 Introductory Material (Title Page, Letter of Transmittal, and Table of Contents)
1.0 Executive Summary
2.0 Scope of Services
3.0 Company Background (including most recent audited financial statements)
4.0 Proposed Application Software and Computing Environment
5.0 Responses to Functional/Technical Requirements (Attachment C)
6.0 Implementation Plan
7.0 Training Plan
8.0 Maintenance and Support Program
9.0 Essay Responses to the City of Logansport and Logansport Municipal Utility Specific Issues
10.0 Client References (Attachment B)
11.0 Exceptions to the RFP
12.0 Sample Documents
13.0 Price Proposal (Attachment D)
2.5 Background Material
The Title Page must show the subject, name of the Proposer, address, telephone number, email address and the date. Letter of Transmittal, executed by an authorized representative, and Table of Contents must also be included.

2.6 Executive Summary – Proposal Section 1.0
This part of the response to the RFP should be limited to a brief narrative summarizing the proposal. The summary should contain as little technical jargon as possible and should be oriented toward non-technical personnel.

2.7 Scope of Services – Proposal Section 2.0
This section of the proposal should include a general discussion of the Proposer’s overall understanding of the project and the scope of work proposed.

- List and describe all proposed modules. Proposer must explicitly state the software module name and versions that are proposed as part of this ERP solution. All modules shall be listed on Attachment D (Price Proposal) and included in the price proposal.

- Confirm the proposed cost is reflective of the number of users the City and LMU have defined in Section 1.7. Describe the approach to licensing (i.e. site license versus per user). If licensing is based on user count, provide the tiers of users used to determine pricing.

- All functional requirements that are responded to with a positive response (anything except “NA”) will be considered to be in scope. Proposal, including price and staffing requirements, must address all of these requirements.

- Proposers may indicate some modules as “optional.” Optional modules shall not be included in the overall price proposal, however, prices for optional modules (including software license and implementation) should be provided. If a module required to fulfill some requirements is listed as optional, the appropriate response code is “NA.” Proposers should then indicate in the comments column that module is available but optional.

- What are the proposed third-party applications? The Proposer shall explicitly state the name of any third-party products that are part of the proposed solution to the City and LMU or any third-party firms providing services for implementation, training, or other services. For each third-party product or service provider there shall be a statement about whether the Proposer’s contract will/will not encompass the third-party product/service and/or whether the City and LMU will have to contract on its own for the product.

- The Proposer shall also provide written proof that it has approved access to the third-party software source code (owned or in escrow) and that the Proposer has the ability to provide long-term support for the third-party software components of its system.

- Proposers must include the price for any third-party products, including software license, hardware prices (if pertinent), maintenance, implementation, training, and any other related prices in the total price of the proposal. Third-party software included in the proposal must be included in any demonstration of functionality if the Proposer is invited to that phase of the evaluation.

- If third-party products or services are proposed, Proposers must complete Attachment B (References) for each third-party product or service that is proposed.

- Confirm the data conversions that have been proposed. The City and LMU expects Proposers to include all conversions listed in section 1.9 of the RFP.

- Confirm all interfaces that have been proposed. The City and LMU expects Proposers to include an interface to all systems listed in section 1.8. If Proposers do not include all interfaces, please provide an explanation.
• List all modifications/customizations/enhancements to the software that have been proposed as part of scope. Modifications listed here should accommodate all functional requirements in Attachment C listed as "MOD." If customizations are not part of scope, the correct response to the functional requirements should be "NA."

2.8 Company Background – Proposal Section 3.0
This section of the proposal should provide a general overview of the company responding to the RFP, including any subcontractors and/or third parties. Please provide the following information:

• **Prime Software Firm and Implementation Firm:** Please provide an overview of the Company(ies) (including sub-contractors) represented in this response. In the case of teamed responses, please reply to all questions for each company involved. In addition to the proposer’s overview, please address the following items:
  o Describe the proposing company’s(ies’) structure(s) (corporation, partnership, or privately held).
  o Describe the number of years the company(ies) in this proposal have been in software and professional services.
  o State the location of the primary office(s) from which this engagement will be serviced and the range of activities performed at that office.

