



City of Milwaukee
Request for Proposal 0000002302

PeopleSoft Upgrade Services

Issued By:

City of Milwaukee
Department of Administration
Purchasing / Business Operations Division
200 E. Wells Street, Room 601
Milwaukee, WI 53202-3560

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Part 1

General Information

1.1 INTRODUCTION

The City of Milwaukee (hereafter referred to as the “City”) seeks proposals from all qualified vendors with proven experience in PeopleSoft application upgrades and must be a certified partner of PeopleSoft in order to bid for this RFP.

1.2 BACKGROUND

- 1.2.1 About the City. The City of Milwaukee, Wisconsin is a municipality that was incorporated on January 31, 1846 and occupies 96 square miles on the western shore of Lake Michigan. The City has a population of approximately 603,000 residents, employs approximately 7,200 full-time personnel, and has an annual operating budget of approximately \$1 billion. The City is administered by a Mayor and a Common Council of seventeen elected members.
- 1.2.2 Summary of City's PeopleSoft Administration Infrastructure. The Enterprise Systems Group, within the Information and Technology Management Division of the Department of Administration, supports the PeopleSoft system. This group consists of 8 full-time and part-time functional and technical staff and also relies on help from key functional users (approximately one per Oracle/PeopleSoft module) located within the Office of the Comptroller, Department of Administration, Department of Employee Relations, Employees' Retirement System, and the Department of Public Works.
- 1.2.3 About the City's PeopleSoft Enterprise Application. The City began a two-year implementation of PeopleSoft Financials and PeopleSoft HRMS in 1997. Financials version 6.0 and HRMS version 7.01 went into production in 1999. Since the original implementation, both suites have been upgraded. The current Financials version is 8.8 and the current HRMS version is 8.9. (Please see Attachments 1 and 2 for a complete description of the current PeopleSoft Financials and HRMS configuration at the City.) In 2003, the City entered into a hosting agreement with CedarCrestone International to host the technical environment of the PeopleSoft application.

1.3 PROJECT SCOPE

The RFP scope of services is assistance with the functional upgrade for both the Financial System (upgrade to occur in 2010) and the HRMS system (upgrade to occur in 2011 dependent on approved funding).

The City will use the upgrade lab from the hosting vendor to perform the technical upgrade. This will include the environment build, initial pass, three test moves and the final move. In addition, the upgrade lab will apply any available Maintenance Packs and/or bundles available at the completion of the initial pass. Retrofits of existing customizations will be completed either through the upgrade lab or using City staff.

Each element of the scope is described in more detail below.

- 1.3.1 Financials Upgrade. The City wants to upgrade its current Financials application from 8.8 to the most current release of PeopleSoft Financials (9.x). The City is looking to upgrade the modules that are currently in production. This upgrade does not include the implementation of any new Financials modules. However, the City wishes to take advantage of new functionality available within the modules that are currently in production and eliminate any modifications and/or customizations if functionality is now available. The scope includes project management, fit/gap sessions, assistance with analyzing compare reports, assistance with developing design documents required, assistance in determining appropriate data conversion strategies, testing, implementation and minimum of one-week post upgrade support.
- 1.3.2 HRMS Upgrade. The City wants to upgrade its current HRMS application from 8.9 to the most current release of PeopleSoft HRMS (9.x). The City is looking to upgrade the modules that are currently in production. This upgrade does not include the implementation of any new HRMS modules. However, the City wishes to take advantage of new functionality available within the modules that are currently in production and eliminate any modifications and/or customizations if functionality is now available. The scope includes project management, fit/gap sessions, assistance with analyzing compare reports, assistance with developing design documents required, assistance in determining appropriate data conversion strategies, testing, implementation and minimum of two-weeks post upgrade support (complete biweekly pay cycle).
- 1.3.3 City Responsibilities. For the purposes of responding to this RFP, interested Proposers should note the following. The City of Milwaukee will:
- Be responsible for decisions regarding all HRMS and Financial business processes that are supported and enabled by the PeopleSoft applications.
 - Manage upgrade lab.
 - Co-manage functional upgrade.
 - Develop/coordinate end-user training.
 - Provide appropriate work area for on-site consultations staff including work space, work stations, conference rooms, network access, internet access, phone, copy machine, fax and office supplies. If additional office-related equipment is required, please include the requirement in the proposal.

1.4 GUIDELINES

By virtue of submitting a proposal, Proposers are acknowledging:

- 1.4.1 The main Proposer will serve as the prime contractor. While the prime may use subcontractors, the City seeks no more than 40% of the work effort (inclusive of all the scope options) be proposed through subcontractors. All subcontractors must be approved by the City. The City reserves the right to contract with the prime contractor only without involving subcontractors in the contract. The proposal must clearly name the party that is the prime contractor.
- 1.4.2 The City reserves the right to reject any or all proposals if it determines that select proposals are not responsive to the RFP or are not in the City's best interest. The City reserves the right to reconsider any proposal submitted at any phase of the procurement. It also reserves the right to meet with select Proposers at any time to gather additional information. Furthermore, the City reserves the right to delete or add services up until the final contract signing.
- 1.4.3 All Proposers submitting proposals agree that their pricing is valid for a minimum of one year after proposal submission to the City.
- 1.4.4 In an effort to maintain fairness in the process, all inquiries concerning this procurement are to be directed only to the Purchasing Agent, as specified in Section 1.5 below, in writing. Proposers are specifically directed not to contact any City of Milwaukee staff for meetings, conferences or technical discussions that are related to this RFP. Unauthorized contact of any City personnel is a cause for rejection of the proposal.

When responding to this RFP, follow all instructions carefully. Submit proposal contents according to the outline specified; all hard copy and electronic documents must conform to instructions. Failure to follow these instructions will be considered as an unresponsive proposal and may result in immediate elimination from further consideration.

1.5 CONTACT

Copies of the RFP are available on the City's website. Proposers are specifically directed not to contact any City of Milwaukee staff for meetings, conferences or technical discussions that is related to the RFP. Unauthorized contact of any City personnel is a cause for rejection of the proposal.

All communications regarding this RFP process should be directed in writing to:

Diane Meredith-Berndt
Purchasing Agent Sr.
City of Milwaukee
Department of Administration
Purchasing / Business Operations Division
200 E. Wells Street, Room 601
Milwaukee, WI 53202-3560
Phone: 414-286-3 Fax 414-286-5976
e-mail: diane.berndt@milwaukee.gov

1.6 NEGOTIATIONS

For the purpose of obtaining best and final offers, the City may, at its sole option, open negotiations with respondents after submission of proposals and prior to award.

Respondents are directed to submit their most aggressive offer in their initial response since cost is a factor in the City's decision to elevate vendors for interviews and on-site meetings. The City specifically reserves the right to award without negotiations based upon written proposals only.

1.7 CONFIDENTIAL MATTERS

- 1.7.1 City Data. All data and information gathered by the Consultant and its agents, including this RFP and all reports, recommendations, specifications, and data shall be treated by the Proposer and its agents as confidential. The Proposer and its agents shall not disclose or communicate the aforesaid matters to a third party or use them in advertising, publicity, propaganda, and/or in another job or jobs, unless written consent is obtained from the City.

Vendor Data. If any information submitted in the RFP that is confidential or proprietary, the Proposer must provide that information on the Designation of Proprietary and Confidential Information form that is posted with the RFP.

1.8 INCURRED COSTS

Those submitting proposals do so entirely at their expense. There is no expressed or implied obligation by the City to reimburse any individual or firm for any costs incurred in preparing or submitting proposals, for providing additional information when requested by the City or for participating in any selection interviews, including discovery (pre-contract negotiations) and contract negotiations. Furthermore, at their own cost, Proposer finalists will be required to complete a detailed Statement of Work, which will be part of the implementation contract, before contract signing.

1.9 DISCUSSION OF PROPOSALS

The City may conduct discussions with any respondent who submits a proposal. Proposers must be available for interviews/presentations at City facilities on specific dates if selected for interviews and/or "discovery" meetings (described below).

1.10 ASSIGNMENT

The Proposer may not reassign any award made as the result of this RFP, without prior written consent from the City.

