



CITY OF LEE'S SUMMIT
PURCHASING, ADMINISTRATION DEPARTMENT
220 S.E. GREEN STREET LEE'S SUMMIT, MO 64063
816-969-1087 Phone 816-969-1081 Fax

TITLE-SIGNATURE PAGE

REQUEST FOR PROPOSAL NO. 10-013

The City of Lee's Summit will accept sealed proposals from qualified persons or firms interested in providing the following:

**ENTERPRISE RESOURCES PLANNING SYSTEM AND POINT SOLUTIONS FOR HRIS,
UTILITY BILLING, APPLICANT TRACKING, PROJECT ACCOUNTING, AND TRAINING**

Please submit:

**ONE (1) ORIGINAL SIGNED UNBOUND PROPOSAL AND
EIGHT (8) BOUND COPIES OF THE PROPOSAL
FOR A TOTAL OF NINE (9) COPIES AND
ONE (1) CD ROM OR DVD CONTAINING AN ELECTRONIC COPY OF THE ENTIRE PROPOSAL
MUST BE RECEIVED BY: 3:00 P.M. ON FEBRUARY 8, 2010**

**A MANDATORY PRE-PROPOSAL CONFERENCE IS SCHEDULED FOR JANUARY 21, 2010 AT 10:00
A.M. IN THE HOWARD A CONFERENCE ROOM AT CITY HALL (TELECONFERENCE SERVICE IS
PROVIDED. CALL 1-877-411-9748, PASSCODE: 765820#, PRESS *0 TO SPEAK WITH AN OPERATOR, *6
TO MUTE YOUR OWN LINE, *6 AGAIN TO UNMUTE YOUR OWN LINE)**

PLEASE MARK YOUR SUBMITTAL "SEALED PROPOSAL" AND SEND IT TO:

City of Lee's Summit, Division of Purchasing
Attention: DeeDee Tschirhart, Procurement Officer
220 S.E. Green Street
Lee's Summit, Missouri 64063
816-969-1087
deedee.tschirhart@cityofls.net

**PLEASE NOTE THAT ONE (1) BOUND COPY AND ONE (1) ELECTRONIC COPY OF THE ENTIRE
PROPOSAL MUST ALSO BE SUBMITTED TO SCHAFER CONSULTING AT:**

Schafer Consulting
9 Red Leaf Lane
Ladera Ranch, CA 92694

The City reserves the right to reject any and all proposals, to waive technical defects, and to select the proposal(s) deemed most advantageous to the City.

The undersigned certifies that he/she has the authority to bind this company in an agreement to supply the service or commodity in accordance with all terms and conditions specified herein. Please type or print the information below.

Firm is REQUIRED to complete, sign and return this form with their submittal.

Company Name		Authorized Person (Print)	
Address		Signature	
City/State/Zip		Title	
Telephone #	Fax #	Date	Tax ID #
E-mail		Entity Type	

The City of Lee's Summit will accept separate sealed proposals from qualified firms/ providers interested in providing the following:

Enterprise Resources Planning (ERP) System and point solution vendors for HRIS (including Payroll), Applicant Tracking, Project Accounting, and Training.

Proposals must be received by 3:00 P.M. local time, on February 8, 2010 at the City Hall, Purchasing Division, 220 S.E. Green St. Lee's Summit, MO 64063.

Proposal documents and any addendums are available by accessing the City's web site at <http://cityofls.net/City-of-Lees-Summit/Business-With-the-City/Contracts-Vendors-and-Bids.aspx>, the City's e-procurement system, Onvia-DemandStar at www.demandstar.com or by contacting the Purchasing Division at 816-969-1087.

The City reserves the right to reject any and all proposals, to waive technical defects in the proposals, and to select the proposal deemed most advantageous to the City.

A mandatory pre-proposal conference will be held on January 21, 2010 at 10:00 AM CST in the Howard A Conference Room at City Hall, 220 S.E. Green St. Lee's Summit, MO 64063. For those vendors who cannot attend the pre-proposal conference, a teleconference number has been set up. Please call 1-877-411-9748, passcode: 765820#, press *0 to speak with an operator, *6 to mute your own line, *6 again to unmute your own line.

For any contract greater than \$5,000, the successful bidder shall comply with § 285.530, RSMo, as amended, and by sworn affidavit affirming that it does not knowingly employ any person who is an unauthorized alien and provision of documentation affirm its enrollment and participation in a federal work authorization program with respect to the employees working in connection with this contract. The required documentation must be from the federal work authorization program provider. A letter from contractors reciting compliance is not sufficient.

DeeDee Tschirhart, Procurement Officer

TABLE OF CONTENTS

PART I

General Information and Project Background	6
1.0 Introduction	6
2.0 City Background	6
3.0 Project Background.....	6
4.0 Technology Standards	7
5.0 Transactional Volume Statistics	9
6.0 Estimated Number of Licenses.....	10
7.0 Project Timeline.....	11
8.0 Needs Assessment.....	11

PART II

Scope of Work	12
1.0 City Requirements	12
2.0 Software Solution	12
3.0 Project Management Services	13
4.0 Planning	14
5.0 Implementation Plan	14
6.0 System Integration Plan.....	15
7.0 Data Conversion Plan	15
8.0 Data Interface Plan.....	16
9.0 Test Plan.....	18
10.0 Training Plan.....	18
11.0 Documentation.....	18
12.0 Deployment Plan.....	19
13.0 Pre and Post Go Live Support	19

PART III

RFP Guidelines and Schedule.....	20
1.0 General Administrative Requirements	20
2.0 Submission of Proposal	20
3.0 City of Lee's Summit Contract Terms	22
4.0 Proposal Postponement and Addendum.....	22
5.0 Vendor Cost to Develop Proposal	22
6.0 Vendor Investigation.....	22
7.0 Award.....	22
8.0 Non-Collusion Affidavit.....	23
9.0 Estimated Schedule.....	23

PART IV

RFP Evaluation	24
1.0 Evaluation Method.....	24
2.0 Evaluation Criteria.....	25

PART V

RFP Response Requirements and Format	27
1.0 Title Page	27
2.0 Letter of Transmittal for Request for Proposal.....	28
3.0 Table of Contents.....	28
4.0 Executive Summary.....	28

5.0	Company Background and Experience	28
6.0	Work Authorization	29
7.0	Project Understanding.....	29
8.0	Project Staffing and Organization	29
9.0	Project Work Plan and Schedule	30
10.0	System and Technical Description	32
11.0	System Functionality	34
12.0	Software Maintenance, Update and Customer Support	34
13.0	Cost Proposal	35
14.0	Client References	35
15.0	Vendor Profile.....	36
16.0	Appendices.....	36

PART VI

City of Lee's Summit Sample Contract.....	37
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PART VII

Other Legal Terms and Requirements of the City of Lee's Summit	38
1.0 General Conditions.....	38
2.0 Insurance.....	41
3.0 Invoicing and Payments	42
4.0 Conflict of Interest.....	42
5.0 Gifts	43
6.0 Travel.....	43

APPENDICES

A. Requirements Worksheets	44
B. Pricing Worksheets	45
C. References	47
D. Vendor Profile Questionnaire	47
E. Resumes of Key Personnel.....	47
F. Notification to Bid	47
G. Key Outside Consultants.....	47
H. Addenda Acknowledgement	47
I. Needs Assessment Reports	48

PART I
GENERAL INFORMATION AND PROJECT BACKGROUND

1. INTRODUCTION

The City of Lee's Summit invites proposals from qualified firms that possess outstanding qualifications, experience and knowledge to provide a fully integrated, Windows-based, Enterprise Resources Planning (ERP) System. Point solutions vendors for HRIS, Utility Billing, Applicant Tracking, Project Accounting, and Training are also encouraged to respond. The specific services requested in this Request for Proposal (RFP) are detailed in Part II.

The City reserves the right to award a single or multiple contracts and to reject one or more components from vendor's proposals.

2. CITY BACKGROUND

Lee's Summit, Missouri is a suburb of Kansas City located in the far southeastern quadrant of the metropolitan area with a population of 92,000. It is the sixth largest city in the state and one of the top "100 best places to live", according to Money Magazine, June 2008.

The City of Lee's Summit is a full service city offering police, fire, public works, parks and recreation, water and sanitary sewer utilities, planning, codes administration, and general administration services (Finance, Human Resources, Purchasing, Legal, Information Technology, Fleet Services, Building Maintenance Services, etc.) The City also operates a landfill and general aviation airport. The City has 617 full time employees and 400+ seasonal, part time, and temporary employees. The City has an annual general fund budget of \$55 million and a total budget of \$170 million.

3. PROJECT BACKGROUND

The existing AS/400 based Financial/HR/Utility Billing software from New World Systems has been in place for over 20 years at the City. The system provides many core services and also functions as a primary integration point for other related processes and systems. The vendor is on a path to migrate customers from the AS/400 to a Windows based solution, as the AS/400 based software will no longer be upgraded and will likely be discontinued in the future.

Since 2004, the Information Technology Services (ITS) Division has closely monitored the evolution of the current AS400 system and the future plans of the current software provider. Given the outdated technology deployed in this system, a future migration or upgrade has appeared imminent.

In recognition of this pending shift in technology, ITS and other City departments have modified priorities to minimize the ongoing investment in the existing system by delaying requests for new system enhancements and additional modules. In 2006, the software provider, New World Systems, announced the production release of its newer technology Microsoft.NET enabled products. It also informed customers that all new modules and features would only be provided on the new products and that the existing solutions would only be supported in their current form for an undisclosed, but limited, period of time.

In fiscal year 2006-2007, a primary recommendation from a Management Study of ITS conducted by Plante & Moran concluded that the City must address the near term decision regarding the future of the AS400 system. A migration strategy project was recommended to address the significant organizational and financial challenges. The study further recommended a detailed needs assessment

be conducted for this mission critical application.

In May of 2008, the City issued a Request for Proposal (RFP) for a Requirements Analysis for the Replacement of the City's ERP System to provide an evaluation and recommendation relative to the continued use or replacement of the existing New World System. As part of the scope of work, the City sought assistance and guidance from a consulting firm to determine the best course of action necessary to provide accurate and efficient Financial, Human Resources/Payroll, and Utility Management systems functions, including an estimate of project costs for maintaining existing systems, replacing existing systems, and any other viable alternative actions. The consulting firm was requested to prepare a Case Study that summarized the outcome of the evaluation and to provide recommended options. Based on the proposals and presentations, the committee selected Schafer Consulting to perform the ERP Needs Assessment for the Replacement of the City's ERP System Project.

To support the Case Study, Schafer Consulting conducted a thorough needs assessment of the current systems, business processes, users' needs, reports and constraints. The findings were documented in a combination of narrative format and process workflow diagrams in Visio format (Please refer to Appendix I of the RFP.) In addition, a detailed requirements analysis was performed to determine and prioritize the functional requirements of the City.

The review and analysis performed by Schafer Consulting, as summarized below, confirms and validates the City's own concerns, as well as opinions expressed by City employees:

- Information is hard to access and share because the City currently uses several disparate systems.
- It is costly and inefficient for employees to perform a significant amount of their work using manual processes.
- The existing systems do not support processes that the users have identified as necessary.
- The existing systems do not meet the City's reporting needs
- The existing system does not provide adequate security.
- The existing system lacks the ability to maintain sufficient audit trails.
- Work processes need to be improved

Based on the outcome of the Business Case, City Council approved the recommendation made by Schafer Consulting to initiate the RFP process for a new ERP system.

4. TECHNOLOGY STANDARDS

The City has established well-defined data and voice communication infrastructures. The Information Technology Infrastructure team provides voice telephone services to all City offices through a dedicated Cisco Voice over IP (VoIP) system. The communication infrastructure (hereinafter referred to as the network) consists of sixty (60) networks servicing approximately twenty one (21) major locations throughout the City. Most of the City's mission critical mini-computers and servers are located in the City Hall Building, also known as the Data Center at 220 SE Green Street, Lee's Summit.