• **Prime Software Firm and Implementation Firm:** The proposer should include information with regard to the organization’s resources that it deems advantageous to the successful provision of the requested products and services. This might include management capabilities and experience, technical resources, and operational resources not directly assigned to this project, but available if needed.

• **Shared History:** Provide a history of the previous work conducted individually and as a team by the software and implementation firms included in this proposal, including third party software providers and sub-contractors.

• **Financial Information:** For all companies proposed in this proposal (including sub-contractors), provide an overview of the company's Financial Stability in terms of the past year, three years, five years and finally 10 years. In addition to the proposer’s overview please address the following items:
  o Audited Financial Statements for the last fiscal year available
  o Description of any litigation or pending litigation arising from any of the firms’ performance in the last five years.
  o Description of any investigations of any of the proposing firms by State or Federal regulatory or law enforcement agencies in the last ten years.
  o Description of the amounts and types of professional liability insurance and the name of the carrier. Please provide a copy of the certificates of insurance.

• **Prime/Sub Relationship Structure and Project Resource Resumes:** Provide a detailed description of the prime/sub relationship structure being proposed for this project. Please provide a resume for each proposed team member for all implementation firms and subcontractors in the proposal. The City and LMU expects that key individuals will provide services on this project from start to finish, ensuring continuity and success. Elaborate on the Proposer’s willingness and ability to maintain key personnel dedicated to the project, both in terms of reassignment within the organization and retaining them generally as employees. Additionally, if there is a change in key personnel on the project, the City and LMU requires approval of these changes. Further, any ramp up time and costs incurred due to transitioning personnel will not affect the project timeline nor the overall cost to the City and LMU.
• **Subcontractor Information:** The Proposer shall list any subcontractor’s name, address and state of incorporation that are proposed to be used in providing the required products and services. The subcontractor’s responsibilities under the proposal, anticipated dollar amount for subcontract, the subcontractor’s form of organization, and an indication from the subcontractor of a willingness to carry out these responsibilities are to be included for each subcontractor. This assurance in no way relieves the Proposer of any responsibilities in responding to this RFP or in completing the commitments documented in the proposal.

2.9 **Proposed Application Software & Environment – Proposal Section 4.0**

The Proposer must present, in detail, features and capabilities of the proposed application software. In addition to the description, answers to the following questions must be provided in succinct narrative form (at least one paragraph per item):

**Application Overview**

- Provide the name of the proposed system(s), modules within each system, middleware, current version(s), and release date(s). Identify each system as core software or third party software.
- Describe the Web functionality of the proposed systems, both current capabilities and future direction.
- Identify the programming language for each module of the proposed systems including the report writer(s). Additionally identify any programming languages that are proprietary.
- Describe in detail the proposed database platform(s) for the proposed solution.
- Describe the system technical architecture (i.e. multi-tiered, thin client, web-based, etc.)
- Describe the integration of the proposed system modules. Identify any modules that are not fully integrated.
- Describe in detail the proposed IT technical development toolset solution for this proposal.
- Describe how the solution would be performance tested.
- Describe how the solution would perform during peak periods (e.g., benefits enrollment).
- Will the proposer’s firm commit to transaction response times? If so, what is the proposer’s stated commitment?
- Describe the monitoring tools to be used and how alerts from the monitoring of various components of the solution (e.g., physical infrastructure operating systems, integration services, and applications) would be managed and integrated for root-cause analysis of incidents and problems.

**Technology Overview**

The City and LMU’s IT Department is intending to procure any required hardware for the project through existing procurement contracts. Therefore, it is critical that the proposer include detailed specifications and recommendations for hardware sizing appropriate to the requirements for the City and LMU. The City and LMU IT Department will develop the hardware estimate for the Cost Proposal based upon the representations provided by the Proposer(s).