1.11 SUBMISSION REQUIREMENTS

This will be a sealed submittal. To facilitate evaluation of proposals, two copies of a CD-ROM must be submitted containing the entire contents of your proposal. Note: One (1) original and seven (7) copies of your proposal and cost proposal (NOTE: The cost proposal should be submitted in a separate, marked, sealed, envelope on the form provided) and submitted to the address shown below.

Diane Meredith-Berndt
Purchasing Agent Sr.
City of Milwaukee
Department of Administration
Purchasing / Business Operations Division
200 E. Wells Street, Room 601
Milwaukee, WI 53202-3560

The original submission shall be clearly marked "original". The Proposer's name and address must be clearly marked on all copies of the proposal, including the electronic files. Respondents may submit their proposal any time prior to the Opening Date and Time. **Proposals must be received in entirety no later than 2:00 p.m. (Central Daylight Time) on.** The Proposer's name and address as well as a distinct reference to the RFP number must be marked clearly on the proposal submission as illustrated below.

RFP # 0000002302

Description: RFP for PeopleSoft Upgrade

Opening Date: 2:00 p.m. CST - October 1, 2009

Vendor Name: Your Company Name

All proposals are time-stamped upon receipt and are securely kept, unopened, until the Opening Date. The City, or any official or employee thereof, will not be responsible for the pre-opening of, post-opening of, or the failure to open a proposal not properly addressed and identified. *Proposals delivered by electronic means (other than the CD-ROM media requirements described herein), such as facsimile and e-mail, are not allowed and proposals so delivered will not be considered.*

Proposals may be modified or withdrawn prior to the established opening date by delivering written notice to the Purchasing Agent.

Proposals time-stamped after the due date and time will not be considered and will be returned to the Proposer unopened. Regardless of the method used for delivery, respondents shall be wholly responsible for the timely delivery of submitted proposals.

Proposers should use the following checklist to ensure that their proposals are complete.

- ☐ Two (2) copies of the entire proposal must be submitted electronically (on CD-ROM only).
- ☐ One (1) original and Seven (7) complete bound copies of the proposal (including hard copies of costs & requirement responses) are to be submitted, including.
 - o Microsoft Excel workbook containing cost estimates.
 - o Implementation/Upgrade references using format supplied in this RFP.
- ☐ The proposal must be signed by an authorized representative of the Proposer's firm to be considered.

Proposers who do not provide this information in their proposal will not be short-listed for presentations until this information is received or may be eliminated from further evaluation.

1.12 INTERPRETATIONS OR CHANGES

Should any Proposer find discrepancies, omissions or ambiguities in this RFP, the Proposer should submit questions in writing no later than 4:45 pm CST on September 1, 2009. (See Procurement Schedule below.) All questions will be answered to the extent possible in the form of addenda. Interpretations or changes to this RFP made in any other manner will not be binding. Addenda issued by the City will be available on the City of Milwaukee Procurement Services Web page at:

<http://www.milwaukee.gov/citygov/doa/sp/sp.shtml>

It is the responsibility of the Proposers, prior to submitting a response to the RFP, to determine whether all addenda have been received and are included in the RFP response.

Procurement Schedule

Date	Selection Procedure
8/14/09	RFP Release Date
9/1/09	Questions Due
10/1/09	Opening Date of Proposals (Proposals Due)
October-November 2009	Evaluation of proposals, Interviews and contract negotiations
December 1, 2009	Contract Execution

NOTE: All dates are tentative and subject to change.

1.13 PROPOSAL COMMUNICATION

All questions regarding this RFP must be submitted in writing (no phone calls) to the Purchasing Agent listed. Written answers to the questions will be provided in the form of an addenda posted to the Procurement Services website. Any deviation from this policy, or attempt to directly contact or influence other City employees or their representatives, may result in disqualification of the Proposer. Any oral communications will be considered unofficial and non-binding on the City.

1.14 REJECTION

The City reserves the right to reject any and all proposals, to waive any informality in proposals received, to accept or reject any or all of the items in the proposal, and to award the contract in whole or in part and/or negotiate any or all items with individual Proposers if it is deemed in the City's best interest. Moreover, the City reserves the right to make no selection if proposals are deemed to be outside the fiscal constraint or not in the best interests of the City.

1.15 EVALUATION CRITERIA

A Proposal Evaluation Team will review all proposals received by the opening date and time as part of a documented evaluation process. For each decision point in the process,

the City will evaluate Proposers according to specific criteria and will elevate a certain number of Proposers to compete against each other. The proposals will be evaluated on the following criteria:

- ☐ Conformance With RFP Guidelines And Submittal Requirements Pass/Fail
- ☐ Experience In Implementing PeopleSoft in the Public Sector - 25 points
- ☐ Upgrade Implementation Strategy And Plan - 40 points
- ☐ Compatibility With the City's Desired Terms And Conditions - 10 points
- ☐ Cost and Staffing - 25 points

The City reserves the right to determine the suitability of proposals on the basis of all of these criteria.

The City will use a competitive process based upon a sequential processes of "elevating" vendors until a single firm is identified as the finalist. If a Proposer fails to meet expectations during any part of the process, the City reserves the right to proceed with the remaining Proposers or to elevate any other Proposer that proposed. The vendor elevation stages are described in the following sections.

1.15.1 Procurement Requirements Assessment

- ☐ Conformance with RFP guidelines and submittal requirements.

The first part of the elevation process is to validate the completeness of the proposal and ensure that all the RFP guidelines and submittal requirements are met. Those Proposers who do not meet all the requirements for the RFP may be contacted to submit the missing information within two business days. Incomplete or noncompliant RFPs will be disqualified.

1.15.2 Detailed Proposal Assessment

The City's Evaluation Team will conduct a detailed assessment of all proposals elevated to this level. Criteria evaluated in this stage include:

☐ **Public Sector Experience and References**

Proposers who have proven experience in PeopleSoft implementations/upgrades at public sector sites similar in scope, size, and complexity to the City will be ranked higher than others.

☐ **Upgrade Implementation Strategy and Plan**

Proposers who have successfully performed PeopleSoft Financial and HRMS upgrades with public sector clients will be favored. This analysis will also include the Proposer's approach to incorporating the new functionality and best practices provided by the upgrade into an existing City framework.

☐ **Cost and Staffing**

The Evaluation Team will examine the cost proposals and the quality of contractor staff proposed for the engagement.

While each scope element will be evaluated separately, Proposers who are competitive in all four scope elements will be viewed by the City as more favorable.

1.15.3 Interviews and References

The following criteria will be used to evaluate those suppliers elevated for on-site or phone interviews/reference checks.

☐ **Interviews**

Several of the other evaluation criteria will be further evaluated, including qualifications, upgrade implementation strategy and plan, and cost.

☐ **Public Sector Experience and References**

The City will contact the Proposers' references. These references will be asked a series of questions regarding their satisfaction the performance of the Proposer for version upgrades. This step may occur in any of the earlier stages as well.

1.15.4 Contract Negotiations

The final Proposer will work with the City to develop a Statement of Work (SOW) that outlines the deliverables, milestones, roles and responsibilities, and other key issues that affect the cost and quality of the services provided. The SOW(s) will be attached to the contract.

1.16 AWARD

The City will select the respondent whose proposal best meets the City's needs as defined in this RFP. Contractual commitments are contingent upon the availability of funds, as evidenced by the issuance of a purchase order. All contracts are subject to the approval of the City's legal counsel and the Purchasing Director, prior to execution. Once awarded, the contract will be the final expression of the agreement between the parties and may not be altered, changed, or amended except by mutual agreement, in writing.

Part 2

Terms and Conditions

2.1 INTRODUCTION

This section outlines contractual terms and conditions that the City will expect the selected Proposer to meet.

2.2 INDEMNIFICATION

The respondent agrees to indemnify and hold harmless the City, and its officers and its employees, from and against all liability, claims, demands, and expenses, including court costs and attorney fees, on account of any injury, loss, or damage, which arises out of the work to be performed under this Agreement, if such injury, loss, or damage is due to the negligence of the respondent, any subcontractor of the respondent, or any officer, employee, or agent of the respondent.