The City's 21 major locations all have 10/100 Mbps Ethernet LANs. The Police Data Center and the Fire Data Center are networked to the Data Center at City Hall via dedicated fiber connections, running at 2 Gbps. Public Works Operations, Parks Community Center and other major locations are connected via dedicated fiber connections, running at 1,000 Mbps. Eight smaller remote sites are connected to the Fire Data Center via Alvarion wireless solution, running up to 54 Mbps. The City's high-level WAN diagram is provided in a separate file due to its size.

The Fire Data Center and Police Data Center are the designated Disaster Recovery Sites for the City, which are located approximately one hundred yards and two miles respectively from the Data Center at City Hall. Critical data is replicated from the Data Center at City Hall to the Fire and Police Data Centers on a nightly basis. Backups (disk based) are stored in all three locations. The City has standardized its network hardware (i.e.: switches, concentrators, and routers) using Cisco products. The current LAN networking speed is sufficient for the City's computing needs. Servers, desktops, LAN/WAN, and telecommunication equipment are located at other satellite locations. At its heart, the City's computing and telecommunication network is comprised of the following:

- 1 IBM I-series 520 running on operating system V5R3M5
- Approximately 70 Intel-based virtual servers running Microsoft Windows Servers 2003 R2
- 750+ Intel-based workstations running Microsoft Windows XP Operating System
- Cisco routers, switches and firewalls
- VMWare
- 2 EMC SANs connect to fiber HBA's
- Aventail VPN solution for external connections, and Cisco VPN solution for internal connections
- 15 VLANs
- 21 remote sites
- TCP/IP Protocol
- SSL data encryption

The most important City standards are the database platforms, operating system platforms, server, desktop, notebook computer, and core network infrastructure hardware. Together, these elements form the foundation of the City's computing infrastructure upon which the majority of the City's business systems are constructed and deployed. The following table summarizes the IT standards of the City. It is highly desirable for the new ERP system to be compatible with the following standards:

City of Lee's Summit IT Standards	
Server Operation Systems	Microsoft Windows 2003 R2
Desktop, Workstation, Notebook Operation Systems	Microsoft Windows XP
Server-Class Computer	HP Blade Servers
Desktop, Workstation, Notebook Hardware	Dell
Hand Held Computing Device	Blackberry
Network Infrastructure Hardware	Cisco
Network Printer	HP
Server Backup software & hardware	Tivoli Storage Manager
Office Applications	Microsoft Office 2007
Email Server	Microsoft Exchange Server 2003
Email Client Software	Microsoft Outlook 2007
Web Browser	Microsoft Internet Explorer 7.0
PDF Reader	Adobe Reader 8.X
IT Development Tools	Microsoft .NET Visual Studio, Coldfusion and DotNet Nuke
IT Reporting Tools	Microsoft Access, Crystal Reports, Pentaho

	Business Intelligence
ET&L	Pentaho Business Intelligence
End User Reporting Tools	Microsoft Access, Crystal Reports
Database	Microsoft SQL Server
Network Protocols	TCP/IP
Security/Spam	Barracuda, WebSense
Workstation Virus Scanning Software	Sophos Corporate Edition
Web Server	Internet Information Server
Document Management	SIRE
GIS	ESRI ARCVIEW, ESRI ARCInfo

5. TRANSACTIONAL VOLUME STATISTICS

The following table highlights staffing and transactional volume statistics:

Statistics	
Human Resources	
Total # of Employees 8/09	1,060
Permanent Full Time	637
Permanent Part Time	7
Temporary Part Time	413
Temporary PT Benefits	3
# of Payroll Dept.	36
# of Hours Codes	12
# of Benefit Groups	29
# of Benefit Codes	111
# of Deduction Codes	104
# of Job Classifications	728
# of Checks per year	31,291
# of actual Checks	5,604
# of direct deposits	25,687

Finance	
# of Active Funds	70
# of Budget Costs Centers	400
# of AP checks processed per year	19,536
# of PO's created per year	1,484
# of Invoices processed per year	3,128
# of Vendors	17,466
# of Customers	19,579
# of Receipts per year	388,460

Utility	
# of Customers	62,544
# of Active Customers	23,531
# of Inactive Customers	39,023
# of Accounts	34,464

# of Meters	52,013
# of Transactions per year	865,470
# of Adjustments per year	9,349
# of Payments per year	334,470
# of Penalties per year	81,392
# of Bills per year	398,123
# of Bank Draft per year	35,879
# of Final Bills per year	5,918
# of Refunds per year	339

6. ESTIMATED NUMBER OF LICENSES

Module	# of Users	Est.# Inquiry Users	Est. # Concurrent (non Inquiry)	Self Service
Finance				
General Ledger	10	250	10	NA
Budget	60	190	75	NA
Accounts Receivable	10	250	20	NA
Accounts Payable	10	250	30	NA
Bank Reconciliation	6	250	2	NA
Cash Receipts	10	250	2	NA
Projects	75	250	40	NA
Grants	25	250	10	NA
Fixed Assets	70	250	25	NA
Contract Management	25	50	10	NA
Purchasing	75	250	40	NA
HR/Payroll				
Payroll	10	60	50	1000
Leave Management	10	NA	5	1000
Benefits	10	NA	5	1000
Position Control	10	60	5	NA
Applicant Tracking	40	60	20	NA
Personnel Administration	10	60	5	NA
Training	40	250	10	1000
Timekeeping	250	NA	200	1000
Utility				
Utility Department	25	100	30	NA

7. PROJECT TIMELINE

In order to develop a realistic phasing and timeline of activities, it is imperative for the City and the software vendor to factor in the level of complexity, resource constraints and funding considerations. For planning purposes, the City has identified a total implementation timeframe spanning approximately 18 months for the successful completion of activities required before initial live use of the system. The vendor is requested to assess and confirm this timeframe or suggest other optimum timelines that more readily support the vendor's proposed solution and associated resource requirements. See Part II – Scope of Work for further details.

8. NEEDS ASSESSMENT

As mentioned above, the needs assessment reports developed by the City's ERP Consulting firm are provided in Appendix I of this RFP. All prospective vendors are strongly encouraged to review the narrative reports, process workflows and interface diagrams in order to gain a better understanding of the City and to factor the relevant information into the proposal. Vendors should also utilize these documents during the exploration and construction phases of the implementation to avoid duplication of effort. *To the extent that these reports can be utilized during implementation, the proposed professional services fees should be correspondingly reduced.*

PART II

SCOPE OF WORK

1. CITY REQUIREMENTS

The City of Lee's Summit intends to acquire and implement an integrated suite of applications that will meet present and future needs. The selected vendor will implement a system that is based on proven solutions that use current technologies. The system provider's solution must specify all required hardware, software and professional services.

The City expects to award a maintenance contract for five (5) years with five (5) one-year options to renew.

The following high level objectives have been identified for this procurement:

- The selected software must be a commercial off the shelf (COTS) solution that has been successfully implemented in at least 5 cities within the past five years, who are similar in size, requirements and function to the City of Lee's Summit.
- The selected vendor must provide dashboard reporting capabilities.
- The City prefers solutions that require no modification to base code, but are highly configurable to meet the needs of the City of Lee's Summit.
- The City will consider proposals from point solution vendors for HRIS, Utility Billing, Applicant Tracking, Project Accounting and Training. In the event one or more point solution is selected, the City prefers to contract directly with the point solution vendor.
- The use of custom software components will be permitted only when COTS solutions are not available and upon obtaining approval from the City for the custom solution being proposed.
- The City prefers that the solution provides a web based architecture or client-server using a thin client or smart client solution.
- The City requires that the solution uses MS SQL Server 2005 as its database, running on a Windows Server 2003 R2 with ability to upgrade to Windows Server 2008.
- The City requires that Active Directory Integration would support MS AD 2008.
- The City prefers to contract with the System Provider as the prime contractor. If the System Provider wishes to use an integration partner, the City would prefer that the integration partner be a subcontractor to the System Provider. The City will reserve the right to accept or reject any proposed integration partners, while retaining the software vendor's solution.

2. SOFTWARE SOLUTION

The following table depicts the components identified in the scope for this project.

Financials:	
General Ledger	Project Accounting
Grants	Purchasing
Budget (including budget preparation)	Accounts Payable
Accounts Receivable	Cash Receipts
Bank Reconciliation	Contract Management
Fixed Assets	

HRIS:	
Payroll	Applicant Tracking
Leave Management	Personnel Administration
Benefits	Training
Position Control	Timekeeping
Other:	
Utility Billing	
Point Solutions To be Considered:	
HRIS	Applicant Tracking
Project Accounting	Training
	Utility Billing

The City has prepared requirements worksheets by functional area to be completed by the vendor. These worksheets will form part of the basis for scoring the bidder's overall response. The worksheets are meant to determine how much of the required functionality each bidder's product can provide. The requirements are weighted and will be scored based on the vendor's response. The entire set of requirements worksheets are subject to verification at any time during the procurement process. If such verification determines that a vendor misrepresented its product functionality, they may be disqualified. It is therefore very important that vendors complete the worksheets accurately as it will affect their opportunity to be considered further in this procurement.

The requirements worksheets are described in Appendix A and need to be completed and submitted electronically along with a hard copy to be included in the RFP response.

3. PROJECT MANAGEMENT SERVICES

The vendor shall assign a ½ FTE Project Manager dedicated and available for the entire duration of the project. . The City reserves the right to pre-approve the assigned Project Manager. Furthermore, vendor cannot replace its assigned Project Manager without prior approval from the City. The City project team, under the direction of a designated City Project Manager, will work with the vendor's Project Manager and a third party consultant Project Manager to coordinate all project activities. All communications between the City, the vendor and the City's third party consultant shall be coordinated through their respective Project Managers.

At a minimum, the vendor's Project Manager shall be responsible for the following:

- Direct the Project as the vendor contact with responsibility for Project performance from initiation to closure, including planning, organizing, managing and controlling all aspects of the Project to ensure that tasks are performed according to the approved schedule and plan.
- Providing periodic updates to the Project Work Plan and Schedule. Minor changes to the plan are subject to approval by the City's Project Manager. Major changes must be approved in a written change order to the Contract
- Developing a Project Staffing Plan that includes vendor and City staffing, level of participation in the project, and timing on when the staff members need to be available to work on the project. The City requires the vendor to staff the project with seasoned professionals with relevant public sector experience

- Provide consultation and advice to the City on matters related to Project implementation strategies, key decisions and approaches and operational concerns/issues. Act as a conduit to the Vendor's specialist resources that may be needed to supplement the Vendor's normal implementation staff.
- Submit weekly Status Reports highlighting tasks which may have fallen behind schedule, reasons for any delays and projected completion dates. Status report must also identify all risks and problems known by the Vendor which may affect the Project, and identify the owner of the problem and any impact it may have on the project plan.
- Take part in status and communication meetings
- Work with the City's Project Manager and consultant Project Manager to prepare agendas for project status meetings that highlight current and near term tasks and pending/new risks and problems.
- Identify personnel, equipment, facilities and resources of the City that will be required to perform services by the vendor and provide at least 2 weeks advance notice of the need.
- Maintain a complete record of the Project's history.
- Lead the combined project team to identify, manage, and address issues that arise throughout the course of the implementation
- Communicate and coordinate the activities of the vendor's staff and resources. Identify all known items that may impact the availability of resources during the project.
- Work with the City's Project Manager and consultant Project Manager to ensure that the project stays on-track and within the established budget.
- Ensure that adequate quality assurance procedures are in place throughout the project and that the system complies with the specifications and requirements.
- Identify and provide immediate notice of all issues that may threaten the implementation, operation or performance of the system.
- Develop a Risk Management Plan that includes risk assessment, project and organizational impact and mitigating actions. The plan shall be maintained and updated by the Project Manager throughout the entire life cycle of the project.
- Develop a Project Scope Change Plan to include:
 - ✓ Change Request Recording
 - ✓ Change Request Evaluation
 - ✓ Assessment of impact of the change to the project
 - ✓ Change Request acceptance procedures
 - ✓ Integration of the changes into the implementation
 - ✓ Documentation of the changes

4. PLANNING

The vendor shall work with the City staff and will be responsible for planning and executing all phases of the system life cycle. This includes, but is not limited to Planning, Analysis, Design, System Implementation, Data Conversion, Interface Implementation, Testing, Training, and System and Program Documentation.