Describe in detail the proposed hardware environment solution for this proposal. Include the following items:

- Describe the hardware required for the City and LMU to support the scope of software proposed within the RFP response:
  - Server recommendations/requirements (including detailed specifications) for all components of the solution (database, application, web, third-party, printing, etc.)
- Explain the approach to sizing of the hardware environment.
- Describe how the proposer will take responsibility for approving the sizing of the hardware infrastructure given the City and LMU intend to procure the hardware.
- Describe the number of environments recommended for the City and LMU to maintain both pre-implementation and post-implementation and the purpose of each environment. (At a minimum, the City would like to maintain two environments: one live and one for testing.)
- Describe the recommended workstation configuration including any and all user peripherals (including detailed specifications).
• Discuss the proposer’s flexibility in supporting different types of platforms including the Microsoft Surface platform. How is the proposer adapting to rapidly changing technology?

**Network Environment**

Describe in detail the proposed network environment solution for this proposal. Include the following items:

• Describe the preferred physical architecture for the proposer’s solution. Also, include documentation on the conceptual and preferred technologies the proposer’s solution uses.
• Describe the proposer’s architecture roadmap for upcoming and future releases.
• Describe the overall networking and connectivity solution that will be necessary to provide access to the ERP, including from the following locations outside the City and LMU’s network:
  o Employees using wireless devices in the field (e.g., handheld devices or laptop computers).
  o Employees working from home, a hotel or other locations where a City network connection is not available.
  o Other locations.
• Describe the specifications of the network and connectivity infrastructure required to support the ERP solution.
• Describe the assumptions around network bandwidth required for each desktop workstation.
• Describe the proposer’s recommended and ideal environment for the City and LMU.

**Document Management Tools**

Describe in detail the proposed workflow tools solution for this proposal. Include the following items:

• Describe how the proposer’s solution enables document storage and retrieval so that source documents can be tracked within the system.

**Workflow Management Tools**

Describe in detail the proposed workflow tools solution for this proposal. Include the following items:

• Describe how the proposer’s solution enables workflow management both within the solution and integrating with other tools.
• Describe specifically which modules of the proposer’s software support the standard workflow tools.
• Describe specifically which modules of the proposer’s software do not support workflow.

**Reporting and Data Warehousing**

**Report Writing Tools**: Describe in detail the proposed report writing tools solution for this proposal. Include the following items:

• Describe the recommended solution’s reporting capabilities (dashboards, scorecards, shared reports, event triggered reporting, report versioning, and job scheduling).
  o Describe how user created templates can be shared in a user community.
• Describe the reporting application architecture and how it relates to the back-end infrastructure. Differentiate between any architecture components
  o Describe the impact using the report writer will have on the production environment.
  o Describe whether you do/do not recommend running reports against mirrored databases.
• Describe in depth any analytical reporting capabilities within the product(s).
• Describe and differentiate between embedded/on-line transactional reporting against any analytical reporting.
• Describe in detail any third party proposer reporting engines embedded within the product(s).
  o Describe any Architecture or Reporting Licenses you have with third parties.
• Describe how metadata is created, administered/maintained and shared in terms of business, technical, application, and process metadata.
• Describe any performance concerns in using the report writing tools.
• Describe the following information analysis and reporting tools provided by the proposed system:
  o Standard on-screen inquiries
  o On-screen print screen capabilities for screens, inquiries and reports
  o Query tools
  o Report writer
• Describe how the product(s) create value at an organization level from the perspective of business intelligence and meeting strategic directives.
• Describe how the proposer’s solution enables business intelligence both with the solution and integrating with other tools. Please list any other tools to which the proposer’s solution has been successfully integrated.
• Identify any reporting limitations for producing reports on data contained within the database via the proposed toolsets.

**Data Warehouse/Data Mart**
Describe in detail any proposed data warehouse/data mart solution for this proposal. Include the following items:

• Describe if the software product or specific module being proposed in the solution includes data warehouse / data mart reporting functionality.
• If the proposer’s proposed solution includes such functionality, explain the features, functionality, data model, extract/load capabilities, and reporting available.