2.3 RETENTION OF PROPOSER MATERIAL

The City reserves the right to retain all proposals regardless of which response is selected. All proposals and accompanying documents become the property of the City.

2.4 CERTIFICATE OF INDEPENDENT PRICE DETERMINATION

By submission of a proposal, each respondent certifies, that in connection with this procurement:

- 2.4.1 The prices in this proposal have been arrived at independently, without consultation, communication, or agreement with any other respondent; with any competitor; or with any City employee(s) or consultant(s) for the purpose of restricting competition on any matter relating to this proposal.
- 2.4.2 Unless otherwise required by law, the prices which have been quoted in this proposal have not been knowingly disclosed by the respondent and will not knowingly be disclosed by the respondent prior to award directly or indirectly to any other respondent or to any competitor.
- 2.4.3 No attempt has been made or will be made by the respondent to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

2.5 WARRANTY

- 2.5.1 Implementation Services. The City requires a warranty for implementation services (e.g., work products, developed modifications, and system configuration) for a minimum of 24 months after the acceptance date of the respective services.

2.6 PAYMENT TERMS

- 2.6.1 Implementation Services. Implementation services will be paid only on a milestone/deliverable completion basis, meaning the City will pay only when the Contractor has satisfactorily completed mutually agreed upon payment milestones, as will be defined contractually. In addition, the City will deduct 15% retention on all milestone payments, with such retention only being released on final acceptance of agreed upon services.

2.7 LIMITS ON SUBCONTRACTORS FOR IMPLEMENTATION

The City has approval rights over the use of all subcontractors. A copy of the proposed subcontract must be filed with the City. The City seeks no more than 40% of the work effort (inclusive of all the scope options) to be carried out by subcontractors. Proposing firms must conform to all other standard City policies regarding subcontractors.

2.8 DELIVERY OF THE PROJECT AND STAFFING PLAN

The project and staffing plan (or other substantively equivalent implementation documents as may be agreed to by the City prior to contract signing) is to be delivered within a contractually specified timeframe after contract signing. Non-performance in this regard will result in liquidated damages, where specified, or similar penalties.

2.9 SERVICES AND STATEMENT OF WORK

“Services” means all work performed by the Proposer for the City as agreed to in writing under any Implementation Services Agreement. Such Services are set forth in the Statement of Work (“SOW”) document(s).

The intent of the Implementation Services Agreement is for the Services to be completed in the detail described in the Statement of Work, which is attached to, and part of, the Implementation Services Agreement. Except as otherwise explicitly stated in the Implementation Services Agreement, the contractor will furnish all labor, materials, equipment, products, tools, transportation, and supplies required to complete the Services. Contractor will provide Services to the City as required in the Implementation Services Agreement and the Statement of Work. Any additional services will be mutually agreed to in writing by each party through a Change Order process, which will be defined in the Implementation Services Agreement.

2.10 JURISDICTION, VENUE, CHOICE OF LAW

This RFP and any resulting contract shall be governed by and construed according to the laws of the State of Wisconsin.

2.11 RESPONSIBILITY AND DEFAULT

The Contractor shall be required to assume responsibility for all items listed in this Request for Proposals. The successful respondent (Proposer that is awarded the prime contract) must name a single point of contact for purposes of this contract.

2.12 TERMINATION

2.12.1 Termination for Convenience. The City will retain the right to terminate any agreements with chosen vendor if the City deems it is in its best interest.

2.13 INDEPENDENT CONTRACTOR

The Proposer/Contractor certifies that it is an independent contractor and no employee or agent of the contractor shall be deemed for any reason to be an employee or agent of the City.

2.14 EQUAL OPPORTUNITY

The Proposer shall maintain policies of employment as follows:

2.14.1 The contractor shall not discriminate against any employee or applicant for employment because of race, religion, color, sex or national origin. The contractor shall take affirmative action to insure that applicants are employed, and that employees are treated during employment without regard to their race, religion, color, sex or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Proposer agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the policies of non-discrimination.

2.14.2 The contractor shall, in all solicitations or advertisements for employees placed by them or on their behalf, state that all qualified applicants will receive consideration for employment without regard to race, religion, color, sex or national origin.

2.15 OWNERSHIP OF INFORMATION

All information pertaining to records, property, financial, or other information acquired under the scope of any contract or agreement shall be strictly confidential and shall be

considered works for hire and become the property of the City. Any such works will not be stamped with the contractor's proprietary marking. The contractor shall return all information to the City upon termination, and/or request and shall not utilize any of the information for purposes outside of the scope of any contracts or agreements without express approval of the City.

2.16 INSURANCE

The contractor shall secure and maintain throughout the duration of the Contract insurance of such types and in such amounts as may be necessary to protect itself and the interests of the City against all hazards or risks of loss as hereafter specified. The form and limits of such insurance, together with the underwriter thereof in each case, shall be required to be acceptable to the City; but regardless of any City review, it shall be the responsibility of the Vendor to maintain adequate insurance coverage at all times. Failure of the contractor to maintain adequate coverage shall not relieve it of any contractual responsibility or obligation. Satisfactory certificates of insurance shall be filed with the City prior to starting any work on the contract. The certificates shall state that sixty (60) days written notice will be given to the City before any policy covered thereby is changed or canceled.

2.16.1 Workers' Compensation and Employer's Liability. This insurance shall protect the Contract against all claims under applicable state workers' compensation laws. The contractor 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 liability limits shall not be less than the Workers' Compensation - Statutory Employer's Liability.

2.16.2 Comprehensive Automobile Liability. This insurance shall be written in comprehensive form and shall protect the contractor and the City against all claims for injuries to members of the public and damage to property of others arising from the contractor's use of motor vehicles and shall cover operation on or off the site of all motor vehicles licensed for highway use whether they are owned, non-owned or hired. The liability limits shall not be less than the following:

Bodily injury/Property damage per occurrences: \$500,000

2.16.3 General Liability. This insurance shall be written on a commercial general liability form which shall protect the contractor and the City for those sums the contractor becomes legally obligated to pay as damages because of bodily injury, personal injury or property damage. The limits applicable to the commercial general liability policy shall not be less than the following:

- Bodily Injury/Property Damage:
 - o Each Occurrence \$1,000,000
 - o Aggregate \$1,000,000
- Personal Injury:
 - o Per Person/Aggregate \$1,000,000
- Professional Liability Coverage: \$1,000,000

- The insurance may also be written on the comprehensive general liability form (1973). Comprehensive general liability limits shall not be less than the following:

o Bodily Injury	Occurrence	\$1,000,000
o Property Damage	Occurrence	\$1,000,000
o Personal Injury	Aggregate	\$1,000,000

- 2.16.4 Umbrella. This insurance shall be written to protect the contractor and the City against all claims in excess of the underlying general liability, automobile and workers' compensation coverage. The umbrella limits shall not be less than the following:

- Limit of Liability (Aggregate) \$5,000,000

The City must be an additional insured under the umbrella. The contractor and all subcontractors shall furnish the City, prior to any award of an agreement, certificates of insurance evidencing the required coverage. Separate insurance certificates need not be furnished if the prime contractor and all subcontractors have previously filed with the City certificates which are currently in effect. No work shall be performed under this Contract by the prime contractor or its subcontractors after expiration or cancellation of their insurance.

- 2.16.5 Self Insurance. Any request for self-insurance must be submitted in writing to the CIO and the City's Risk Management Consultant for consideration.

Part 3

Detailed Submittal Requirements

3.1 GENERAL REQUIREMENT

In order to facilitate the analysis of responses to this RFP, Proposers are required to prepare their proposals in accordance with the instructions outlined in this part. Proposals should be prepared as simply as possible and provide a straightforward, concise description of the Proposer's capabilities to satisfy the requirements of the RFP. Emphasis should be concentrated on accuracy, completeness, and clarity of content. All parts, pages, figures, and tables should be numbered and clearly labeled. Any deviation from the submittal instructions may eliminate Proposers from further consideration.