As part of planning, the vendor shall include an Implementation Plan that includes the implementation strategy, cultural change management plan, and the strategy for transitioning from existing legacy systems to the new ERP system while considering interim interfaces and the impact on City operations, as legacy systems are phased out.

5. IMPLEMENTATION PLAN

The City requires that each vendor prepare a detailed Implementation Plan outlining the required

tasks, estimated hours, responsibility, major deliverables, and timing. At a minimum, the RFP response will cover the following areas:

- Implementation approach
- Environment installation, including supporting software (OS, DBMS, etc.) and hardware platform installation and configuration. The vendor shall be responsible for assisting the City with configuring all the required environments, including testing, training, and production; plus assisting in application installation for the City's disaster recovery environment.
- Installation of proposed application solution in a test, training, production, and disaster recovery environment
- Application set-up (tailoring, configuration, end-user set up)
- Workflow design and configuration
- Forms design and configuration
- Application-level security design and configuration
- Design and development of customized reports
- Backup and recovery

Each implementation task should define the level of resources required, timing of resource needs and deliverables for both the system provider and the City.

6. SYSTEM INTEGRATION PLAN

The Systems Integration Plan shall include:

- Integration approach
- Approach to phase out legacy applications
- Plan to address any custom code and 3rd party integrations included in the Vendor's overall solution
- Types of existing interfaces available, including previously built interfaces to other systems identified in this RFP
- Methods used to gather and document detailed requirements, and translate the detailed business requirements to the design of the software configuration, customization and integration of the business rules, workflow, user interfaces, and reports.

7. DATA CONVERSION PLAN

The vendor shall utilize their data conversion tools/methodology to perform database conversions for the City's existing database and other ancillary systems.

The City's project team has determined the degree of data conversion/migration necessary on a module by module basis. For modules that are deemed to need data imported/migrated from existing applications, the City's ITS staff will export data fields in a flat file format (e.g. CSV, ASCII) suitable for import into the new system and allow the vendor the ability to develop their mapping and conversion routines.

The vendor will be required to provide all tables and field mapping, conversion, and import routines to the City's technical staff for verification and validation review. The vendor is ultimately responsible for data conversion.

The following table is not necessarily all inclusive, but is intended to provide an idea regarding the data the City anticipates needing to be converted to the new system:

Data to Convert	Data to Convert
FINANCE - Data from 1986	
General Ledger (including expenditures, revenue, encumbrances and transfers)	
G/L Balance Sheet Account Balances	current balances
Budget Master File	N/A
Budget Transaction File	1 year
Accounts Payable	none
Revenue Management (AR/Billing/Cash Receipts)	3 years (3600 records)
Customer Master File	3 years Active only (50 records)
Cashiering	N/A
Vendor Master File	3 years Active only
Purchase Orders	2 to 3 years
Commodity Codes (from another source-Not NWS)	The commodity codes will come from the ERP vendor or some other provider. If from another vendor, then the codes will need to be imported.
Contracts (from access database)	Active -est. 350
Human Resources - Data from 1987 (minus yr 2000)	
Employee Master	All Active (1063)
Current Personal Info	All Active (1063)
Current Benefit Info	All Active (1063)
Current Deduction Info	All Active (1063)
Current Pay Info	All Active (1063)
Benefit Master	No
Deduction Master	No
Earnings History	No
Utility - Data from 1986 (transactions 2000)	
Account Master - determine Active	All Active (35,000 records)
Customer Master - determine Active	All Active (30,000 records)
Transaction History	1 year
Meter History	1 year
Consumption History	1 year
Bad Debt Register	All
Bank Drafting	All

8. DATA INTERFACE PLAN

It is the City's objective to design and implement interfaces which will enable the City to take advantage of improved processing and technology wherever possible. To this end, the vendor shall include an Interface Plan that describes the vendor's methodology and implementation approach to address required interfaces.

At a minimum, all components identified in Part II- Section 2 "Software Solution" must be integrated, and the following systems need to be interfaced to the new ERP System:

Interface Requirements	To	From
------------------------	----	------

Accounts Payable		
1.Utility billing solution will need to submit refund payment requests.	X	
2.Amazon (Ambulance Billing System) will need to submit refund payment request.	X	
3.CityView will need to submit refund payment requests	X	
4.Courts (Incode) will need to submit refund payment requests	X	
5.RecTrac will need to submit refund payment requests	X	
6.Wasteworks will need to submit refund payment requests	X	
7.Chameleon (Animal Control) will need to submit refund payment requests	X	
8.If the City selects a separate Project Accounting point solution, then Project progress payments will need to submit requests for payment and access vendor information.	X	X
9.Payroll/Benefits will need to submit requests for a variety of payroll withholding payments.	X	
10. Fleet Management system will need to get vendor information and submit requests for payment.	X	X
11. UMB Bank interface to pass check issuance information	X	X
12. UMB Bank for Auto deposit interface		X
Miscellaneous Receivables		
1.Teleworks (utility payments) need to interface to receivables.	X	
2.CityView will need to interface to Cash Receipts	X	
3.Courts (Incode) will need to interface to Cash Receipts	X	
4.RecTrac will need to interface to Cash Receipts	X	
5.Wasteworks will need to interface to Cash Receipts	X	
6.Chameleon (Animal Control) will need to interface to Cash Receipts	X	
7.Amazon (Ambulance Billing system) will need to interface to Cash Receipts	X	
General Ledger		
1.Utility Billing solution will need to book revenue, receivables, deposits and credits as part of processing billing, payments and adjustments. This is only relevant if the City selects a point solution utility billing vendor.	X	X
2.Cashiering system (SSI) will need to book revenue and validate revenue accounts. Comment - This is current but we will be considering ERP for new cashiering system	X	X
3.Lockbox and EDI	X	
4.If the City selects a Project point solution, then project will need to validate account codes, verify funding availability and book encumbrances.	X	X
5.Fleet management solution will need to validate account codes and process intra-department charges for equipment replacement fund, work order cost recovery.	X	X
6.If the City selects a HR/Payroll point solution, then payroll will need to interface to the General Ledger.	X	X
Other Interface Needs		
1.The ITRON Meter Reading system will need to interface to the utility billing system.	X	X
2. The utility billing systems customer balances and usage information need to interface to the Teleworks IVR/IWR system.	X	
3. If the City selects a HRIS point solution, then position control will need to interface to budget.	X	
4. If the City selects an Applicant Tracking point solution, it will need to interface to personnel administration.	X	
5. If the City selects a Training point solution, then it will need to interface to personnel administration.	X	
6. Payroll processing requires interface files to be sent to UMB Bank for auto	X	

deposit. In addition, it will need to interface to Missouri Public Employees Retirement system, IRS for W2 and Quarterly Reports and EEOC.		
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To = Interface TO the vendor's ERP system, FROM the listed application / sub-system.

From = Interface FROM the vendor's ERP system, TO the listed application / sub-system.

9. **TEST PLAN**

The vendor shall include a Test Plan covering: unit, system, performance under normal and volume/stress conditions, fail-over, and security. The test plan shall describe the proposed approach taken with each stage of the test, the processes involved, plan to address issues encountered, testing tools utilized, acceptance criteria, and sign-off procedures.

- User Acceptance – The vendor shall include a User Acceptance Test Plan, test data, sample test scripts, plan for maintaining test data, and methods to track reports and fixes for system malfunctions.
- Final Acceptance – The vendor shall include a Final Acceptance Test Plan, test data, sample test scripts, and methods to track and ensure all detailed requirements of the program are tested and approved by the City.

10. **TRAINING PLAN**

The vendor will be responsible for training the City's core team, consisting of IT, financial, payroll, human resources and utility billing subject matter experts. This core training is required to allow the City's core team to understand system capabilities before set-up and configuration activities begin. This core team will be responsible for performing and documenting system testing, documenting business processes and procedures and for training end-users. In addition, the core team will take the lead in developing the end-user training plan. Vendor's on-going training schedules, locations and costs should also be provided in the event that training is required in the future.

The vendor may use one or more of the following training methodologies:

- Instructor-led hands-on classroom training (on-site)
- Public classroom training (offsite)
- Web-based training

The vendor shall provide detailed training information, such as the length of the courses offered, recommended maximum number of attendees, agenda, intended audience and copies of all training materials necessary for the vendor-conducted training. The City retains the right to reproduce training materials for internal training, refresher courses or for sessions for new staff following implementation. The City also reserves the right to video tape the vendor provided courses to utilize in our own internal training of other City employees. On-going training schedules, locations and costs should also be provided in the event that training is required in the future.

11. **DOCUMENTATION**

Sample documentation does not need to be provided as part of the initial RFP proposal due February 8, 2010; however, *short-listed vendors* will be asked to provide, at minimum, the Table of Contents and sample chapters of key user documents, such as the Administrative and End-user manuals, systems and application diagrams, etc. Ultimately, the *selected vendor* must provide complete printable documentation of the vendor's software suite.

The documentation shall include standard software materials as well as specific user documents. Standard software is defined as that which fully satisfies the requirements of this RFP without the need for modification. Examples include operating systems, database management systems, and software diagnostic programs. Database design documentation shall completely describe both the logical and physical structure of the system's database. The documentation shall define and describe the individual elements (files, tables and fields) and the relationships between them. This requirement is for a complete and thorough description of the physical and logical database schematic. This will permit City staff to develop and maintain interfaces between the vendor's system database and other applications subsequent to project completion, and will facilitate the development of complex customized reports.

User documents are those that describe the vendor's software from a system administrator and end-user's point of view. All primary users must be provided with printed and online user documentation that ideally includes both a User's Guide (tutorial format) and a Reference Guide. All future system updates and changes must be accounted for in revised pages for manuals. This must occur simultaneously with distribution of a software patch, system update or version release.

For the *selected vendor*, the City will require a copy of all vendor-supplied documentation in a file format compatible with commercially available Microsoft Windows software, such that it can be maintained, customized, and updated. Final documentation shall be easily reproducible by the City and the City shall be granted the rights to reproduce any document supplied under this contract for its own needs.

12. DEPLOYMENT PLAN

The vendor shall be responsible for deployment of the ERP solution in the City's environment. The Deployment Plan shall include a description of the vendor's methodology including site preparation, roll-out strategy, legacy system transition, system phasing and other related system deployment requirements.

13. PRE AND POST GO LIVE SUPPORT

The vendor will be responsible for assisting the City in such tasks as planning, preparation, pre go-live issue resolution, conversion, post go-live issue resolution, communications, etc. during the weeks leading up to and weeks / months shortly after go-live. The vendor should describe the resources, approach, and plans that will be used to assist the City during this critical time in the project.

Please note that requested information regarding the vendor's long term Support and Maintenance plans are addressed elsewhere in this RFP. This section should focus specifically on the pre go-live, conversion, and post go-live support offered by the vendor.