**ERP Application Security**
Describe in detail the proposed solution’s security tools and capabilities for this proposal. Include the following items:

• Describe the recommended solution’s approach to role based security.
• Describe in detail the proposer’s proposed single sign on and Active Directory solution for this proposal. Include the following items:
  o Describe in detail how the product(s) support single sign-on.
  o Describe in detail how the product(s) support active directory.
• Describe in detail how the proposer’s proposed solution would protect the privacy of information designated as private or confidential such as social security numbers, credit card numbers, ACH transactions, information, and employee health information—which is processed or stored.
• Describe in detail the proposer’s transaction log and audit trail capabilities including the data recorded and the tools used to view and report the information.
• Describe how electronic signatures are used within the application. Are they certificate or credential based?
• Describe the encryption technology used within the system.
• Explain any other differentiating security features within the solution.
• Explain why the proposer’s solution is a best practice solution from a security standpoint.
• If the proposer’s company is issued an SSAE16 report or equivalent, please include a copy of the most recent report in the response. If not, please explain why the proposer’s company does not get an SSAE16 issued and describe the internal controls in place to protect against cybersecurity incidents and other risks.

**2.10 Responses to Functional/Technical Requirements – Proposal Section 5.0**
Responses to the requirements listed in the proposal. Proposers shall use the format provided and add explanatory details as necessary in a separate spreadsheet using the requirement number as a reference. The following answer key must be used when responding to the requirements.
### Response to Functional Requirements

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>CR</th>
<th>CR Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>Provided fully functional out of the box or with configuration (no custom</td>
<td>CR</td>
<td>Custom Report Development Required</td>
</tr>
<tr>
<td></td>
<td>development)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MOD</td>
<td>Modification/Customization/Software Enhancement (Any custom development</td>
<td>TP</td>
<td>Third-party Software Required to Fully</td>
</tr>
<tr>
<td></td>
<td>that will cost extra)</td>
<td></td>
<td>Provide Requirement (Third-party Software Must be</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Proposed)</td>
</tr>
<tr>
<td>SR</td>
<td>Provided with Standard Report or Reporting Tool</td>
<td>NA</td>
<td>Not Included in the proposal</td>
</tr>
</tbody>
</table>

- Functional requirements represent functionality that is currently needed as well as functionality that is expected or is likely to be required in the future. **Failure to provide some requirements or excluding some requirements will not eliminate the Proposer from contention.** The City will evaluate the proposal as a whole including price/value comparisons when evaluating proposals.

- Proposers must use one code only per requirement. The spreadsheet is locked to enforce this. All requirement responses must be submitted in the format presented in the attached spreadsheet (Attachment C). The requirements responses submitted, including requirement responses, will become attached to the software license and implementation services contract. Proposers are expected to warrant all positive responses (every response except “NA”). For requirement responses, other than “NA,” Proposers must indicate the module or product that is required to meet the requirement.

- For requirement responses of “CR”, Proposers must provide estimated costs and projected time to complete the customization.

- All responses which are marked F, MOD, CR, SR, or TP must be included in the scope, cost proposal and staffing matrix submitted in the proposal. Furthermore, the module necessary to perform that functionality must be included in the scope and cost of the proposal.

- If a module is required for only a few functional requirements and it is not cost-efficient to include in the proposal, the Proposer should mark the requirement as “NA” and indicate accordingly in the comment field that this module is available but not being included in the proposal.

- If functionality is not available, but expected to be available in future versions of the software, the expected release date can be noted in the comments column.

### 2.11 Implementation Plan – Proposal Section 6.0

The City and LMU expect to provide staffing of 50% of the total implementation hours, but reserves the right to alter the mix upon further discussion with Proposers. Pricing should assume 50% implementation work effort by the City and 50% work effort by implementation consultants.

**Implementation Methodology & Approach**

Provide an overview of the implementation methodology, including a description of the approach including project initiation/planning, design, configuration, development, testing, training, conversion, and post go-live support. In addition to the overview please address the following items:

- Describe how the implementation plan has been designed in such a way to minimize any negative impacts on existing City/LMU operations and responsibilities.
- Describe how the implementation plan has been designed to provide for the deployment and use of management, supervisory or other key personnel during the project. (The detailed plan below should
show all management, supervisory and key personnel that will be assigned to manage, supervise and monitor the project.)