Proposers are required to follow the outline below when preparing their proposals:

Section	Title
	Title Page
	Letter of Transmittal
	Table of Contents
1.0	Executive Summary
2.0	Scope of Services
3.0	Company Background
4.0	Financial Upgrade
5.0	HRMS Upgrade
6.0	Client References
7.0	Required Documents (Invitation to bid; Living Wage Affidavit; EBE Forms A and B)
8.0	Sample Documents

Instructions relative to each part of the response to this RFP are defined in the remainder of this section.

3.2 EXECUTIVE SUMMARY

(Section 1.0). This part of the response to the RFP should be limited to a brief narrative highlighting the Proposer's proposal. The summary should contain as little technical jargon as possible and should be oriented toward non-technical personnel. This section should not include cost quotations. Please note that the executive summary should identify the primary contacts for the prime Proposer and any subcontractors.

3.3 SCOPE OF SERVICES

(Section 2.0) This section of the Proposer's proposal should include a general discussion of the Proposer's understanding of the "overall" project and a summary of the services being proposed.

3.4 COMPANY BACKGROUND

(Section 3.0). Proposers must provide the following information about their company so that the City can evaluate the firm's stability and ability to support the commitments set forth in response to the RFP. The City, at its option, may require a Proposer to provide additional support and/or clarify requested information.

- ❑ Number of years the proposed prime contractor and subcontractors have been in business.
- ❑ A brief description of the company size, organizational structure, and why the company is qualified to perform the scope of work listed in this RFP (e.g. qualifications, certifications, alliances, etc.).
- ❑ Amount of time and what experience the proposed prime contractor and subcontractors (if any) have in the public sector, particularly public sector clients of similar size and complexity to the City.
- ❑ Most recent audited financial statements of the proposed prime contractor.
- ❑ List of public sector clients the company has led through a PeopleSoft upgrade (Financial, HRMS, or both) by name and state (Wisconsin customers are to be listed first.) The number of users at each site should also be included.
- ❑ If partnering, the amount of time the subcontractor has worked with the primary Proposer and how many projects the two parties have completed together.
- ❑ List of any terminated public sector projects, similar in scope to these projects that have taken place in the past five years. Please disclose the jurisdiction and explain the reasons for the termination.

3.5 FINANCIAL UPGRADE

(Section 4.0). The Proposer must provide a detailed plan for implementing the Financial Upgrade. This information must include:

- ❑ Detailed methodology and plan for implementing the upgraded software. The implementation plan must include the following elements: 1) The estimated implementation timeframe; 2) An overview of project phases, major milestones and deliverables; 3) A matrix of proposed roles/responsibilities for City staff and the Proposer; and 4) All project assumptions. The description of the implementation plan must also include, at a minimum: 1) How the current configuration will be analyzed; 2) How the “fit / gap” analysis will be conducted (including report documenting final analysis/scope) so the City may take advantage of the new functionality provided by the upgrade; 3) How “best practices” for PeopleSoft Public Sector will be incorporated into the upgrade; and 4) How the prototype will be configured and a the testing plan that incorporates the various test moves and final move of the technical upgrade.
- ❑ Project organization chart showing both the City and contractor staff.
- ❑ Resumes of proposed contractor staff
- ❑ Specific assumptions related to the work effort estimates for data conversion and interfaces (e.g., amount and type of data to be converted, the specific interfaces included in the work effort estimates).

Note: *The City's preferred start date would be April 2010 due to fiscal year closing. To avoid additional costs from our hosting vendor, the upgrade needs to be completed within seven (7) months and before November 1st of 2010. However, the City is open to considering other options and proposals. The City plans to provide a minimum of 50% of the implementation staffing hours, but reserves the right to alter this ratio after further discussion with Proposers. Pricing for services should assume 50% implementation work-effort by the City and 50% work effort by the implementation consultants.*

3.6 HRMS UPGRADE

(Section 5.0). The Proposer must provide a detailed plan for implementing HRMS Upgrade. This information must include:

- ❑ Detailed methodology and plan for implementing the upgraded software. The implementation plan must include the following elements: 1) The estimated implementation timeframe; 2) An overview of project phases, major milestones and deliverables; 3) A matrix of proposed roles/responsibilities for City staff and the Proposer; and 4) All project assumptions. The description of the implementation plan must also include, at a minimum: 1) How the current configuration will be analyzed; 2) How the “fit / gap” analysis will be conducted (including report documenting final analysis/scope) so the City may take advantage of the new functionality provided by the upgrade; 3) How “best practices” for PeopleSoft Public Sector will be incorporated into the upgrade; and 4) How the prototype will be configured and a the testing plan that incorporates the various test moves and final move of the technical upgrade.
- ❑ Project organization chart showing both the City and contractor staff.
- ❑ Resumes of proposed contractor staff
- ❑ Specific assumptions related to the work effort estimates for data conversion and interfaces (e.g., amount and type of data to be converted, the specific interfaces included in the work effort estimates).

Note: The City’s preferred start date would be March 2011 due to fiscal year closing. To avoid additional costs from our hosting vendor, the upgrade needs to be completed within seven (7) months and before September of 2011 so that the City can prepare for Open Enrollment. However, the City is open to considering other options and proposals. Upgrade must be completed in time for preparation of the City’s Open Enrollment period normally beginning in September. The City plans to provide a minimum of 50% of the implementation staffing hours, but reserves the right to alter this ratio after further discussion with Proposers. Pricing for services should assume 50% implementation work-effort by the City and 50% work effort by the implementation consultants.

3.7 CLIENT REFERENCES

(Section 6). The City considers references of implementation services to be important in its decision to award a contract. All references provided will be contacted by the City during the selection process. The City will not work through a Proposer’s Reference Manager to complete a reference. Proposers must provide a direct client reference that has complete information on the firm’s role and engagement scope.

UPGRADE SERVICES – Proposers must provide five (5) references for clients similar to this procurement where they have upgraded PeopleSoft applications (upgrades to the latest released version are more desirable to the City). (Reference forms are attached to this proposal.)

3.8 COST PROPOSAL

(Section 7). Respondents should submit project costs for each scope option. Each cost proposal must include all costs related to implementing the scope elements described in this RFP. The City may award a contract based on initial offers received without discussion of such offers. A Proposer's initial offer should, therefore, be based on the most favorable terms available. The City may, however, hold discussions and negotiate further with those Proposers that it deems, in its discretion, to fall within a competitive range. It may also request revised pricing offers from such Proposers and make an award and/or conduct negotiations thereafter.

3.8.1 Instructions for completing the **Cost Schedule**

- ☐ Schedule A1: Cost Schedule. Proposers must list all of the assumptions related to the cost proposal, staffing estimates, or any other aspect of this RFP.

3.9 EXCEPTIONS TO THE RFP

Respondents who take exception to certain requirements in this RFP risk their proposal being rejected.

3.10 REQUIRED DOCUMENTS

All requested information in this RFP must be supplied with the proposal or risk the proposal being rejected.

3.11 SAMPLE DOCUMENTS

(Section 9.0). To establish a complete and competitive proposal, Proposers must include sample copies of the following documents:

- ☐ Sample Statement of Work from previous engagements (the name of client can be removed)
- ☐ Sample Work Plan
- ☐ Fit/Gap Report or equivalent

Attachments

Attachment 1: Current Financial System Background Information

Attachment 2: Current HRMS Background Information

Attachment 3: Technology Background Information

Attachment 4: Proposed Cost Schedule – Professional Services

Schedule A1: Total Estimated Project Cost

Schedule A2: Cost Assumptions

Attachments

Attachment 1: Current Financial System Background Information

Description of the Current Financial System

Number of Named Users: 520

Modules In Production

The following table lists the Financial modules that are currently being used by the City. Additionally, the extent to which the functionality within the module is being used is rated on a 1 to 5 scale with 1 being very minimal usage and 5 being extensive usage. Comments concerning the utilization of each module are also included.