PART III
RFP GUIDELINES AND SCHEDULE

1. GENERAL ADMINISTRATIVE REQUIREMENTS

- The City of Lee Summit requires fixed fee for the Annual Maintenance Agreement and the license portion of the Software and Services Contract. The services portion shall have “not-to-exceed” amount. The vendor is expected to design, supply, install, configure, test and commission a system that fully complies with the specifications and requirements and the statement of work for the negotiated price.
- Cash discounts must be shown on proposal; otherwise prices will be considered net. Unless prices and all information requested are complete, proposal may be disregarded and given no consideration.
- Vendor should invoice the City for services based on mutually agreed upon milestones.
- The City will retain 20% from each milestone-based service invoice and will release the retention 90 days after final acceptance of the software for each major phase of the project (i.e.: Financial modules, HRIS modules and Utility Billing.) The proposed system shall be defined to be finally accepted by the City after the installation of the equipment, training, and successful completion of the following performance examinations: system hardware examination, software performance examination, system functional competence examination, system capacity examination, full-load processing capacity examination, system availability examination, approval of as-builts, training, and system documentation. The City and its consultants shall be the sole judge of whether all conditions for Final Acceptance criteria have been met.
- In case of default by the vendor, the City of Lee’s Summit may procure the articles or services from other sources and may deduct from any monies due, or that may thereafter become due to the vendor, the difference between the price named in the contract or purchase order and the actual cost thereof to the City of Lee’s Summit.
- The City shall be entitled to all future releases and upgrades, whether of a “minor” or major” nature, of vendor software for no additional cost beyond the Annual Support Agreement fees.
- The vendor must agree that solutions prescribed in their proposal response will remain available and supported for a minimum of five (5) years from the time the contract is signed and that any material changes to vendor’s company or products will not affect the City’s implementation or support. In the event vendor makes available successor vendor software products (e.g., software products based on a new technical architecture)(“Successor Products”) with substantially similar functionality to the vendor software products licensed by the City (“Licensed Products”) within ten (10) years of contract signing, The City may transfer the Licensed Products to the Successor Products, for no additional vendor license fees. In such event, The City shall pay the then-current Application Software Maintenance Fees for the Successor Products, in addition to any services and/or third party fees associated with the Successor Products.
- All proposals must be signed with the vendor’s name and by a responsible officer or employee. Obligations assumed by such signature must be fulfilled.
- Vendor must read the City’s Sample Contract and required terms and conditions as provided under Parts VI and VII of this RFP.
- These rules apply to both integrated solution and point solution vendors.

2. SUBMISSION OF PROPOSAL

- The completed response must be received no later than 3:00 PM local time, February 8, 2010, at the offices of the City of Lee's Summit, Division of Purchasing, 220 S.E. Green Street, Lee's Summit, MO 64063 and Schafer Consulting – 9 Red Leaf Lane, Ladera Ranch, California 92694. ***Late bids will not be accepted.*** Each proposal must be sealed and submitted with a proposal number, closing date and time on the outside.
- One (1) original signed unbound proposal, eight (8) bound copies and one (1) electronic copy should be sent to the City of Lee's Summit. One (1) bound copy and one (1) electronic copy should be sent to Schafer Consulting. The original must be sent to the City's address, clearly marked and contain original signatures and must be easily reproducible on a standard copying machine. The electronic copies should include the entire RFP response and should be submitted on either CD-ROM or DVD utilizing Microsoft Office (e.g. Word, Excel, Schedule), version 2007. All copies should be complete and include your complete response, along with the cost proposal, references, vendor profile questionnaire, appendices, etc.
- The proposal should be limited to a maximum of 40 pages, with no smaller than a 10 point font. Proposals exceeding the 40-page count may be scored lower than those that comply. The proposals must be printed double-sided. Responses to cost and functional requirements must be completed using the templates provided by the City – which can be downloaded via the City's website at <http://cityofls.net/City-of-Lees-Summit/Business-With-the-City/Contracts-Vendors-and-Bids.aspx>, the City's e-procurement system, Onvia-DemandStar at www.demandstar.com or by contacting the Purchasing Division at 816-969-1087. *Responses to all Appendix sections from this RFP will not be considered as part of the 40 page count restriction.* (This does not include appendix material that does not pertain to the requirements of the RFP appendices, which will be counted as a part of the 40 page count).
- Please provide the completed Pricing Worksheets and other pricing-related documents under separate cover, 1 printed and 1 electronic copy on the above mentioned CD-ROM or DVD to both the City and to Schafer Consulting. The Pricing Worksheets are described in Appendix B and are not considered as part of the 40-page count restriction. Point solutions vendors only need to fill out those components of the Pricing Worksheet that pertain to them.
- Information must be furnished complete, in compliance with the terms, conditions, provisions and specifications of the Request for Proposals. The information requested and the manners of submission are essential to permit prompt evaluation of all proposals on a fair and uniform basis. The response must follow the RFP Response Outline provided in Part V.
- Accordingly, the City reserves the right to declare as non-responsive and reject any proposal in which material information requested is not furnished or where indirect or incomplete answers or information are provided.
- Proposals and modifications or corrections received after the closing time specified will not be considered.
- Proposals shall be for the total net price including all applicable taxes, shipping, and charges.
- All forms and questionnaires must be completed using the electronic versions provided with this RFP.
- A mandatory pre-proposal conference will be held on January 21, 2010 at 10:00 AM CST in the Howard A Conference Room at City Hall, 220 S.E. Green St. Lee's Summit, MO 64063. For those vendors who cannot attend the pre-proposal conference, a teleconference number has been set up. Please call 1-877-411-9748, passcode: 765820#, press *0 to speak with an operator, *6 to mute your own line, *6 again to unmute your own line.
- Any negotiations may be conducted by the Purchasing Division or another party as designated by the Purchasing Agent. Award will be by City Council Motion. No other officer or agent may obligate or bind the City. In the Transmittal Letter, vendors will designate, by name, who will receive offers and counter offers. The person named must be an authorized agent of the vendor able to conduct negotiations or written offers in good faith

- Please submit/forward all questions and matters relating to this RFP to the contact listed on the cover page of the RFP.

3. **CITY OF LEE'S SUMMIT CONTRACT TERMS**

The successful vendor(s) must comply with the City's terms and conditions provided under Parts VI and VII. **Additionally, the final contract will also include a copy of the vendor's proposal, including responses to the requirements matrices, and require that the successful vendor's products (software, hardware, and services) are compliant with those responses.** Proposals should include a statement indicating the vendor's willingness/ability to accept the terms outlined in Sections VI and VII "as is," including proposed insurance requirements and acknowledgement that the vendor's proposal and responses will be included as part of the contract terms, or detailing the reasons why they are not willing or able to do so.

4. **PROPOSAL POSTPONEMENT AND ADDENDUM**

The City of Lee's Summit reserves the right to revise or amend the specifications or any other part of the proposal up to the time set for opening. All changes, additions, and/or clarifications in connection with this proposal will be issued by the Purchasing Office in the form of a written addendum. Please use the Addenda form provided under Appendix H to acknowledge receipt of addenda. Verbal responses and/or representations shall not be binding on the City. Copies of such addendums shall be furnished to all prospective vendors. Prospective vendors are defined as those vendors who have obtained this RFP document subsequent to the advertisement and who have notified the City of their intention to submit a proposal. Notification instructions are provided under Appendix F. If revisions and amendments require changes in quantities or prices proposed, or both, the date set for opening of proposals may be postponed by such number of days as in the opinion of the City shall enable vendors to revise their proposals. In any case, the proposal opening shall be at least five working days after the last addendum; and the addendum shall include an announcement of the new date, if applicable, for the opening of proposals.

5. **VENDOR COST TO DEVELOP PROPOSAL**

All costs for preparing and submitting proposals, including travel, software demonstrations and labor in response to this RFP are to be the responsibility of the vendor and will not be chargeable in any manner to the City.

6. **VENDOR INVESTIGATION**

Before submitting a proposal, each vendor shall make all investigations and examinations necessary to ascertain all conditions and requirements affecting the full performance of the contract and to verify any representations made by the City upon which the vendor will rely. If the vendor receives an award as a result of its proposal submission, failure to have made such investigations and examinations will in no way relieve the vendor from its obligation to comply in every detail with all provisions and requirements of the contract, nor will a plea of ignorance of such conditions and requirements be accepted as a basis for any claim whatsoever by the vendor for additional compensation.

7. **AWARD**

- The City of Lee's Summit reserves the right to reject any and all proposals, to waive any informality in the proposals, and to accept the proposal that appears to be in the best interest of the City.

- The City of Lee's Summit reserves the right to issue a single or multiple contracts with one or more vendors.
- The City of Lee's Summit reserves the right to negotiate modified proposals in the event it rejects one or more components of the software/services from the original proposal.
- In determining and evaluating the best proposal, the prices will not necessarily be controlling, but quality, equality, efficiency, utility, general terms, delivery, suitability of the service offered, and the reputation of the service in general use will also be considered with any other relevant factors. See Evaluation Criteria for specifics.
- Notice of contract award, if contract be awarded and further due diligence by the City not be necessary, will be made within one hundred and eighty (180) days of opening of proposals to the vendor, whose proposal complies with all the requirements in the Request for Proposals and is found to be the best value to the City.
- Vendor shall submit to the City, for approval, within ten (10) days from notice of contract award, all Certificates of Insurance evidencing the required coverage as described under Part VII, "Insurance".
- The vendor shall not commence work under the terms and conditions of the contract until all Certificates of Insurance have been approved by the City and vendor has received an executed copy of the contract from the City of Lee's Summit.

8. **NON-COLLUSION AFFIDAVIT**

The vendor declares, by signing and submitting a proposal, that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the vendor has not directly or indirectly induced or solicited any other vendor to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any vendor or anyone else to put in a sham proposal, or that anyone shall refrain from bidding; that the vendor has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the vendor or any other bidder, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other vendor, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the proposal are true; and, further, that the vendor has not, directly or indirectly, submitted his or her proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

9. **ESTIMATED SCHEDULE**

RFP Schedule	
RFP Issue Date	January 11, 2010
Pre-Bid Conference(s) in Lee's Summit	January 21, 2010
Final Date for Vendors to Request Clarifications to RFP	January 25, 2010
City Response to Requested RFP Clarifications Published	February 1, 2010
Proposals Due from Participating Vendors	February 8, 2010
Anticipated Short List Selection	March 4, 2010
Solution Demonstrations in Lee's Summit by Short-Listed Vendors (4-5 days per short-listed vendor)	March 29 to April 23, 2010
Anticipated Finalist Selection	July, 2010
Anticipated Project Start Date	September 2010

PART IV

RFP EVALUATION

1. EVALUATION METHOD

The City of Lee's Summit will evaluate all proposals deemed responsive to this request by a Selection Committee comprised of City personnel.

Short List Selection

The City may select 2 or more ERP vendors from the RFP responses, as well as 2 or more point solution vendors from each category, to continue with further evaluation. The short list will be selected by evaluating the vendor's response covering criteria outlined within this RFP. Additional discovery may be performed to assist in selecting the short list vendors. The short list vendors will be contacted in writing regarding their status as short-listed vendors. The City reserves the right to withhold notice of the selection of short-listed vendors until a decision is made to award contract, or to forego awarding contract.

Demonstration Scenarios and Site Visits

The City will further evaluate vendor's solutions by utilizing scripted scenarios. Each short-listed vendor will be provided the scripted scenarios that they are to use to prepare for an on-site 4-5 day solution demonstration. The short-listed vendors will be further evaluated based on the results of reference checks, additional discovery and, at the option of the City, organized site visits at vendor's customer sites. Vendors will provide the City of Lee's Summit with a list of five (5) potential customer sites and unless other arrangements are made, the City will select no more than 2 sites to visit. Customer sites should be using the same major version of the software being proposed to the City, similar in scope and complexity, and geographically close to City if possible.

Please note that on-site demonstrations for short-listed vendors will be conducted from March 29 to April 23, 2010. Specific days and times for each short-listed vendor will be determined at a later date, but vendors should be prepared to conduct the on-site demonstrations during this timeframe. It is expected that the proposed Project Manager take part in the entire on-site demonstration sessions.

Final Selection

The finalist will be selected by compiling the qualifications, solution demonstrations, site visits, references and price evaluation criteria and selecting the top ranked vendor(s) that the City of Lee's Summit feels would make the best solution provider(s). The City may, at its discretion, select two finalists if it believes that two vendors are so close as to consider the evaluation a draw. In this case, the two vendors will be taken through negotiation. The best-negotiated solution will become the finalist and will be contracted to provide the proposed solution. If agreement cannot be reached with the top ranked vendors, the City will dismiss the vendors and begin negotiation with another vendor finalist.

Solution Confirmation/Best and Final Offer

Upon selection of the finalist(s), the City and the finalist will conduct a solution confirmation workshop. This workshop will enable both parties to confirm all requirements and representations in order to complete the best and final offer. This workshop may include additional demonstrations, confirmation of the Requirements worksheets, or any additional items that either

party requires to be confirmed. The vendor will then complete their best and final offer. The best and final offer will form the basis for contract negotiation.