- Describe how the implementation plan has been designed in such a way to minimize the startup time of the project.
- Describe specific actions the City and LMU could take to support an accelerated start-up. Describe how the implementation plan makes use of subcontractor(s), if any, on this project.
- Describe how the implementation work plan will be maintained and updated throughout the course of the project.
- Describe the Proposer’s experiences with organizations that have successfully prepared for, implemented and supported the solution. Additionally, for each experience describe what items/actions led to the organization being prepared.
- Describe experiences with organizations that have not been successful or have struggled in preparing for, implementing and supporting the solution. Additionally, for each experience describe what items/actions caused the failure or struggle, and how you would recommend the City and LMU prepare to ensure success.

**Implementation Work Plan & Deliverables**

Please provide a detailed work plan for each phase of the implementation. The work plan section should include the following:

- **Phases and Major activities**
  - Description of each phase (e.g. system design, modification, installation, implementation, technical training, user training, and acceptance).
  - Description of major activities within each phase showing all significant tasks required for successful completion of the Phase objectives.
- **Detailed timeline** (by Gantt, Pert or other chart)
  - Timeline details for all phases indicating the start dates, end dates and milestones.
  - Timeline details for all major activities indicating the start dates, end dates and milestones.
  - Timeline details for all deliverables indicating the start dates, end dates and milestones.
- **Resource allocations**
  - Identification of hours by resource (City/LMU, Proposer and any sub-contractors) for all phases.
  - Identification of hours by resource (City/LMU, Proposer and any sub-contractors) for all major activities.
- **Deliverables**
  - Comprehensive inventory of project deliverables by phase.
  - Detailed description of all deliverables (e.g. process documentation, interface specification, etc.)
  - Identification of major dependencies for each deliverable.
  - Detail the deliverable acceptance period for each deliverable.
  - Provide samples of all major deliverables proposed.

**Implementation Project Team**

Please provide a detailed description of the project organization strategy for the proposed work plan. As part of the description, please address the following items:

- Detailed description of the team structure and roles for all firms involved (including sub-contractors) and the City / LMU.
- Detailed description of the responsibilities for each role defined in the team structure for all firms involved (including sub-contractors) and the City / LMU.
• Detailed description of the number of personnel and the estimated hours for all firms involved (including sub-contractors) and the City / LMU.

Project Management

Describe in detail the proposed project management approach for the proposal. Include the following items:

• Describe what status reporting and frequency of communication will be proposed for the City/LMU.
• Describe the project coordination, documentation, and communication tools you will provide for the project (e.g. SharePoint).
• Describe the approach that will be used to manage scope and changes during the course of the project.
• Describe the approach that will be used to assess go-live readiness.

Testing Approach

Describe in detail the proposed testing approach for the proposal. Include the following items:

• Describe the different aspects of testing included within the approach (e.g. unit, integration, security, parallel, system, stress, performance, regression, etc.).
• Describe the testing environment recommended for testing.
• Describe the user acceptance testing recommended.

2.12 Training Plan – Proposal Section 7.0

The Proposer must provide a detailed plan for training. This information MUST include:

• Describe how a training environment would be created and maintained.
• Describe the proposed approach to training for this project (i.e. on site at the City and LMU vs. at Proposer facilities, train the trainer vs. train all users), training materials, and methodologies. Please include all software (including third party products) proposed in the proposal. This should be the SPECIFIC approach to training that was included in the cost proposal, not just the general training options you offer.
• Identify whether there is instructor-led, classroom training available.
• Identify whether there is computer-based training available. If so, identify what is included in the proposal.
• Identify what other tools are optionally available for the City and LMU.
• Provide a list of the courses proposed, with the course name, description, and hours.
• Describe in detail how training regarding the operation and use of the ERP will be delivered to each subset of the end-user community, and what tools and materials will be employed.
• Describe the time commitment required of each group of trainees.
• Describe whether or not custom training materials will be provided by the Proposer based upon the City and LMU’s configurations, modifications and process decisions during the implementation. If custom training material is not recommended to be provided by the Proposer (i.e. the City and LMU are responsible for custom training materials), please estimate the cost for the Proposer to create the custom training materials.
• Describe the technical training and knowledge transfer approach to IT personnel to support the ERP hardware, if necessary.
• Describe the proposed methodology and approach for ongoing training. Address the procedures for training new users and for delivering refresher training to existing users.