Module	Utilization Rating	Comments
General Ledger	4	Entry Events, Spreadsheet Journal Entry, InterUnit Accounting, Alternate Accounts, VAT, Average Balances, Multiple Currencies, Consolidations, and HTML access are not used.
Accounts Payable	4	Recurring Voucher Contracts, Payment Schedules, Prompt Pay, Electronic Banking, Withholding, VAT, and Matching are not used. EFT is scheduled as a 2009 project.
Purchasing	4	Only a small part of Vendor Contracts, Item processing and receiving are used for inventory items. Procurement Analysis, EDI, Procurement Card, Receipt Accrual, and eBusiness applications are not used.
Inventory	3	There is limited use of Putting Away Stock, Printing Labels and Stock Fulfillment. Maintaining Containers, Planning, Transferring Stock Between Units, Allocating Lots, Load Management, Reserving Inventory, Shipping Inventory, Inventory Carts, and Managing Returned Material are not used.
Billing and Accounts Receivable	4	Consolidated Bills, Installment Bills, Credit Card transactions, Direct Debit Payments, Workflow and Conversations, Refunds, and Interface with Accounts Payable for Refunds are not used. In addition, the delivered dunning process is not used as it is replaced by a custom solution.
Asset Management	2	Limited use with Send/Receive Information, Financial Management, Depreciation, Reporting, and Accounting Entries.

General Ledger / Chart of Accounts

The City has defined only one Business Unit in the general ledger. The City uses the Account, Fund, Department ID, Program, Budget Reference, and Project/Grant ChartFields in the manner they were designed for. The SubClass field is used solely to identify specific budgetary dollars. A unique value (0000) was established for Budget Reference for Project/Grant Budget types that typically carry funding over across fiscal years. This use of Budget Reference has caused some customizations in panels; specifically for the drop-down boxes. The budgetary keys have not been customized from what had originally been delivered.

Budgeting

With the exception of allotments, the City utilizes all budget types to some degree. Most of the day-to-day spending on operation and maintenance activity is controlled through appropriation budgets. As a general rule, most funds with appropriation budgets tend to have revenue budgets as well. The City currently has not established any appropriation budgets that are tied to revenue estimates. The City has not yet used the full functionality associated with organization budgets as a means to establish control within an appropriation. To date, the City has used organization budget functionality primarily as a method of ensuring the use of proper combinations when inputting data, particularly in cases where establishing combination rules to accomplish this can adversely affect system performance. The City Comptroller's Office is responsible for the establishment and maintenance of all budget lines.

Projects and Grants

The City uses the Project/Grant (P/G) ChartField in a variety of ways. There has been some customization performed in this area, primarily consisting of the addition of fields to the Project Header table and a batch process to handle commitment control and tree updates. In most cases, P/G values identify specifically funded and approved projects. These projects may also have grants associated with them (the "Grant" type is not used, but rather one level Grants are established as a Project without Segments). In these cases, the special Project Budget Period described above is nearly always used. The P/G ChartField is also commonly used to track the cost of performing specific tasks that are really controlled budgetarily through Appropriation Budgets. A second customized panel was developed enabling user departments to establish lower level P/G values (Segments and Phases). Project level values (i.e. Projects themselves) are established and maintained by the Comptroller's Office, primarily due to the need to control budgetary authority.

Budgetary Control is established for all P/G values. In the cases where P/G values are used in conjunction with expenditure distributions controlled through Appropriation budgets, the related P/G budget lines tend to be high level zero dollar track budgets using the "normal" budget year. Where P/G budget types are truly being used to establish budgetary control, the level of control can vary. The most common is controlling budgets (and generally expending) at the Segment level. There are exceptions to this, the most significant of which is the City's Block Grant, where budgets are controlled at the Phase level.

Any changes made to P/G values are automatically written to a custom log file. This file is used as an input file in a batch program which is run twice daily. This program performs two functions. First, it updates commitment control setup tables to add or update project values required to define the projects within commitment control (control chart fields). Second, it adds nodes to the project tree structure referenced within commitment control budget definition (rule set chart field

tree). This function eliminates the manual updates required to define commitment control required.

Funding source pages have been developed to recreate most of the funding source logic that existed in PeopleSoft version 7.5, but eliminated in version 8.8. It includes funding source by year and an allocation of the funding source to Projects.

Allocations have been developed that run regularly to record accounting transactions. All of these use a customized view of a combination of the Journal Header and Journal Line tables.

Purchasing

For all services and commodities procured by the Business Operations (Purchasing) Division of the Department of Administration, users from a City Department enter a requisition form online. The Business Operations Division is responsible for the creation of the related Purchase Order. For those services and commodities that are not required to go through the Business Operations Division, the individual departments create a Direct Purchase Order. This includes releases against Blanket Purchase Orders as vendor contracts established by the Business Operations Division. Purchasing Agents in the DOA Division may dispatch Purchase Orders via email to vendors.

Accounts Payable

Accounts Payable uses decentralized entry of vouchers by the City departments. All vouchers, after manual approval by department managers, are forwarded to the Office of Comptroller for audit, posting and payment. The only exceptions to the manual entry of vouchers is for City payment of Worker Compensation claims and some payroll-related expenditures which are automatically loaded into the system using the custom programs that load the staging tables and Voucher Build. Separate Business Units are defined for these three types of voucher processing. Accounts Payable checks are reconciled using a file received from financial institution as input to the delivered reconciliation process. Vendors are archived along with all associated records using the delivered archive process.

Inventory

Inventory uses five (5) business units, one for each city warehouse. This allows each warehouse to configure the system to their unique needs and to maintain separate transaction data records. Inventory material stocking, issue, and adjustment transaction data is manually entered. The system then processes this data and adjusts item on hand quantity and average unit cost information.

Accounts Receivable

The City uses Non-Consolidated billing to bill parties that owe money to the City. Invoices are produced daily, and the activity is posted to Accounts Receivable and the general Ledger each weeknight. Receipts, Aging, and Dunning Invoices are processed on a weekly basis. A custom batch interface from the Treasurer's cashier Interface is run daily to provide these payments to Accounts Receivable; this interface is similar to the interface used for cash receipts, as described in the next paragraph. Custom Dunning Invoices are produced on a weekly basis.

The City uses the Receivables module to record direct journal entries related to the cash received by City Departments. Each department that receives cash, records their direct journal entry into the system before depositing the actual cash with the City's Treasurer's Office. From the Treasurer's cashier system, an interface to the General Ledger is created on a daily basis that updates the cash balances for not only the transactions described above, but also for all cash received by the Treasurer's Office.

Asset Management

Assets are loaded once a year with a custom batch program and using the on-line pages. Depreciation is straight-line with a half-year convention. It is run once a year, but is a monthly calculation. As a government agency, the acquisition chartfields are to be recorded separately and in more detail than the chartfields for cost/depreciation. This is to meet audit requirements necessary for the City and related to federal grants. Multiple books (four) are defined to correspond to various funds. The Office of the Comptroller will control the physical inventory setup and run the final updates after each physical inventory is completed by operating department personnel, who will run the delivered extracts, update the spreadsheets with physical inventory results, load the results, and reconcile differences.

Other Processes

In addition to the processes discussed above, there are other processes that require financial transactions to be recorded manually to the general ledger. These include inter-departmental billing and others that are maintained by a variety of methods. "Other" includes resolutions approving budget transfers, accruals and deferrals, taxes and special assessment receivables, long-term debt and other corrections and adjustments. The City prepares journal vouchers to record this activity.

A major interface was developed capturing costs in the PeopleSoft Payroll System and summarizing them into a journal entry for posting to the ledger. The accounting distributions for payroll transactions are developed by a combination of data defined in the PeopleSoft Payroll system and the use of a customized version of PeopleSoft (Payroll) Account Codes. These Account Codes reside within the HRMS system and are updated from the Financials system using a database link.

Account Codes for all intents and purposes are values that translate to pieces of an accounting distribution. Account Codes are established that essentially translate to a given Program and Project/Grant (P/G) value. The value of the Account Code is literally a concatenation of the Program and P/G value. Optionally, specific Fund, SubClass, Account and Department ID values can be associated with this combination of the Program and Project/Grant value. Some logic exists to check for the existence of budget lines when account codes are created that attach to P/G values.