Contract Negotiation

At the conclusion of solution confirmation and best and final offer, the City will enter into contract negotiations with the finalist(s). The final negotiated contract, along with the best and final offer, will be submitted to the City Council for approval.

2. EVALUATION CRITERIA

The intention of the City is to procure a functionally complete and cost effective ERP System. Responses to this RFP will be evaluated and scored according to the following criteria:

Stage 1 –

- **Conformance with RFP Guidelines and Submittal Requirements** – The vendor must follow all RFP guidelines and submittal requirements, including the completion of required forms and templates.
- **Vendor’s Ability/Willingness to Sign City of Lee’s Summit Contract** – including the vendor’s ability to accept the contract terms and conditions as outlined in Parts VI and VII “as is” and acknowledgement that the vendor will be held responsible for ensuring that the proposed solution is in line with the vendor’s proposal and responses and their willingness to incorporate their responses as part of the contract.

Stage 2 –

- **System Functionality – including how well the system** meets the overall needs of the City. The majority of points will be awarded based on the scoring of the Requirements matrices described in Appendix A. *(30 points)*
- **Software Maintenance, Updates, and Customer Support** – including the vendor’s process and methodologies for software maintenance and updates, as well as the vendor’s methodology, experience, and infrastructure for providing customer support. *(10 points)*
- **Overall System and Technical Description** – including the maturity of the software solution, the use of current technology that is in line with the City’s capabilities, the proposed environment, and the overall architecture (e.g. MS-SQL, Windows and / or browser, .NET, runs in virtual server environment, etc.). *(10 points)*
- **Company/Staffing Background and Experience** – including the vendor’s financial and organizational stability, as well as the firm’s experience performing work of a similar nature to that solicited in this RFP. Please also include the experience level and competence of the proposed consultants and organizational staff in performing similar work for other clients and the comparability of that experience to the business and technical environment of the City. *(10 points)*
- **Project Understanding** – including how well the vendor demonstrates its understanding of the City’s project goals and objectives, and how it perceives its role in carrying out the responsibilities required by this implementation. *(10 points)*

- **Project Work Plan and Schedule** – including the vendor’s demonstrated understanding of the overall scope of work for this project, the proposed project approach and methodology, as well as the thoroughness and completeness of the implementation, integration, testing, training, and deployment plans. Please submit total onsite and offsite time dedicated to the project. *(20 points)*
- **Cost Proposal** – Pricing is an important aspect of the overall evaluation of the vendor’s response. Vendors are instructed to download the Pricing Worksheets from the City’s website as these templates must be used to provide the cost of the solution. Failure to use the provided worksheets may characterize the response as non-responsive and preclude the vendor from further consideration in this procurement. Please provide the level of detail as defined in the pricing worksheets. Clarification may be sought for incomplete responses. If clarifications are not received by the specified due date, they will be considered non-responsive and precluded from evaluation. All items not defined in the scope must be shown separately as optional modules or tasks, and priced separately. *(10 points)* ***Cost Proposal shall be provided in a separate sealed envelope clearly marked “Cost Proposal & Appendix B”.***

Stage 3 – (short-listed vendors only)

- **Demonstration of Scripted Scenarios** – Short-listed vendors will be invited to Lee’s Summit to provide demonstrations of the proposed solution, based on scripted scenarios provided by the City. *(points to be decided)*
- **Client References** – including the quality and timeliness of work performed by the vendor and its proposed consultants for previous clients and the comparability of such work to the requirements of this RFP. The City will conduct reference calls to local governments similar in size and composition to Lee’s Summit.
- **Site Visits (finalist vendors only)** – The City will conduct site visits of customer sites recommended by the vendor.

PART V
RFP RESPONSE REQUIREMENTS AND FORMAT

Please use the following format to structure your RFP response. Your response should include each section detailed below in the order presented and must be separated by tabs. The detail represents the items that are to be covered in each section of your response. Failure to address all items will impact the evaluation and may classify the response as non-responsive and preclude it from further consideration. Please refer to Part II – Scope of Work for additional information.

Section	Title	Included as Part of 40 Page Count
	Title Page	No
	Letter of Transmittal for Request for Proposal	No
	Table of Contents	No
1.0	Executive Summary	Yes
2.0	Company Background and Experience	Yes, except for financial statements
3.0	Work Authorization	Yes
4.0	Project Understanding	Yes
5.0	Project Staffing and Organization	Yes
6.0	Project Work Plan and Schedule	Yes, except for schedule/Gantt chart
7.0	System and Technical Description	Yes
8.0	System Functionality	No
9.0	Software Maintenance, Updates, and Customer Support	Yes
10.0	Cost Proposal	No – submitted under separate cover
11.0	Client References	No
12.0	Vendor Profile Questionnaire	No
13.0	Appendices:	
	a. Addenda – (if applicable)	No
	b. Vendor’s Software License Agreement	No
	c. Vendor’s Standard Support / Maintenance Agreement	No
	d. Professional Services Agreement	No
	e. Resume of Key Personnel	No
	f. Key Outside Consultants (Sub-Consultants)	No

1. TITLE PAGE

The title page should include, at minimum, the following:

- Name of Project – City of Lee’s Summit ERP Systems and Point Solutions for HRIS, Utility Billing, Applicant Tracking, Project Accounting and Training
- Submitted by - Company’s Name
- Date of Submittal
- Copy x of 8 – “x” indicating the specific copy number for each of the 8 printed copies

2. LETTER OF TRANSMITTAL FOR REQUEST FOR PROPOSAL

The transmittal letter will:

- Indicate the intention of the vendor to adhere to the provisions described in the RFP without modification; Vendor should include a signature line for Contract Compliance.
- Identify the submitting organization;
- Identify the person, by name and title, authorized to contractually obligate the organization;
- For Point Solution vendors, identify the type of application being submitted;
- Identify the contact person responsible for this response, specifying name, title, mailing address, phone, fax, and email address;
- Explicitly indicate review and acceptance of the City of Lee's Summit's sample contract terms (see Part VI), and provide acknowledgement that the proposal submitted, including responses to the Requirements worksheets, will be included as part of the contract terms, and identify exceptions or "deal breakers";
- Acknowledge the proposal is considered firm for one hundred and eighty (180) days after the due date for receipt of proposals or receipt of the last best and final offer submitted;
- Acknowledge completion of the Pricing Worksheets and submit a separate sealed envelope
- Provide the original signature of the person authorized to contractually obligate the organization.
- Signed by a company representative who is authorized to negotiate on behalf of the company.

3. TABLE OF CONTENTS

The table of contents should outline Sections 1.0 thru 12.0, as described previously in this section.

4. EXECUTIVE SUMMARY

Section 1 - The vendor will provide an Executive Summary that presents in brief, concise terms a summary level description of the contents of the proposal response. In addition, the vendor must clearly and specifically detail all exceptions to the exact requirements imposed by this RFP.

5. COMPANY BACKGROUND AND EXPERIENCE

Section 2 - This section of the proposal should establish the ability of the vendor to satisfactorily perform the required work by reasons of experience in performing work of a similar nature, demonstrated competence in the services to be performed, strength and stability of the firm, staffing capability, and record of meeting expectations on similar projects. The City, at its option, may require a vendor to provide additional support and/or clarify requested information.

In addition to completing Appendix D – Vendor Profile Questionnaire, the vendor should also provide:

- A brief profile of the company
 - ✓ A brief description of the organization structure and primary products and services provided
 - ✓ Other major products or services offered
 - ✓ Company's strategic direction in software design and support.
 - ✓ Company's present and future strategy (general) regarding municipal government

- ✓ clients and related the company's products and service specific to those clients.
- ✓ Company's commitment and track record serving public sector clients.
- A general description of the company's financial condition
 - ✓ Provide three years of financial statements
 - ✓ Provide information regarding any pending litigation, contract defaults, planned office closures, impending mergers, bankruptcies, or other conditions related to the financial health of the company
- Company's experience in performing work of a similar nature to that solicited in this RFP
 - ✓ Highlight participation in such work by the key personnel proposed for assignment to this project.

6. WORK AUTHORIZATION

Section 3 - As a condition for the award of any contract in excess of five thousand dollars (\$5,000), the Contractor or business entity, as defined in § 285.530, RSMo, shall, by sworn affidavit affirming that it does not knowingly employ any person who is an unauthorized alien and provision of documentation, affirm its enrollment and participation in a federal work authorization program with respect to the employees working in connection with this contract.

Bidders must sign an Affidavit and provide documentation of participation in a federal work authorization program, such as E-Verify, <http://www.dhs.gov/everify>, which is a FREE internet-based system operated by the Department of Homeland Security, U.S. Citizenship and Immigration Services that allow employers to verify the employment eligibility of their employees, regardless of citizenship. Based on information provided by employees on their Form I-9, E-Verify checks the information electronically against records contained in DHS and Social Security Administration databases. Letter from bidders reciting compliance is not sufficient.

There are penalties for employing an unauthorized alien, including suspension of the contractor's business license, termination of the contract, debarment from City and State work for a period of three years or permanently, and withholding 25% of the total amount due the contractor.

7. PROJECT UNDERSTANDING

Section 4 - This part of the Proposal shall contain a description of how the vendor intends to organize its approach to the project. The vendor should discuss how its software solution meets the City's requirement for an integrated system, as requested in this RFP. The vendor shall relate how it perceives its role in carrying out the responsibilities required by this implementation. The vendor shall also provide examples of challenges encountered on similar engagements and discuss their approach in handling some of the specific challenges and opportunities it foresees for this project.

8. PROJECT STAFFING AND ORGANIZATION

Section 5 - This section shall identify key personnel who will be assigned to the project, assuming a September, 2010 start date. An organization chart for the project shall be provided. The chart shall indicate how the vendor intends to structure the project effort, and identify the Project Director/Engagement Manager, Project Manager, Technical Team Members, Trainers and all other key personnel.

The Project Manager designated by the vendor shall have the overall responsibility to the City. The Project Manager shall have the responsibility for the day-to-day communications with the City, to coordinate the activities of the installation and implementation team, and to accomplish the scope of work within the contract budget and project schedule. **The Project Manager must have at least three (3) years of experience in administering project management services of the proposed software in a public entity.** A resume of the Project Manager must be provided detailing the work history for the last 10 years. The Project Manager must have PMP certification or evidence of sufficient PMI certified project management training to completely satisfy the education requirement of a PMP certification track.

Each team member included in the project organization chart shall be identified by name, and a resume or profile shall be provided for each key person. Each resume or profile shall be complete and concise, featuring experience that is most relevant to the task responsibility the individual will be assigned. If an individual is assigned to more than one position, the relevant experience shall be indicated for each task assigned. **The project technical team must have a minimum of three (3) years of experience with an installation of the current (or one previous) version of the proposed software.**

Point Solution vendors must describe their project management and implementation methodology and how it fits in with the entire project, including but not limited to timing, roles and responsibilities, data conversion/interface, testing, training, and go-live.

For all proposed project team members, please also indicate other projects these individuals will most likely be engaged in at the time this project commences, as well as anticipated completion dates for those other projects, and how that may impact the amount of time the individuals will be spending on the City of Lee's Summit's implementation. Please also indicate the anticipated percentage of time each team member will be dedicated to the City of Lee's Summit's implementation throughout the course of the project.

The specific staff identified in the original Proposal may not be changed prior to commencement of work or during the course of the project without the specific approval of the City and two week notice. Replacement candidates must have the same or higher level of similar experience as the original project team member they replace. Resumes of replacements shall be submitted with all applicable information.