• Identify whether the system includes a user reference manual and a technical reference manual.

• Identify whether the technical reference manual includes descriptions and diagrams of the relational database structure, tables, and elements within the database. Please provide a sample of description and diagram the relational database structure, tables, and elements within the database.

• Identify whether all manuals are available in electronic format.

• Identify whether all manuals are updated with each new release of software.

• Identify whether online help is provided.

• Identify whether online tutorials are provided.

• Describe whether and how the help feature can be called from the specific transaction being processed (field-sensitive help).

• Provide a sample training plan relevant to this implementation.

• Describe the benefits and risks to the proposed training strategy.

2.13 Maintenance and Support Program – Proposal Section 8.0

The proposal must specify the nature of any post-implementation and on-going support provided by the Proposer including:

• Describe the maintenance and support package you are proposing to the City and LMU.
  o Fully describe terms and conditions of the annual software maintenance agreements.
  o Please include a copy of the standard agreement.
  o Note if the maintenance and support package differs for any of the proposed software solutions, including third-party solutions

• Describe why this is the best option for the City and LMU.
  o Describe the ongoing support services provided, including hours of operation, procedures, and problem escalation measures available.
  o Describe the ratio of customers to support personnel.
  o Describe the customer support locations and hours of operation in terms of CST.
  o Describe the committed support time for support questions.
  o Describe the average response time for support questions.
  o Describe the range of response time for support questions.
  o Describe a typical customer support call based on an application error.
  o Describe a typical customer support call based on a data error (interface not working, data not replicating).
  o Describe a typical customer support call based on a report not working properly or displaying incorrect data.
  o Describe the follow-up process with a client after resolution of a help desk call.
  o Identify whether the support is available seven (7) days a week, 24 hours a day. If so, identify the cost above your recommended support.
  o Describe your support staffs ability to "log in" to the customer system for certain types of support. Explain the process and the security supporting the process.
  o Identify whether onsite support is available if needed. Describe how onsite support costs are handled.
  o Describe the available web-based support options.
  o Describe any web-based reporting tools available to review open/pending support issues.
- Describe the Proposer’s approach to recruiting and retaining quality support staff. What are the training requirements of support staff?
- Describe the other maintenance and support packages available to the City that are not proposed (including Helpdesk type support)

2.14 City and LMU Specific Issues to be Addressed - Proposal Section 9.0

Below is a list of questions the City and LMU staff would like to be addressed in detail to ensure the proposed system has the capabilities needed. Proposers are required to answer these questions with as much detail as possible. Proposers are strongly encouraged to ensure the question responses specifically pertain to this RFP and is not comprised of marketing material.

1. As stated in Section 1.6, the City and LMU currently operate on two completely separate systems and use two different bases of accounting. The goal of this system implementation project is to combine the two systems into one but also, keep them separate in certain areas, such as day-to-day accounting transactions. Ultimately, the City’s general ledger must accurately record all LMU accounting transactions. Please describe how your proposed system can fulfill this function. Be sure to include information about security, information sharing, reporting, database access, and “crosswalking” of accounting transactions, etc.

2. Specific to LMU, each of their utilities are financially tracked and maintained as separate funds. Each year LMU is required to produce individual budgets for each utility. Please describe if your proposed system has the ability to fulfill this function and how. Please be sure to include specifics.

3. A primary goal of the City’s implementation of a new system is to unify customer accounts across all types of transactions. For example, if a customer pays a utility bill, a code enforcement fine, and also applies for a building permit, it is preferred all of these transactions be viewed by completing a customer inquiry. Please describe your system’s ability for this functionality and how customer databases and address management would be handled across separate modules.

4. After a customized form has been created, describe the process for further editing the document and the parties involved (City/LMU staff, vendor, etc.) If any fees are associated with updating custom forms, please generally describe the fee structure.

