

Township of Upper St. Clair Software & Services Request for Proposal

Issue Date: October 24, 2011

Issued By: Township of Upper St. Clair
1820 McLaughlin Run Road
Upper St. Clair, PA 15241

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Proposals Due: November 14, 2011
4:00 PM, EST

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Section 1 INTRODUCTION

You are invited to provide a written and electronic proposal to provide a comprehensive, fully integrated, public-sector Finance, Payroll, Administration/Human Resource, Community Development, Public Works, and Police Information System. This Request for Proposal (RFP) states the overall scope of products and services desired, specific software functionality, technology foundation as well as desired vendor qualifications. Before submitting a proposal, vendors shall examine the specifications in order to understand all existing conditions and limitations.

1.1 ANTICIPATED TIMELINE

Listed below are projected dates and times of actions related to this Request for Proposal (RFP). There may or may not be a formal notification issued for changes in the estimated dates and times.

SELECTION PROCESS	TIMEFRAME
RFP Issuance	October 24, 2011
Deadline for Questions	November 7, 2011
Vendor Proposals Due	November 14, 2011
Notification of Demonstration Dates	November 21, 2011
Demonstrations of Software	November 28 - December 16, 2011
Selection of Vendor	December 29, 2011
Contract Finalization and Award	January 9 - February 5, 2012

1.2 PROJECT GOALS AND BACKGROUND

For this project, we are focusing on implementing a new software solution for the following departments: Finance, Administration/Human Resource, Community Development, Public Works, and Police. Currently, our Finance department is using AccuFund, Administration/Human Resources doesn't have a software solution, Public Works is using GeoPlan, and our Police Department and Community Development both use CityView. The goal of this project is to migrate all of these departments to one software solution that is built upon a parcel based database.

Our network is Microsoft Windows and VMWare based. We want a solution that allows for virtualization.

The Organization's Goals Include:

- Eliminate the need for multiple software solutions across departments.
- Provide a central database that is parcel based.
- Migrate data from existing software solutions into this solution.
- Improve existing work flows and processes.
- Increase customer service levels and responsiveness
- Implement Best Practices through process review and re-design
- Increase citizen access to information and documentation
- Implement features that allow for greater staff efficiency and return on effort
- Decentralize business processes where appropriate

- Enter data once in a fully integrated solution to guard against clerical errors and data redundancy
- Select and implement a system that is intuitive and flexible to insure high utilization
- Deliver a system on-time and within budget that will serve the Organization well for 10 or more years

1.3 RESPONSE INSTRUCTIONS

The submitted proposal must follow the rules and format established within this RFP. Adherence to these rules will ensure a fair and objective analysis of all proposals. Each proposal will be prepared on the form provided and be submitted in a sealed envelope bearing the title "Enterprise Resource Planning Software & Services." Three (3) printed copies of the proposal and one electronic copy on CD must be provided. Each vendor shall be responsible for all costs incurred in order to prepare and submit their response to this RFP. To ensure a fair and objective evaluation of all proposals, vendors are required to submit all inquiries to the project contact noted on the cover of this RFP.

1.3.1 DELIVERY OF PROPOSALS

Delivery of Proposals: RFPs must be delivered by the date/time specified and to the place stipulated on the cover of this RFP. It is the sole responsibility of the vendor to see that their RFP is received in the proper time. Any proposal received after the proposal due date and time shall be eliminated from consideration.

1.3.2 PARTIAL RESPONSE

Partial Response: The Organization feels strongly that it is in their best interest to select a fully integrated suite of applications from one vendor. Vendors submitting partial responses may still complete the RFP as fully as possible. Please refer to Section 3 "Completion of Proposal Forms" for further instructions.

1.3.3 QUESTIONS AND COMMUNICATIONS

Questions and Communications: Vendors are hereby notified not to contact any member of the Evaluation Committee, or any member of the Organization staff and its' elected officials, except as provided herein regarding this proposal until such time as a contract has been awarded. Questions concerning any portion of this RFP shall be directed in writing (e-mail encouraged) to the below named individual who shall be the official point of contract for this RFP. All questions must be submitted prior to the Deadline for Questions as stated in the *Anticipated Timeline* above. Failure to adhere to this policy will result in disqualification.