9. PROJECT WORK PLAN AND SCHEDULE

Section 6 - In this part, the vendor is requested to provide details of its methodology and implementation strategy along with a schedule for the performance of the tasks identified in Part II, Scope of Work, of this RFP. The Work Plan shall provide a narrative description of the plan for implementing the work tasks as well as any substantive or procedural innovations used by the vendor on similar projects that are applicable to the services described in this RFP. The Work Plan and Schedule shall take into consideration the City resources to be provided, including its independent on-site Project Management team. ***It is anticipated that the City will assign 16 FTE project members focused on supporting the project and a Project Manager. In addition to the City's Project Manager, the City will also hire an independent project oversight manager to provide verification and validation services for the implementation.***

The Work Plan and Schedule shall address the following (Note: Please reference Part II, Scope of Work, for additional details on the following components):

1. Detailed Implementation schedule, assuming a September, 2010 project start date

2. Project Management Services
3. Planning
4. Implementation
5. System Integration Plan
6. Data Conversion Plan
7. Data / System Interface Plan
8. Test Plan
9. Training Plan
10. Documentation
11. System Deployment
12. Pre and Post Go-Live Support

The Work Plan and Schedule must be prepared with suggested major tasks and payment milestones which include City acceptance review. These payment milestones should clearly identify quantifiable, measurable, sub-tasks to allow determination of milestone completion status during all phases of the project. The Schedule should indicate critical path tasks and dependencies between tasks.

The Work Plan and Schedule should be of sufficient detail to provide the City the necessary task, resource, and sequence information to allow for logistics and staff allocation planning. The vendor's Work Plan must state any facilities, data, and other requirements that the City will be expected to provide.

The Work Plan must address whether the vendor is planning on partnering with other system integrators or point solutions vendors. If so, the partnering arrangement, roles and responsibilities and primary point of contact must be clearly defined.

The City understands that each vendor will have their own implementation methodology derived from their industry experience and software requirements. It is the desire of the City to have consistency of detail within the Work Plan and Schedule across respondents to allow for an objective determination by staff as to the quality and feasibility of each respondent's Work Plan and Schedule.

The Work Plan should be created in Microsoft Word and the Schedule must be created in Gantt chart format using Microsoft Project. At a minimum, this chart must show phases, tasks, sub-tasks, and staff utilization (including City and Independent Consultant Project Management resources). The City may request task expansion or contraction, additional task details, and/or scheduling modifications within the Work Plan or Schedule prior to award of the contract. The City may require vendor to perform Project Management activities on a web-based Project Management tool or portal to enhance review and collaboration.

The vendor's plan should specify the recommended time period for each phase. The vendor should cite instances of actual implementation time frames (where the proposed strategy was applied) on previous similar engagements.

The Work Plan must include the proposed responsibilities of the Project Manager. The Work Plan must describe the vendor's program control methods for demonstrating vendor's performance, adherence to and control of the project schedule and budget.

The Work Plan must describe the vendor's commitment of resources for Technical and Functional-area Team Members. This Team consists of the experts in the various modules of the proposed software for the City. The Work Plan and Schedule must display the amount and timing of the proposed effort within the project milestones.

The vendor's Work Plan should list any specialized system personnel that would be required at the City to maintain and operate the proposed system.

The Work Plan must include time and activities set aside to revise the City's existing practices to best utilize the proposed software's functionality. The City recognizes that improvements in structure and processes can be as beneficial as improvements in technology. Accordingly, the vendor's experience with similar organizations and "Industry Best Practices" is important to the City and should be reflected in the Work Plan and Schedule.

The Project Work Plan and Schedule must include the time and resource commitment for testing and accepting the system components and configuration within the City's simulated production environment. ***The vendor must include the testing and acceptance strategies in the proposed Work Plan.***

The Work Plan must include the vendor's recommended Training Plan for end users of the selected software and for IT staff responsible for ongoing system maintenance and support. The plan must include detailed listings of training programs for technical staff, configuration staff/core users, senior management and information/end users. Additionally, the Work Plan must state the method of training (instructor-led hands-on classroom training, train-the-trainer, offsite public classroom training, web-based training, etc.), the number of training hours to be provided, and the size of the recommended number of participants in each training program and the infrastructure and systems required. The Work Plan Schedule must show the type of training provided and the hours of commitment for each implementation phase.

The Work Plan and Schedule must include the vendor's recommended Deployment Plan for converting from the testing environment to the "live mode" of operation. This effort must describe the final steps of the process and the amount of resources required to successfully complete this task. The procedure must include vendor's site preparation, roll-out, migration, turnover to production and organizational transition strategies. It must also include contingency plans for falling back to the old system should there be an unexpected problem with the new system.

The Work Plan must include a description of the vendor's post-implementation technical support programs. This must include the types of programs available, the hours and days of operation and information on response time for urgent and non-urgent assistance requests. Full details of the Service Level Agreements offered should be provided, including penalties for non-compliance.

For Point Solution vendors, their Work Plan must also address how they plan to coordinate their implementation efforts with the overall Work Plan.

Although the City is requesting a Work Plan as part of the RFP response, it recognizes that the vendors may need to refine the Work Plan in order to use it as a management tool during implementation. The City expects the selected vendor(s) to develop a detailed Work Plan as part to their Scope of Work and to be submitted no later than 30 days after execution of the contract.

10. SYSTEM AND TECHNICAL DESCRIPTION

Section 7 - Vendors should address the following:

Overview of System Description

- Identify the supplied software modules, system architecture and development tools.

- Discuss how each of the components identified in the table in “Part II/Section 2. Software Solution” will be addressed. Please indicate where modules are available “out of the box” versus modules that would primarily require custom development or 3rd party solutions.
- Discuss whether your system currently supports the use of an open source alternative to the Microsoft Office Suite such as OpenOffice. If not, do you have any upcoming plans to address any open source solutions?
- Identify other software that is required for the proposed solution.
- Identify the recommended hardware for all environments, including test, training, production, and disaster recovery.
- Describe recommended redundancy and fault tolerance guidelines.
- Identify any additional recommended operating environments: production, test, training, disaster recovery, etc.
- Describe the application security environment.
- Describe your future direction and plans for the software.
- Describe how program exits or other external process logic is applied to the system.
- Describe all pre-existing interface points.
- Describe your approach to writing and managing interfaces in general and specifically how these are incorporated into the product lifecycle.
- Identify existing functional deficiencies based on the scope and requirements.
- Describe the required skills and resources needed by the City to technically support and maintain the system.
- Describe your upgrade policies, frequencies and costs.
- Describe software licensing (server, user, processor based, etc.)
- Describe warranty and support.

Detailed Technical Description

This section should contain all pertinent information about the proposed hardware and operating system, utilities, and tools used in the development of the software, the database management system, the user interface, and the architecture of the system. At a minimum, the vendor shall discuss the following: (Point Solution vendors should only address those areas that pertain to them.)

- Scalability – analyze current and projected future system volumes
- Security – comply with City mandated security protocols and standards that apply
- Provide your recommendation on Redundancy and Business Continuity/Disaster Recovery to provide full recovery
- Describe your data storage and archiving capabilities
- Required system capacity and performance - recommend the hardware solution to handle the transaction and user load based on the information provided in this RFP and accompanying Requirements worksheets
- Presentation architecture – technology such as browser-based, thin-client, smart-client; client-server; etc.
- Application configuration and support components – (application development tool kit, load testing, automated scheduling, utilities to monitor resource utilization, web development tool kit, report generation scripts, audit and system logging, migration/change control tools, etc.)
- Database architecture - utilize utilities for database performance monitoring and tuning that comply with industry standards
- Database performance and optimization – load balancing and/or clustering ability for extended scalability and performance
- Database integrity – history tracking within the database, logging options, record locking, etc.

- Server architecture – include a full description of the recommended and supported hardware solutions for all environments such as test, training, disaster recovery, production, etc. In addition to providing the “Recommended System Requirements”, please also provide the “Minimum System Requirements” for each environment needed by the City to achieve the requirements detailed in this RFP
- Network architecture – include the preferred network topology, hardware and software required to achieve this architecture
- Configuration tool kit – include Database Configuration Tools, Business Process Management Tools, User Interface Management Tools, etc.
- Any applicable system diagrams to more clearly explain requirements and options.
- End user experience – include expected response time benchmark test results based on recommended configuration.

11. **SYSTEM FUNCTIONALITY**

Section 8 - This section should address the detailed attributes of the application software. In Appendix A of this RFP, we refer to the requirements worksheets that define needs for the new system by functional area. Vendors will be rated how well they can meet each need by indicating whether they can support the functionality “out-of-the-box”, with modifications, via a third party solution, via customization, in a future release, or not at all. The requirements worksheets can be downloaded from the City’s website – please see Appendix A for further information. Point Solution vendors should only address only functional areas that pertain to them.

INSTRUCTIONS	RATING LEGEND	
Complete the worksheet by placing an X in the appropriate column for each criterion. The X 's should represent the current state of a particular product or service.	SUP	Supported as delivered "out-of-the-box"
	MOD	Supported via modifications (screen configurations, reports, GUI tailoring, etc)
	3RD	Supported via a third party solution
	CST	Supported via customization (changes to source code)
	FUT	Will be supported in a future release (within 18 months of response date)
	NS	Not supported

Vendors are required to complete the Requirements worksheets and include them with their submittal in the following formats:

- In hard copy as an Appendix to the proposal.
- In electronic format (Microsoft Excel).

12. **SOFTWARE MAINTENANCE, UPDATES, AND CUSTOMER SUPPORT**

Section 9 - At a minimum, the proposal must include information and pricing associated with all aspects of ongoing support and maintenance activities. This proposed support must include: software maintenance, product help desk 24/7, product fixes, product enhancements and regular product releases based on a defined on-going maintenance fee. The vendor should discuss its upgrade policies and upgrade history of the proposed solution. The vendor must have the ability to connect to the customer’s system remotely to diagnose and correct problems real-time. The vendor should describe the process for the City of Lee’s Summit to request future product enhancements. The vendor must propose the on-going costs for product maintenance and upgrades for a 5 year period in the pricing response. Software Maintenance and Support Services agreements will commence once the application has been accepted into production/go-live.

The vendor is also requested to provide details of its software maintenance and update methodology, including how software updates are distributed and recommended approaches for the City to test and install software updates prior to rolling them into production. The vendor should provide information regarding the types of vendor and City skill sets required to implement incremental and major updates to the City's production environment as well as how the vendor recommends ensuring that custom configuration and custom code is addressed during the upgrade to ensure that no City-specific changes are lost. The vendor should also describe the Quality Assurance measures in place to ensure code is thoroughly tested prior to releasing it to the City.

Additionally, the vendor should discuss how much influence customers have in product direction, including technology used, enhancements, and new features, including the process used to provide input, feedback, and software roadmap reviews.

Vendors should also provide details on their Technical Support and Help Desk infrastructure, staffing levels, organizational structure, and abilities, including hours of operation, issue management and tracking tools, service level agreements, and a general description on how the City would interact with Technical Support and Help Desk staff.

13. COST PROPOSAL

Section 10 - Pricing is an important aspect of the overall evaluation of the vendor's response. Included in Appendix B of this RFP are descriptions of the 7 pricing templates that must be used to provide the cost of the solution. Failure to use the provided pricing templates may characterize the response as non-responsive and preclude the vendor from further consideration in this procurement. Please price the solution as accurately as possible as it may become the basis for the solution price. Please provide the level of detail as defined in the pricing templates. Clarification will be sought for incomplete responses.

The vendor shall submit a "not-to-exceed" amount in the "Service Cost Worksheet" to perform implementation, integration, roll-out, and other work identified in this RFP.

The City also requires each vendor to use the "Hourly Rate Price Sheet" template to provide a rate schedule for each type of resource being proposed that will be used to price any out-of-scope work that arises during implementation of the proposed solution. These rates will remain in effect for the duration of the implementation effort.

In addition to using these templates to provide the specific information requested, the vendor is expected to use their own document format to discuss any additional information or supporting schedules that would clarify any ambiguities and assist the City in obtaining a better understanding of the vendor's cost philosophy. Please note that the templates must be completed – only additional clarifications to pricing should be discussed outside of the templates.

Point Solution vendors need to fill out the Pricing Sheets for only those components that pertain to them.