2.15 Client References – Proposal Section 10.0

The City and LMU considers references for both the software and implementation services to be important in its decision to award a contract. Using the form provided in Attachment B, please provide three public sector client references for clients serviced in the past five years. At least one of the references should be similar in size to the City and LMU and have a similar implementation scope. Regional (northern or central Indiana) clients are preferred. If the software proposer is different from the implementation firm, three references should be provided for each. Additionally, provide three references for any third-party software firms. All references should be for fully completed (live) installations, completed within the past five years.

Finally, in addition to the references, proposers must submit a list of Midwest clients currently using or implementing the software solutions proposed.

2.16 Exceptions to the RFP – Proposal Section 11.0

All requested information in this RFP must be supplied. Proposers may take exception to certain requirements in this RFP. All exceptions shall be clearly identified in this section and a written explanation shall include the scope of the exceptions, the ramifications of the exceptions for the City and LMU, and the description of the advantages or disadvantages to the City and LMU as a result of exceptions. The City and LMU, in its sole discretion, may reject any exceptions or specifications within the proposal.

2.17 Sample Documents – Proposal Section 12.0

Proposers shall include sample copies of the following documents. Although they are sample forms, the documents must contain all material terms so that the City can fairly evaluate the Proposer’s forms.
> Sample software licensing agreement.
> Sample maintenance agreement.
> Sample implementation services agreement.
> Sample standard reports.
> Sample documentation (user guides, training materials, etc.).
> Sample implementation project plan.

2.18 Price Proposal – *Proposal Section 13.0*

Proposers shall submit price proposals according to the format provided in Attachment D to this RFP. The City and LMU reserve the right to contact Proposers on price and scope clarification at any time throughout the selection process and negotiation process.

It is important that Proposers use the format presented in this RFP. Attachment D shall include total price for all software, services, and additional costs to acquire all software and services referenced in the proposal including third party prices. If third party products or services are included, do not provide separate versions of Attachment D (Costs) for each third-party product.

Do **NOT** use “To Be Determined” or similar annotations in the cells for cost estimates. The City and LMU are asking Proposers to estimate prices and hours for all categories with the understanding that they may have to make assumptions. Such assumptions should be stated. Proposers may submit additional pricing sheets as an addendum to the cost template; however the cost template MUST be completed.

The City and LMU may award a purchase contract, based on initial offers received without discussion of such offers. A Proposer’s initial offer should, therefore, be based on the most favorable terms available. It may also request revised pricing offers from such Proposers, and make an award and/or conduct negotiations thereafter.
3.0 PROPOSAL SELECTION AND AWARD PROCESS

3.1 Evaluation and Selection
A review and selection committee (“Selection Committee”) consisting of representatives of the City will review and evaluate all proposals. As part of the selection process, the Selection Committee may interview none, some, or all of the Proposers for the Agreement. The Selection Committee will then make a recommendation to the City Council as to which Proposer should be awarded the Agreement.

The following criteria shall aid the Selection Committee in recommending which Proposer should be awarded the Agreement:

- Technical competencies as evidenced by the professional qualifications and related work experience of the firm. Specific professional qualifications, training, and experience of the assigned and committed personnel for the satisfactory performance of this work.
- Previous experience of the firm with related work. Positive references shall be considered.
- The Proposer's pricing to complete the Services.
- The firm’s understanding of the Services to be performed and a description of the technical approach to be taken to accomplish the Services.

3.2 Verbal Presentations – Scripted Software Demonstrations
Selected Proposers may be required to make verbal presentations and scripted software demonstrations to supplement their proposals. The City and LMU has reserved the weeks of March 30th – April 17th, 2020 for this purpose. Proposers will be required to have live demonstrations as well as a concurrent lab environment where users can access the proposed system. Proposers should plan to have enough staff on-site to provide coverage for both live demonstrations and the lab. Proposers should supply all equipment and hardware required for the lab environment. The City and LMU will make every reasonable attempt to schedule each presentation at a time which is agreeable to the Proposer. Failure of a Proposer to conduct a presentation to the City and LMU on the date scheduled may result in rejection of the Proposer’s proposal.