When determining accounting distributions, nearly all portions of the accounting distribution are derived from values found in the processing and computation of Payroll. For example, payment types are associated with specific Account values and the Department ID of the employee being paid is associated with a specific Department ID value. Depending on the payment code used, portions of these and other default values may be overridden if the related time entry contains an associated Account Code. The Payroll interface summarizes the gross payroll costs to unique accounting distributions, and summarizes them on journal lines for posting.

City departments are responsible for the initial creation of account codes, but subsequent maintenance has been restricted to the Comptroller's Office.

Reporting

On a daily basis, Nvision reports are generated that provide account and budget status information to all departments.

Customization Review – Financials v 8.8

During implementation, the primary goal of the City was to minimize customizations to the system. To the extent possible, this philosophy has been continued. The major customizations that have been implemented are defined below. Tables, including interfaces, custom SQRs, custom Crystal reports, and custom nVision information follow. This should not be considered a complete list of all interfaces and customizations. In the future upgrade of the Financial system, the City desires to roll back modifications where appropriate and move toward a more baseline implementation of the PeopleSoft product.

Major Customizations

- The ability to split the responsibility in the maintenance of P/G chartfields between groups that could create them at their highest level and groups that could create and maintain them at lower levels. Based on this maintenance, batch process is run which updates commitment control online pages and the associated project tree to replace the manual updates required for these project definitions.
- Security that controls the user's ability to impact budgets from all financial subsidiary modules except Receivables and General Ledger. It determines which budgets the user has access to and displays only those.
- The expansion of the Funding Source in P/G panels to enable the capture of additional information required for sources of funds other than the Federal Government.
- Creation of an account code table that edits against project/grant definitions and is used for validation of payroll charges against these types of accounts.
- Payroll interface to General Ledger that captures all labor-related costs from the PeopleSoft HRMS system and aggregates the very detailed data to unique chartfield values. The GL Interface file is the source of many custom reports.
- Extract and load of Project Billing information based on activity record in general ledger files for specific projects. The extract is formatted so that it can be used to load records into the Billing module to create invoices.

Major Interfaces

Interface	Description	Source or Recipient
Worker's Compensation	Inbound: Two files are retrieved from a third-party system and contain separate information used to load vendors and vouchers into the payables module.	Third-party system
Imaging	Outbound: A text file is sent which indexes vouchers for cross-reference in City's imaging system.	Departmental file server
Cashier	Inbound: Cash transactions that are transformed in journal entries to record cash related transactions generated from the City's cashing system. AR-Cashier is similar inbound interface that is used to load payments for Bills generated from Financials.	Departmental file server
Positive Pay	Outbound: File containing all checks generated through AP.	Departmental file server
Payroll	Inbound: Labor costs generated from payroll that will be loaded to GL as well to a GL Interface file.	eServer
Payroll Vouchers	Inbound: Voucher records generated from payroll that are posted to Payables using a custom load to the staging tables which are loaded with Voucher Build.	Departmental file server
Budget Journal Load	Inbound: EXCEL spreadsheet containing budgetary data is loaded into PeopleSoft to post to permanent budget lines.	Workstation
Bank Reconciliation	Inbound: Reformats file received from banking institution to flag Account Payable checks that have cleared.	Third-party system
Fixed Asset Load	Inbound: EXCEL spreadsheet containing asset information that is loaded into PeopleSoft to create individual assets.	Workstation

Reports And File Archiving (Custom)

Report Title	Module	Report Type
Grant Expenditure Summary & Detail	General Ledger	SQR
Single Audit File and Error Report	General Ledger	SQR
Project Ledger Detail	General Ledger	SQR
Arbitrage Bond Expenditures Tracking	General Ledger	SQR
Control Group Register	Payables	Crystal/Query
Vendor Contracts Expiring	Purchasing	Crystal/Query
Vendor Contracts by Percentage Completed	Purchasing	Crystal/Query
Requisitions Received	Purchasing	SQR
Requisitions to Work	Purchasing	Crystal/Query
Dunning Invoices	Billing	SQR
Labor Job Cost (Police Only)	GL Interface	SQR
Overtime by Job Code	GL Interface	SQR
Detail Hours and Dollars Report	GL Interface	SQR
Labor Job Cost	GL Interface	SQR

Report Title	Module	Report Type
Summary Overtime Report (Police Only)	GL Interface	SQR
Funding Source	General Ledger	Crystal/Query
Security User Maintenance Request	Other	SQR

Data Change Programs And Associated Reports(Custom)

Report Title	Module	Report Type
Update Date Range (Allocations)	General Ledger	SQR
Update Voucher Accounting Line	Payables	SQR
Inactive Account Code	Other	SQR
Load Project Billing	Billing	SQR

Nvision Category	Number of Reports
Departmental Appropriations	2
Fund Trial Balance	2
Public Service Commission	2
Cash In Transit	1
Project/Grant	6
Project/Grant Budget Balances	7
Miscellaneous	2

Attachments

Attachment 2: Current HRMS Background Information

Description of the Current HRMS Process

Number of Named Users: 407

Number of Self-Service Users: 7,200

Modules In Production

The following table lists the HRMS modules that are currently being used by the City. Additionally, the extent to which the functionality within the module is being used is rated on a 1 to 5 scale with 1 being very minimal usage and 5 being extensive usage. Comments concerning the utilization of each module are also included.

Module	Utilization Rating	Comments
Payroll	5	RetroPay, FLSA, Specific US Government or Canadian Processing are not used
Base Benefits	4	Nondiscrimination Testing, FMLA, Vacation Buy/Sell, and Retroactive Benefits are not used.
Benefits Administration	5	Multiple Currency is not used.
Human Resources	3	Job Requisitions, Applicant Processing, Interviews, Recruitment Processing, Training, Managing Performance, Career Planning, and Faculty Events are not used.

HRMS Setup

Within the HRMS 8.9 system, the City has defined two companies, one establishment, one setid, and six paygroups, of which four are regularly used. There are 35 departments (107 active department ids), 35 benefit programs, and 26 salary administration plans. In 2008, the City brought into HRMS as a separate company the 34 employees of the affiliated agency, Redevelopment Authority for the City of Milwaukee (RACM). RACM follows the same pay and benefit rules as City employees including benefits, time entry, COBRA, benefits billing and self-service, but keeps all financials interfaces separate. Payroll clerks (84 including backups) in each City department or agency, coordinated through the Department of Employee Relations (DER), enter new hires and other job actions into the system. Each workday, the Employee Benefits Division (EBD) of DER runs Event Maintenance. Every other week, the Comptroller's Office staff runs payroll processes and produces payroll reports and interfaces. There are approximately 7,200 biweekly payment transactions, with 86% being direct deposit and 14% paychecks.

Hire

Generally, the City uses the hire process and job pages in the manner they were designed, utilizing the auto-numbering feature for new employees. Three fields have been added to both Organizational Instance and EMPLOYEES tables. Changes to the EMPLOYMENT page added frozen anniversary date, job department seniority date, and crew id. The frozen anniversary date is information needed by payroll clerks for processing vacation payments, job department seniority date is used for Civil Service and seniority rules, and crew id is used for the time entry interface. New departments, earnings code and other payroll setups are added by the Comptroller's Office; new jobs, grades, steps, pay components and action reason codes are maintained by DER.

To restrict operator access to specific departments, departmental role security is used.

Position data is being maintained to provide better control for positions and to provide more management reports about the workforce.

Job Data and Personal Data

There is a small amount of customized PeopleCode related to the add person and job pages. This includes using a department view allowing row level security, producing a hard error if a duplicate social security number or EMPLID is entered, and reviewing actions and reasons. In addition, three workflows are set up for processing related to job changes. The workflows are: New Hires, Rate Job Change, and Separation.

Benefits

The City uses the Benefits Administration module and currently provides the following benefits: health and dental insurance, including domestic partners; commuter value pass; group life insurance—highly customized; long-term disability; 457/deferred compensation; leave plans for sick, vacation, compensatory time off for overtime worked, holiday, sick leave incentive program, transitional vacation (TVA), and injury; flexible spending; and retirement. Custom SQR programs have been written to add City functionality for leave processing. The programs limit maximum hours per pay period and maximum leave balances as well as perform leave substitution. A custom program has been written to allow the leave accrual process to be submitted more efficiently.