14. CLIENT REFERENCES

Section 11 - Vendors should provide at least five (5) client references, at least two (2) of which must be from cities where an ERP System was implemented, that most closely reflect similar projects to the scope of work for the City of Lee's Summit, as described in this RFP. These references should be sites at which the software has been *fully implemented* within the past 3

years. List the “breadth” of the software solution (e.g., GL, AP, Grants, Project Accounting, Payroll/HR etc.). The City prefers references for previous implementation of the same base version that will be proposed for the City (i.e. if the vendor is proposing version 8.5, references for versions 8.0 thru 8.5 would be preferred). Please use the Client Reference form provided on the City’s website.

For each reference listed, vendor must disclose if it has offered or provided any benefits, products, discounts or other in-kind services/products to the reference in exchange for fulfilling the role of providing a customer reference.

15. VENDOR PROFILE

Section 12 - Under this section, vendors shall complete the Vendor Profile Questionnaire referred to in Appendix D of this RFP. If multiple firms or sub-contractors are being proposed, please complete a Vendor Profile Questionnaire for each firm / sub-contractor company as well.

16. APPENDICES

Section 13 - Under this section, vendors shall provide the following required documents:

- Addenda (if applicable)
- Software Licensing Agreement
- Standard Support/Maintenance Agreement
- Professional Services Agreements
- Key Outside Consultants (Sub-Consultants) – See form provided under Appendix G

Additionally, vendors shall carefully examine the RFP for required documentation not specifically covered in subsections 1 thru 15, and shall also place such documentation in the Appendix. Information considered by the vendor to be pertinent to this project, but not specifically requested in this RFP, may also be placed in the appendix. The vendor is reminded that this is not an invitation to submit voluminous amounts of extraneous material. Examples of documents to be included in this section include:

- Sample from Training Manual
- Sample Standard Reports
- Sample of Actual Implementation Plan (used at previous client sites)

PART VI
CITY OF LEE'S SUMMIT SAMPLE CONTRACT

The City has included with this RFP a sample agreement for the services requested. This sample is provided for illustrative purposes only. The City reserves the right to submit a contract which differs from the following example.

SAMPLE SERVICE AGREEMENT
FOR _____

This AGREEMENT made and entered into this ____ day of _____ 20__, by and between the City of Lee's Summit, Missouri, a Municipal Corporation of the State of Missouri, hereinafter referred to as "City," and _____, a _____ of the State of _____, hereafter referred to as "Service Provider." Witnesseth, that:

WHEREAS, Service Provider has offered to provide the services described in Exhibit A, in consideration of the payment terms described in Exhibit B, subject to the General Conditions described in Exhibit C; and

WHEREAS, City desires to engage Service Provider to perform such services.

NOW, THEREFORE, in consideration of the mutual covenants and considerations herein contained, IT IS HEREBY AGREED by the parties hereto as follows:

1. City employs Service Provider to perform the services hereinafter set forth.
2. Services. The Service Provider represents that it is equipped, competent, and able to perform, and that it will perform all services hereinafter set forth in a diligent, competent, and workmanlike manner. Service Provider will perform all such services in accordance with the following provisions, incorporated into this Agreement as if set forth in full herein: City's Request for Proposal No. _____ (hereinafter "RFP"); the Service Provider's Response to the RFP, ("Proposal"); Scope of Services ("Scope"), attached hereto as Exhibit A; Payment Terms, attached hereto as Exhibit B; General Conditions, attached hereto as Exhibit C. Where the terms of the RFP or the Proposal conflict with anything in Exhibits A, B, or C, the terms of the Exhibits shall control.
3. Amount Not To Exceed. It is expressly understood that in no event will the total compensation to be paid to the Service Provider under the terms of this contract for the services set forth in the Scope, and for reimbursement of authorized expenses, exceed the sum of _____ Dollars (\$_____). If additional services are requested by the City, the Service Provider will prepare and submit to the City an estimate of the total cost associated with such additional services. The City will review and approve in writing such cost estimate for additional services, and the total compensation and reimbursement to be paid by the City to the Service Provider for such approved additional services shall not exceed the approved amount. Service Provider's fees for additional services shall be billed on an hourly basis as Service Provider's current standard rates, which will in no event exceed the amount approved by the City in writing for such additional services.
4. The term of this Agreement shall be _____ from the date first written above. The City may, at its option, renew the Agreement for up to _____ by giving written notice to the Service Provider.
5. This agreement shall be binding on the parties thereto only after it has been duly executed and approved by the City and the Service Provider.

Authorized Signatures from both Successful Firm and City

PART VII
OTHER LEGAL TERMS AND REQUIREMENTS OF THE CITY OF LEE'S SUMMIT

1. GENERAL CONDITIONS

GENERAL CONDITIONS
GOVERNING RESPONSES AND SUBSEQUENT CONTRACTS
City of Lee's Summit, MO

1. SCOPE: The following terms and conditions, unless otherwise modified by the City of Lee's Summit within this document, shall govern the submission of proposals and subsequent contracts. The City of Lee's Summit reserves the right to reject any proposal that takes exception to these conditions.
2. DEFINITIONS AS USED HEREIN:
 - (a) The term "request for proposal" means a solicitation of a formal, sealed proposal.
 - (b) The term "respondent" means the person, firm or corporation who submits a formal sealed proposal.
 - (c) The term "City" means City of Lee's Summit, MO.
 - (d) The term "City Council" means the governing body of the City of Lee's Summit, MO. The term "Board" means the governing body of the City of Lee's Summit Parks and Recreation Board. The term "Board Administrator" means the Parks and Recreation Board's department administrator.
 - (e) The term "contractor" means the respondent awarded a contract under this proposal.
3. COMPLETING PROPOSAL: All information must be legible. Any and all corrections and/or erasures must be initialed. Each proposal must be signed in ink by an authorized representative of the respondent and required information must be provided. The contents of the proposal submitted by the successful respondent of this RFP will become a part of any contract award as a result of this solicitation.
4. REQUEST FOR INFORMATION: Any requests for clarification of additional information deemed necessary by any respondent to present a proper proposal shall be submitted in writing to the Purchasing Office, 220 S.E. Green Street, Lee's Summit, MO 64063, referencing this RFP number, a minimum of five (5) calendar days prior to the proposal submission date. Any request received after the above stated deadline will not be considered. All requests received prior to the above stated deadline will be responded to in writing by the City in the form of an addendum addressed to all prospective respondents.
5. CONFIDENTIALITY OF PROPOSAL INFORMATION: Each proposal must be submitted in or under cover of a sealed envelope to provide confidentiality of the information enclosed. The envelope should be sealed and clearly marked with RFP number and the name of the project.

All proposals and supporting documents will remain confidential until a final contract has been executed. Information that discloses proprietary or financial information submitted in response to qualification statements will not become public information. This is in accordance with the Missouri Sunshine Law.
6. SUBMISSION OF PROPOSAL: Proposals are to be sealed and submitted to the Purchasing Office, 220 S.E. Green Street, Lee's Summit, MO 64063, prior to the date and time indicated on the cover

sheet. At such time, all proposals received will be formally opened. The opening will consist of only the name and address recording of respondents.

7. ADDENDA: All changes, additions and/or clarifications in connection with this proposal will be issued by the Purchasing office in the form of a written addendum. Submit **EQUAL** number of signed addendum with the number of proposals required. Verbal responses and/or representations shall not be binding on the City.
8. LATE PROPOSALS AND MODIFICATION OR WITHDRAWALS: Proposals received after the date and time indicated on the cover sheet shall not be considered.

Proposals may be withdrawn or modified in writing prior to the proposal submission deadline. Proposals that are resubmitted or modified must be sealed and submitted to the Purchasing Office prior to the proposal submission deadline. Each respondent may submit only one (1) response to this proposal.

9. BONDS: When a Bond is required it shall be executed with the proper sureties, through a company licensed to operate in the State of Missouri, and hold a current Certificate of Authority as an acceptable surety under 31 CFR Part 223 (and be listed on the current U.S. Department of the Treasury Circular 570 and have at least A Best's rating and a FPR9 or better financial performance rating per the current A.M. Best Company ratings.)
10. NEGOTIATION: The City reserves the right to negotiate any and all elements of this proposal.
11. TERMINATION: Subject to the provisions below, any contract derived from this Request For Proposal may be terminated by either party upon thirty (30) days advance written notice to the other party; but if any work or service hereunder is in progress, but not completed as of the date of termination, then said contract may be extended upon written approval of the City until said work or services are completed and accepted.
 - (a) TERMINATION FOR CONVENIENCE: In the event that the contract is terminated or cancelled upon request and for the convenience of the City, without the required thirty (30) days advance written notice, then the City shall negotiate reasonable termination costs, if applicable.
 - (b) TERMINATION FOR CAUSE: Termination by the City for cause, default or negligence on the part of the contractor shall be excluded from the foregoing provision; termination costs, if any, shall not apply. The thirty (30) days advance notice requirement is waived in the event of Termination for Cause.
 - (c) TERMINATION DUE TO UNAVAILABILITY OF FUNDS IN SUCCEEDING FISCAL YEARS: When funds are not appropriated or otherwise made available to support continuation of performance in a subsequent fiscal year, the contract shall be cancelled and the contractor shall be reimbursed for the reasonable value of any nonrecurring costs incurred but not amortized in the price of the supplies or services delivered under the contract.
12. TAX EXEMPT: The City and its Agencies are exempt from State and local sales taxes. Sites of all transactions derived from this proposal shall be deemed to have been accomplished within the State of Missouri.
13. SAFETY: All practices, materials, supplies, and equipment shall comply with the Federal Occupational Safety and Health Act, as well as any pertinent Federal, State and/or local safety or environmental codes.

14. RIGHTS RESERVED: The City reserves the right to reject any or all proposals, to waive any minor informality or irregularity in any proposal, and to make award to the response deemed to be most advantageous to the City.
15. RESPONDENT PROHIBITED: Respondents are prohibited from assigning, transferring, conveying, subletting, or otherwise disposing of this proposal or any resultant agreement or its rights, title, or interest therein or its power to execute such agreement to any other person, company or corporation without the previous written approval of the City.
16. DISCLAIMER OF LIABILITY: The City, or any of its agencies, will not hold harmless or indemnify any respondent for any liability whatsoever.
17. INDEMNITY AND HOLD HARMLESS: Service Provider agrees to indemnify, release, defend, and forever hold harmless the City, its officers, agents, employees, and elected officials, each in their official and individual capacities, from and against all claims, demands, damages, loss or liabilities, including costs, expenses, and attorneys fees incurred in the defense of such claims, demands, damages, losses or liabilities, or incurred in the establishment of the right to indemnity hereunder, caused in whole or in part by Service Provider, his sub-contractors, employees or agents, and arising out of services performed by Service Provider, his subcontractors, employees or agents under this contract.
18. LAW GOVERNING: All contractual agreements shall be subject to, governed by, and construed according to the laws of the State of Missouri. Any dispute regarding this contractual agreement shall be decided by a Missouri Court.
19. COMPLIANCE WITH APPLICABLE LAW: Contractor shall comply with all federal, state or local laws, ordinances, rules, regulations and administrative orders, including but not limited to Wage, Labor, Unauthorized Aliens, EEO and OSHA-type requirements which are applicable to Contractor's performance under this contract. Contractor shall indemnify and hold the City harmless on account of any violations thereof relating to Contractor's performance under this contract, including imposition of fines and penalties which result from the violation of such laws.
20. ANTI-DISCRIMINATION CLAUSE: No respondent on this request shall in any way, directly or indirectly discriminate against any person because of age, race, color, handicap, sex, national origin, or religious creed.
21. DOMESTIC PRODUCTS: The City of Lee's Summit has adopted a formal written policy to encourage the purchase of products manufactured or produced in the United States (City of Lee's Summit Resolution No. 87-18, MO. State Statute No. 34.353, Section 3, (5).
23. CONFLICTS: No salaried officer or employee of the City and no member of the City Council shall have a financial interest, direct or indirect, in this contract. A violation of this provision renders the contract void. Federal conflict of interest regulations and applicable provisions of Sections 105.450 – 105.496 shall not be violated. Contractor covenants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services to be performed under this contract. The Contractor further covenants that in the performance of this contract no person having such interest shall be employed.
24. DEBARMENT: By submission of its response, the Contractor certifies that neither it nor its

principals is presently debarred or suspended by any Federal Department or agency, including listing in the U.S. General Services Administration's List of Parties Excluded from Federal Procurement or Non-Procurement programs; or if the amount of this response is equal to or in excess of \$100,000, that neither it nor its principals nor its subcontractors receiving sub-awards equal to or in excess of \$100,000 is presently disbarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by a Federal Department, agency or provision of law. If the Contractor is unable to certify any of the statements in this certification, the responder must attach an explanation to its response.