3.3 Site Visits with Government Users in Live Environment
The City and LMU may conduct site visits to local government users of selected Proposers in order to observe the software in a live operating environment. This would be done prior to or after the scripted software demonstrations have been completed.
4.0 GENERAL TERMS AND CONDITIONS

4.1 Termination of RFP
The City and LMU 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 the Agreement.

4.2 Final Selection
Following the review by the City and LMU, 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.

4.3 Execution of Agreement
The City and LMU reserves the right to award the contract to the next most qualified firm if the successful firm does not execute a contract within 30 days after the award of the proposal.

4.4 Clarification
The City and LMU reserves the right to request clarification of information submitted and to request additional information of one or more Proposers.

4.5 Withdrawal of Proposal
Any proposal may be withdrawn up until the date and time set above for the opening of proposals by written request. Any proposals not so withdrawn shall constitute an irrevocable offer, for a period of 90 days, to provide the Services to the City and LMU, or until one or more of the proposals have been approved, whichever occurs first.

4.6 Agreement
Any agreement or contract resulting from the acceptance of a proposal shall be on forms supplied or approved by the City and LMU. The City and LMU reserves the right to reject any agreement that does not conform to the request for proposal and the City’s or LMU’s requirements for agreements and contracts.

4.7 Offers Only
Proposals submitted are offers only, and the decision to accept or reject is a function of quality, reliability, capability, reputation, and expertise of the firms submitting proposals. Issuance of this RFP does not obligate the City or LMU to pay any costs incurred by a respondent in its submission of a proposal or making any necessary studies or designs for the preparation of that proposal, or for procuring or contracting for the services to be furnished under this RFP.

4.8 Acceptance/Rejection
The City and LMU reserves the right to accept the proposal that is, in its judgment, the best and most favorable to the interests of the City, LMU, and the public; to reject the low price proposal; to accept any item of any proposal; to reject any and all proposals; and to waive irregularities and informalities in any proposal submitted or in the RFP process; provided, however, that the waiver of any prior defect or informality shall not be considered a waiver of any future or similar defect or informality. Proposers should not rely upon, or anticipate, such waivers in submitting their proposal.
4.9 Retention of Proposals

The City and LMU reserves the right to retain all proposals submitted and use any idea in a proposal regardless of whether the proposal is selected.

Attachment A – RFP Submittal Checklist

<table>
<thead>
<tr>
<th>Task</th>
<th>Reference</th>
<th>Submitted</th>
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<tbody>
<tr>
<td>Background Material</td>
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<tr>
<td>Executive Summary</td>
<td>2.6</td>
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</tr>
<tr>
<td>Scope of Services</td>
<td>2.7</td>
<td></td>
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<tr>
<td>Company Background (including copy of certificate of insurance)</td>
<td>2.8</td>
<td></td>
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<tr>
<td>Proposed Application Software and Environment</td>
<td>2.9</td>
<td></td>
</tr>
<tr>
<td>Responses to Functional/Technical Requirements - (Attachment C) Excel Format</td>
<td>2.10</td>
<td></td>
</tr>
<tr>
<td>Implementation Plan</td>
<td>2.11</td>
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<tr>
<td>Training Plan</td>
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<tr>
<td>Maintenance and Support Program</td>
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<tr>
<td>City and LMU Specific Issues to be Addressed by RFP</td>
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<td>Client References (Attachment B) Excel Format</td>
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<td>Sample Documents</td>
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<tr>
<td>Price Proposal (Attachment D) Excel Format</td>
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<tr>
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<td>Attachment A RFP Submittal Checklist</td>
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<td>Attachment B Software Reference Form</td>
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<td>Attachment C Requirements Matrix</td>
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<td>Attachment D Price Proposal</td>
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</table>
Attachment B – Software Reference Form

References shall be included subject to the City’s preferences cited in Section 2.15 of the RFP.

(Separate Excel Document Provided for Completion)
Attachment C - Requirements Matrix
(Separate Excel Document Provided for Completion)
Attachment D – Price Proposal

(Separate Excel Document Provided for Completion)