Event and Eligibility rules have been established for all benefits. The administration of benefits is decentralized, but Event Maintenance is run daily by EBD. The City also runs Open Enrollment using Benefits Administration. The Employee Benefit Information Statement and Confirmation Statement have been customized to include City information. The City breaks up the Open Enrollment schedules using BAS Group ID. A custom program is run annually to load the BAS Group ID values.

Time Entry

The Department of Public Works wrote a Java/Oracle-based time entry system, which is used for exception or hourly reporting and pay adjustments. This time entry system uses snapshot data from the PeopleSoft Oracle database to populate its tables. This data is refreshed every 15 minutes from the HRMS production database. Thirty-six percent of employees are exception hourly. Data from the time entry system is loaded into a PeopleTools-based Payroll Front End that edits the data for accurate earnings codes, shift codes, dates, and various job-related

parameters. This Payroll Front End provides pages that allow Payroll Administration employees to correct data that fail edits.

As required, custom programs may be used to mass load either one-time or ongoing deduction data.

The biweekly input to payroll includes the following approximate counts: 117,000 records from the time entry system; and 50-200 tuition reimbursement payments. Also processed biweekly are the Fair Labor Standards Act (FLSA) overtime adjustment transactions. These FLSA overtime adjustments are calculated in a custom set of PeopleSoft objects, developed by the City.

In addition to the custom FLSA overtime adjustments, customized programs have been created to calculate pension contributions and hours. Both of these processes are run after all payroll calculations have been done and just before the payroll confirmation. Both FLSA overtime processing and pension processing depend on output of the payroll calculation process (PayCalc) for their data. Recent changes require the City to run "final" PayCalc, compute and load FLSA adjustments and pension data, and re-run "final" PayCalc and associated jobs.

Payroll

Once paysheets are created and populated, using data from the front-end system and a custom Paysheet Load program, the Comptroller's Office continues payroll processing using PeopleSoft functionality. RACM payroll is processed separately from the general City payroll. Employees have general deductions taken, including union dues, along with standard tax and benefit deductions. The City makes FLSA and Non-Discretionary Bonus overtime payments. The City has modified the paycheck and direct deposit advice forms.

After payroll is calculated and confirmed, several interface jobs are run. These interface jobs transfer information to files that are then sent out and/or processed by the appropriate functional specialists. The interfaces include: general ledger, accounts payable (both PeopleSoft), credit union, DC 48 union dues, outbound check reconciliation, savings bond, ACH, pension contributions, deferred compensation and FSA deductions, Affirmative Action Plan Reporter (AAPR) data file, and Milwaukee Police Department roster.

A major interface was developed capturing costs in the PeopleSoft Payroll System and summarizing them into a journal entry for posting to the ledger. The accounting distribution for payroll transactions is developed by a combination of data defined in the PeopleSoft Payroll system and the use of a customized version of PeopleSoft (Payroll) Account Codes. These Account Codes reside within the HRMS system and are updated from the Financials system using a database link.

Financial reporting for RACM uses primarily the methodology as described above for both accounts payable and general ledger. Separate programs exist to satisfy the system requirements of the RACM financial system (non PeopleSoft).

COBRA

COBRA processing is run weekly by EBD. As needed, COBRA action values have been included in the action reason tables. Using PeopleSoft functionality, Event Maintenance prepares the employee for COBRA processing, which determines the eligibility based on COBRA Event Rules defined by the City. Some customization was done related to the notification letters. The

notification letter program was copied to create a data file, which is merged with a Word template to produce the COBRA letters.

Benefits Billing

The City uses Benefits Billing to send COBRA bills each month. Using COBRA enrollments and some manual enrollments for medical leave, the City bills for health and dental insurance. Employees on a medical leave pay the employee portion for six months; therefore, their charges are entered manually. Once the six months are over, they are enrolled in COBRA appropriately. The Billing Statement has been highly customized and includes a scanline with an OCR (Optical Character Recognition) font to allow for processing by the City Treasurer's Office. The payment data is uploaded from the Treasurer's network to the UNIX server. Using a custom program to reformat and the delivered payment interface program, payments are loaded each week into PeopleSoft.

Self-Service

Employees use self-service to update personal information, such as name, address, or emergency contacts using eProfile. They use eBenefits to view benefit information and enter enrollments during open enrollment, upon hire, or during a life event. ePay can be used to view paycheck information. Some customizations exist related to the display of information. Workflow is used for the approval of name, address, and phone number changes.

Upon hire, the group build and create user functionality is used to establish user ids for employees and passwords. The create user functionality has been customized so the generated passwords meet the City's security standards for passwords. A query is used to retrieve the necessary data and merge into letters which are distributed to the employees.

Customization Review – HRMS v 8.9

During implementation and upgrades of HRMS, the primary goal of the City of Milwaukee was to minimize changes to the system. To the extent possible, this philosophy was continued in the recent upgrade to version 8.9. Below are identified major modifications and customizations that have been implemented. Tables; including interfaces, custom SQRs, and custom Crystal report information follow. This should not be considered a complete list of all interfaces and customizations. Wherever possible, the City has rolled back the modifications and moved toward a more baseline implementation of the PeopleSoft product.

Major Customizations:

- Payroll interface to General Ledger that captures all labor-related costs from the PeopleSoft HRMS system and aggregates the very detailed data to unique chartfield values. The GL Interface file is the source of many custom reports in the financial system.
- Fields have been added to the PER_ORG_ASGN, and Y_EMPLOYEES_VW tables.
- Workflows exist for three types of job changes. The main purpose is to provide worklists for DER staff so they can review personnel changes entered by payroll clerks.
- Because of the way the City offers group life insurance, a custom program was written to calculate coverage amounts as needed and insert life insurance rows for

additional plan types. The program also does some editing to ensure an employee is not enrolled in a supplemental plan without the proper basic plan.

- The Leave Accrual process program has two custom programs surrounding its processing. Prior to running Leave Accrual, a custom program is run to cap the service hours so the maximum leave per pay period occurs. Another program runs after Leave Accrual to provide leave substitution between TVA and vacation. In addition, a custom program has been written to allow the leave accrual process to be submitted once, but process all 200+ leave plans.
- If an employee does not work his or her full 80 hours in a pay period due to overtime hours, specifically due to snow removal, he or she is entitled to pension hours and contributions on the overtime, up to a maximum of 80 hours. A program has been written to review hours and earnings and adjust the pension contribution and hours based on this review. It is run just before payroll confirmation.
- Taking time entry data from custom time entry system, a PeopleTools-based Payroll Front End module loads payment data from flat files and edits the data for accurate earnings codes, shift codes, dates, and various job-related parameters. This Payroll Front End allows Payroll Administration to correct data that failed edits. This data is used to create paysheets; then a custom paysheet load program is run.
- The on-going FLSA payments are produced using a custom process that utilizes data from the JOB and EARNINGS tables along with earnings data from PAY_EARNINGS and its subsidiary records. Output is in a format that can be directly loaded into payroll at the appropriate time. This custom process was required due to the lack of support for Police and Fire FLSA cycles and unique City needs regarding compensatory time.
- Federal legislation requires that "non-discretionary" bonuses (NDBs) be prorated across the applicable time period, effectively increasing the base rate used to calculate the mandatory 1.5x overtime rate. A custom process produces the FLSA NDB payments annually. This SQR program uses payment data produced by the GL interface, actual hours worked data from the Payroll Front End, and eligibility data from the JOB and EARNINGS tables. Output is in a format that can be directly loaded into the custom Payroll Front End. An audit report is also produced.
- Due to a Global Pension Settlement (GPS), the City has to deduct 1.6% of pensionable earnings for eligible employees. This deduction is taken for a period of eight years. These deductions apply to General City employees hired after 1/1/2000. The City added PeopleCode to populate an eligibility configuration field related to this. In addition, another custom program was written to calculate the deductions and load them each pay period as one-time deductions. Between final pay calculation and payroll confirmation, the process includes running three custom programs in the necessary order to correctly calculate pension contributions—after-tax and nontaxable. In addition, an interface file is returned from ERS noting incorrect GPS deductions or those that have completed their eight years of payments. If the payments are completed, JOB rows are inserted to set up the necessary benefit data so the proper pension enrollment occurs.
- As required, custom programs are used to load either one-time or ongoing deductions.