24. **FUND ALLOCATION:** Continuance of any resulting Agreement, Contract, or issuance of Purchase Orders is contingent upon the available funding and allocation of City funds. The Contractor understands that the obligation of the City to pay for goods and/or services under the contract is limited to payment from available revenues and shall constitute a current expense of the City and shall not in any way be construed to be a debt of the City in contravention of any applicable constitutional or statutory limitations or requirements concerning the creation of indebtedness by the City nor shall anything contained in the contract constitute a pledge of the general tax revenues, funds or moneys of the City, and all provisions of the contract shall be construed so as to give effect to such intent.

2. INSURANCE

The firm shall be required to maintain and carry in force, for the duration of the contract, insurance coverage of the types and minimum liability as set forth below:

a. **PROFESSIONAL LIABILITY**

Professional liability insurance protection must be carried by the firm, for the duration of the contract, in the minimum amount of \$1,000,000.00 including errors and/or omissions.

b. **COMMERCIAL GENERAL LIABILITY**

Limits:

Each Occurrence:	\$1,000,000
Personal & Advertising Injury:	\$1,000,000
Products/Completed Operations Aggregate:	\$1,000,000
General Aggregate:	\$1,000,000

Policy must include the following conditions:

Contractual Liability
Products/Completed Operations
Personal/Advertising Injury
Independent Contractors
Additional Insured: City of Lee's Summit, Missouri

c. **AUTOMOBILE LIABILITY**

Policy shall protect the consultant against claims for bodily injury and/or property damage arising out of the ownership or use of any owned, hired and/or non-owned vehicle and must include protection for either:

1. Any Auto
or
2. All Owned Autos; Hired Autos; and Non-Owned Autos

Limits of auto liability insurance shall be the same as required in the Commercial General Liability section with the exception of the City being named as additional insured.

d. **WORKERS' COMPENSATION**

This insurance shall protect the consultant against all claims under applicable State Workers' Compensation Laws. The consultant shall also be protected against claims for injury, disease or death of employees which, for any reason, may not fall within the provisions of a Workers' Compensation Law. The policy limits shall not be less than the following:

Workers' Compensation:	Statutory
Employer's Liability:	
Bodily Injury by Accident:	\$ 100,000 Each Accident
Bodily Injury by Disease:	\$ 500,000 Policy Limit
Bodily Injury by Disease:	\$ 100,000 Each Employee

Before, entering into contract, the successful firm shall furnish to the City of Lee's Summit Purchasing Office a Certificate of Insurance verifying all of the foregoing coverage and identifying the City of Lee's Summit as an "additional insured" on both the general liability and automobile policies. This inclusion shall not make the City a partner or joint venture with the contract consultant in its operations hereunder.

Prior to any material change or cancellation, the City of Lee's Summit will be given thirty (30) days advance notice by registered mail to the stated address of the certificate holder. Further, the City will be immediately notified of any reduction or possible reduction in aggregate limits of any such policy where such reduction, when added to any previous reductions, would exceed 10% of the aggregate.

In the event of an occurrence, it is further agreed that any insurance maintained by the City of Lee's Summit, shall apply in excess of and not contribute with insurance provided by policies named in this contract.

The certificate holder on the Certificate of Insurance shall be as follows:

City of Lee's Summit
Purchasing Division
220 S.E. Green Street
Lee's Summit, MO 64063 -2358

The City of Lee's Summit does not need to be named as additional insured on any Auto Liability Insurance requirements.

3. **INVOICING AND PAYMENTS:**

- a. Invoices shall be prepared and submitted in duplicate to the City of Lee's Summit, 220 S.E. Green Street, Lee's Summit, Missouri 64063. Invoices shall contain the following information: contract number, item number, description of services, unit prices, and extended totals.

Payment schedule is negotiable and should be based on mutually agreed upon milestones and deliverables.

4. **CONFLICT OF INTEREST**

Purpose. The City of Lee's Summit expects its employees to exhibit ethical conduct above any reproach. Employees shall not become involved in any situation involving receipt of gifts or other gratuities which creates a conflict of interest with that employee.

Neutral Position. All of the business affairs of the City with all parties, including government officials, suppliers, customers, and competitors, shall always be conducted on an ethical, legal and

arm's-length basis.

5. GIFTS

Gifts/Payments. The City of Lee's Summit expects its employees to exhibit ethical conduct above any reproach. Employees shall not provide or accept payments or gifts for the purpose of securing preferential consideration for the City or as inducement to enter into any business transaction. Further, employees shall not become involved in any situation involving receipt of gifts or other gratuities which creates a conflict of interest with the employee. The employee will be responsible for informing his/her direct supervisor whenever a gift has been offered, regardless if it was accepted or rejected

6. TRAVEL

501.1.1 Airfare- It is expected that the vendor will make travel arrangements that are reasonable in cost (i.e.: coach class versus first class, opportunities for discounts taken when available, etc.)

Three quotes will be required when seeking reimbursement for airfare.

501.1.2 Lodging- Lodging will be reimbursed for the nights the vendor is on City business.

Lodging generally includes the cost of the room and any applicable taxes and charges. The following items are expressly excluded from reimbursement: movies, bar and snack charges, room service, and costs associated with any family or guests that may be traveling with the vendor.

It is expected that the vendor will make lodging arrangements that are reasonable in costs.

Itemized lodging receipts will be required for reimbursement. .

501.1.3 Meals and other incidentals- A per meal per diem (including reasonable tips) will be based on the rates contained in the IRS Publication in the "Standard Meal Allowance" Section for the Kansas City area. No alcohol purchases will be reimbursed.

501.1.1 Ground Transportation - Expenses to rent a car will be reimbursed with receipts for the vendor when onsite.

APPENDICES
RFP SUBMITTAL DOCUMENT AND FORMS

APPENDIX A – REQUIREMENTS WORKSHEETS

The “Requirements Worksheets” Excel file contains the requirements that are to be completed by the vendor and submitted in electronic (Microsoft Excel) as well as hard copy format. This document is available for download by accessing the City’s web site at <http://cityofls.net/City-of-Lees-Summit/Business-With-the-City/Contracts-Vendors-and-Bids.aspx>, the City’s e-procurement system, Onvia-DemandStar at www.demandstar.com or by contacting the Purchasing Division at 816-969-1087.

APPENDIX B – PRICING WORKSHEETS

The pricing worksheets are provided in Microsoft Excel and are available for download by accessing the City's web site at <http://cityofls.net/City-of-Lees-Summit/Business-With-the-City/Contracts-Vendors-and-Bids.aspx>, the City's e-procurement system, Onvia-DemandStar at www.demandstar.com or by contacting the Purchasing Division at 816-969-1087.

Each vendor is required to complete each of the supplied pricing worksheets to price their solution. Incomplete responses may be withdrawn from further consideration. If additional space is needed to provide clarifications for any of the costs conveyed in the pricing worksheets, please include those additional details as part of your overall response to this Appendix B section.

For those vendors who plan to partner with a system integrator or point solution vendor, please download additional relevant copies of the Pricing Worksheet and indicate clearly on the worksheet those costs that are associated with the partner.

▪ Software Pricing Worksheet

The vendor shall use the worksheets provided for all software and maintenance related costs. Price should reflect the City's desire to maintain production, test, training and disaster recovery environments.

The software license and costs must allow the city to utilize the software via direct and remote access by the required number of users and departments of the city, affiliates or any other person or entity which the city needs to allow access in order to provide the services required of the system.

Additionally, the vendor should use their own format to include a brief description of the software pricing methodology (license cost per seat, per named user, per module, per server, per site/organization, etc.).

The vendor shall also include a brief description of the strategy for maintenance agreement pricing after the initial term of the maintenance agreement has ended or after additional software has been licensed.

The specific tabs addressing software costs are provided in the following tabs within the Software Pricing Worksheets:

- Software
- 3rd Party Software
- DBMS Software

▪ Service Cost Worksheet

The vendor shall include all costs associated with the implementation of the software solution in the worksheet provided.

Service Costs cover all of the types of labor for each functional area that will be directly charged to the contract. The hourly rate associated with Service Costs shall represent the vendor's fully loaded rate, including overhead and profit.

Travel shall be itemized to include the number of trips, the number of people traveling, the estimated cost of the transportation (including mode), the meal and lodging cost of each traveler, etc. Actual travel expenses shall not exceed reasonable amounts as determined by the City based on the contract.

▪ Hourly Rates of Proposed Staff

The vendor shall provide the hourly rates of proposed staff in the Hourly Rates Price Sheet, including

staff from subcontractors, if any, that will participate during the implementation.

- **Proposed Payment Schedule**

The vendor shall use the Payment Schedule Worksheet to provide a payment schedule based on defined deliverables. No payment shall be made in advance of work performed. No less than the remaining twenty (20%) of the total purchase price shall be due upon final acceptance of the proposed system by the City. The proposed system shall be defined to be finally accepted by the City after the installation of the equipment, training, and successful completion of the following performance examinations: system hardware examination, software performance examination, system functional competence examination, system capacity examination, full-load processing capacity examination, system availability examination, approval of as-builts, training, and system documentation. The City and its consultants shall be the sole judge of whether all conditions for Final Acceptance criteria have been met.

- **Hardware Cost Estimate**

The vendor shall use the Hardware Price Worksheet to submit all estimated costs associated with the hardware and operating system required to support the proposed solution. Estimates should reflect the City's desire to maintain production, test, training and disaster recovery environments.

Please Note: The City requests that hardware costs be provided primarily for informational purposes; and will not be considered when evaluating overall vendor costs. For vendors who do provide hardware, the City reserves the right to negotiate hardware purchases with the vendor directly or use other acquisition methods.

APPENDICES C, D, E, F, G, H

The following Appendices are available in MS WORD format for download by accessing the City's web site at <http://cityofls.net/City-of-Lees-Summit/Business-With-the-City/Contracts-Vendors-and-Bids.aspx>, the City's e-procurement system, Onvia-DemandStar at www.demandstar.com or by contacting the Purchasing Division at 816-969-1087:

- Appendix C – References
- Appendix D – Vendor Profile Questionnaire
- Appendix E – Resume of Key Personnel
- Appendix F – Notification to Bid
- Appendix G – Key Outside Consultants
- Appendix H – Addenda Acknowledgement

APPENDIX I – NEEDS ASSESSMENT REPORTS

The following files are a listing of the Needs Assessment Reports prepared by Schafer Consulting. Please refer to the attachments to this PDF document for the viewable versions of each of these files. Vendors are encouraged to review these reports in order to provide a more accurate cost proposal for professional services.

Needs Assessment Reports

 Accounts Payable NA report.pdf	 Accounts Receivable NA report.pdf	 Budget Management NA report.pdf	 Capital Assets NA report.pdf	 Cash Receipts NA report.pdf
 Contract Management NA repc	 CRM NA report.pdf	 General Ledger NA report.pdf	 Grant Admin NA report.pdf	 HR Applicant Tracking NA report.px
 HR Benefits NA report.pdf	 HR Leave Management NA repc	 HR Personnel Admin HR report.pdf	 HR Position Control NA report.pdf	 HR Risk Mgmt NA report.pdf
 HR Timekeeping NA report.pdf	 HR Training NA report.pdf	 Inventory NA report.pdf	 Payroll NA report.pdf	 Projects NA report.pdf
 Purchasing NA report.pdf	 Storm Water NA report.pdf	 Technology NA report.pdf	 Utility Billing NA report.pdf	

Visio Diagrams

 Budget Mgmt Visio Diagram.pdf	 Payroll Visio Diagram.pdf	 Procurement Visio Diagram.pdf	 System Interface Visio Diagram.pdf
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