Major Interfaces

Interface	Description	Source or Recipient
Check Reconciliation Outbound	Outbound: Information about printed checks. Sent to bank.	eServer
ACH	Outbound: Information about direct deposit advice forms printed. Sent to bank.	eServer
Savings Bonds	Outbound: File containing deduction information for savings bonds. Sent to Federal Reserve Bank	eServer
Milwaukee Metropolitan Credit Union (MMCU)	Outbound: File containing deduction information taken for credit union deposits. Sent to MMCU.	Departmental file server
DC48 Union Dues	Outbound: File containing deduction information for District Council 48 (AFSCME) union dues. Sent to DC 48.	Departmental file server
Pension Contributions	Outbound: Information about employees pension hours, earnings, and contributions. Sent to City's pension system.	UNIX server
Deferred Compensation and FSA Deductions	Outbound: Two files are created containing information about deductions. Deferred Compensation file is e-mailed to administrator. FSA file is e-mailed to FSA administrator.	Departmental file server
MPD Roster	Outbound: Creates an interface file for the Milwaukee Police Department to provide core HR data for the existing MPD Roster File System, in order to meet various MPD personnel data needs.	Report Repository
Accounts Payable	Outbound: Voucher records generated from payroll that are posted to Payables using EDI Manager.	Departmental file server
General Ledger	Outbound: Labor costs generated will be loaded to G/L as well as to a G/L Interface file.	Financials Server
Affirmative Action Program Reporting (AAPR)	Outbound: Creates a file with employee information for affirmative action planning. Used by DER as needed.	Report Repository
FSA Eligibility	Outbound: Information about all employees eligible for flexible spending accounts. Sent to administrator of FSA.	Departmental file server
Benefits Billing	Inbound: Each week, a file is transferred from the Treasurer's server to the HR server. File is reformatted to load payments into Billing.	Departmental file server
Time Entry	Inbound: Time entry records are transferred from the DPW Time Entry system to payroll for processing.	Departmental file server
Garnishment Detail	Outbound: Detailed data of garnishment records for Treasurer's Office.	Departmental file server

Interface	Description	Source or Recipient
United Way/ Combined Giving & UPAF General Deductions	Inbound SQR: Creates General Deduction rows for Combined Giving & United Performing Arts Fund from Excel spreadsheets.	Workstation
Mass Load 1-Time Deductions	Inbound SQR: Mass Loads One-Time Deductions from excel spreadsheet	Workstation
Police Overtime by Location	Outbound: File containing information about police overtime by location for pay period just processed.	Report Repository
Pension GPS Passback	Inbound: File containing information about GPS deductions. Included are incorrect deductions or employees that have completed their eight years of contributions.	Workstation
MPD Officer	Outbound: File containing information about active police officers.	Report Repository
Workers Compensation	Outbound: File containing employee information. Used in third-party workers compensation system.	Unix Server
TALX	Outbound: File containing employee information. Used by third-party service for employee verification.	Unix Server

Reports And File Archiving (Custom)

Report Title	Module	Report Type
SLICP Eligibility Report	Benefits	SQR
Time Owed and Allowed Report	Benefits	SQR
Benefits Termination Report	Benefits	SQR
Benefits Information Statement	Benefits	SQR
Benefits Dependents List (used in Benefit Information Statement)	Benefits	SQC
Confirmation Statements	Benefits	SQR
eBenefits Transaction Audit Report (check if used)	Benefits	SQR
Hours by Job Code Report	Human Resources	SQR
Query for Multiple Checks	Payroll	SQR
Other Earnings Register	Payroll	SQR
Police Other Earnings Report	Payroll	SQR
Payroll Register by Deptid	Payroll	SQR
Regular Hours Greater Than Standard	Payroll	SQR
Regular Hours Greater than Standard Hours by Week	Payroll	SQR
Benefit Deductions Not Taken	Payroll	SQR
Union Deduction Mismatches Union Code	Payroll	SQR
Bond File Create Rerun	Payroll	SQR
Hours Paid Report	Payroll	SQR
Firefighters Hours Report	Payroll	SQR
Payroll Queries	Payroll	SQR
Payroll Register	Payroll	SQR
Account Codes in Error	Time Entry	SQR
Billing Statement-COBRA Health & Dental	COBRA	SQR
COBRA Notification files	COBRA	SQR
Security Users Maintenance Request	Other	SQR
Pension Discrepancy	Payroll	SQR
MPSO FlexTime	Benefits	SQR
ERS Life Insurance Census	Benefits	SQR

Data Change Programs And Associated Reports(Custom)

Report Title	Module	Report Type
Update BAS Group ID	Benefits	SQR
Load Employee Paid Coverage	Benefits	SQR
Pension Deduction Modification	Benefits	SQR
Load Leave Accrual Process	Benefits	SQR
Maximum Leave per Pay Period	Benefits	SQR
TVA Substitution	Benefits	SQR
Overage Dependents	Benefits	SQR
Create Enrollment BAS Activity-New Hires	Benefits	SQR
Update EDI 834 Files	Benefits	SQR
Calculate 1.6% Employee Contribution	Benefits/Payroll	SQR
Fixed Bonus Percentage	Payroll	SQR
FLSA Payment Generator	Payroll	SQR
FLSA Non-Discretionary Bonus Generator	Payroll	SQR
Update Pay Earns/Pay Other Earns for Msg ID 138	Payroll	SQR
Load Daily Time Tables	Time Entry	SQR
Daily Time Edit Panel	Time Entry	SQR
Paysheet Load	Time Entry	SQR
Daily Time Edit Process	Time Entry	SQR
Create Work Record from Job	Time Entry	SQC
Create Current Account Code Work Record (2)	Time Entry	SQC
Retrieve Run Control Parameter	Time Entry	SQC
Reformat COBRA Payments	Benefits Billing	SQR
Calculate Check Digit for Scan Line	Benefits Billing	SQC
Create Scanline for Billing Statement	Benefits Billing	SQC
Update Benefit Run Control Date	Benefits	SQR
COBRA Termination Letter	Benefits Billing	SQR
Purge EAPS users	Other	SQR
FYP hint update	Other	SQR

Attachments

Attachment 3: Client Reference Forms



FORM 1: IMPLEMENTATION AND UPGRADE SERVICES

Implementation Services Firm Reference

Please provide at least five (5) references for PeopleSoft upgrade services that most closely reflect the City of Milwaukee's Financial upgrade scope option. Ideally, these references would have completed their upgrade within the last 2 years to the latest PeopleSoft versions available. Please use the following format in submitting references.

GENERAL BACKGROUND

Name of Government or Agency: _____ Phone: _____

Address: _____

Government Project Manager: _____ / Title: _____

Service Dates: _____ Software Program/Version (from / to): _____

Summary of Project: _____

Operating Budget: _____ Number of Employees: _____

PROJECT SCOPE

Please indicate (by checking box) functionality upgraded:

- | | | |
|--|--|---|
| ☐ (1) General Ledger | ☐ (6) Billing/Cash Receipts | ☐ (11) Human Resources |
| ☐ (2) Budget Preparation | ☐ (7) Labor Distribution | ☐ (12) Benefits Administration |
| ☐ (3) Projects Accounting | ☐ (8) Purchasing | ☐ (13) Payroll |
| ☐ (4) Grants Accounting | ☐ (9) Fixed Assets | ☐ (14) Enterprise Portal |
| ☐ (5) Accounts Payable | ☐ (10) Inventory | ☐ (15) Other _____ |

PROJECT COST

Implementation Services \$ _____

Government's Internal Cost (if known) \$ _____

Attachments

Attachment 4: Proposed Cost Schedule