Name:	Mark S. Mansfield
Title:	Assistant Township Manager
Email:	mansfield@twpusc.org
Address:	1820 McLaughlin Run Road Upper St. Clair, PA 15241

Section 2 PROJECT SCOPE

A high-level outline of the expected system solution:

2.1 SOFTWARE

- 1) Finance
 - a) General Ledger
 - b) Budgeting
 - c) Accounts Payable
 - d) Project/Grant Accounting
 - e) Fixed Assets
 - f) Purchasing/Requisitions
 - g) Accounts Receivable and Cash Receipts
 - h) Payroll/Time Clock/EFT Capability
 - i) Inventory
 - j) Financial Reporting including GASB 34 reporting

- 2) Community Development
 - a) Permits (including inspections and fees) - alarm, amusement devices, building, driveways, dye tests, electric, fire, grading, occupancy, sewer, street opening, zoning
 - b) Letters
 - c) Code Enforcement - notices of violation
 - d) Inquiries
 - e) Access to software from out in the field
 - f) Import Real Stats changes
 - g) Contractor lists and workers compensation information
 - h) Development cases/appeals - Planning Commission, Zoning Hearing Board, Building & Fire Codes Appeals and Advisory Board, Acceptance of improvement
 - i) Code amendments (ordinance and resolution tracking)
 - j) Sureties - performance/maintenance bond, letters of credit, cash deposits, escrow agreements
 - k) Reports
 - l) Associate pictures and documents with permits and cases.

- 3) Administration/Human Resources
 - a) Human Resources/Employee Portal
 - b) Applicant Tracking
 - c) Track Contracts/Renewal Dates
 - d) Track Meeting Votes
 - e) Track Grievances
 - f) Track Records Retention
- 4) Public Works
 - a) Work Orders
 - b) Daily Work Assignments
 - c) Inventory
 - d) Building Maintenance
 - e) Complaints
 - f) Roads
 - g) Sewer
 - h) Access to software from out in the field
 - i) Fleet management
 - j) Sign management
 - k) Calendar
- 5) Police
 - a) Citations
 - b) Incidents
 - c) Alarms
 - d) Lost/Stolen Property
 - e) On Street Parking
 - f) Vacation House Check
 - g) Student Directory
 - h) Rolodex
 - i) Officer Court Hearings
 - j) Animal Control
 - k) Vascar Reports
 - l) Bicycle Registration
 - m) Equipment Inventory
 - n) Equipment repairs
 - o) Extra Patrol

p) Street Directions

6) Misc.

a) Report Writing

b) ArcMap Integration

c) GPS Integration

2.2 SERVICES

- Project Management
- Software installation
- Data conversion
- Integration & interface development
- Training
- Ongoing support & maintenance services

2.3 DEMONSTRATIONS AND PRESENTATIONS

Vendors may be required to provide detailed demonstrations of proposed application software. Vendors may also be required to make presentations and/or provide written clarifications of their responses at the request of the municipality.

2.4 CONFIDENTIALITY

All information submitted as part of the vendor's proposal will be deemed confidential. Except as provided in the applicable public records law, there shall be no public disclosure of vendor's proposal submitted in response to this RFP, including but not limited to disclosure to a competing vendor.

2.5 ORGANIZATION DEMOGRAPHICS AND STATISTICS

The Organization currently uses INSERT VENDOR NAMES. The following shows an estimated summary of key transaction and operating volumes.

TRANSACTION AND OPERATING VOLUMES		CURRENT
ORGANIZATION		
Township of Upper St. Clair Population		7,000 households
Township of Upper St. Clair FY10 expenditure budget		\$25,380,000
Township of Upper St. Clair proposed FY10 expenditure budget		\$26,142,000
Total number of locations (Township Building, C&RC, PW)		3
Total number of computer system users		200
Number of concurrent financial system users		9 Suite Licenses but 47 users
Number of concurrent human resource system users		approximately 10

TRANSACTION AND OPERATING VOLUMES		CURRENT
Number of Other system users		approximately 100
Desktop Operating System		Windows XP and Windows 7
E-mail System		Google's Gmail
Internet Browser		Internet Explorer 8 or higher
GENERAL LEDGER		
Fiscal year starts		January 1st
Number of funds		22
Number of departments		8
PROJECT / GRANT ACCOUNTING		
Number of project / grant accounts		1
FIXED ASSETS		
Number of fixed assets		2,125
Fixed asset tagging capitalization threshold		\$1,000
PURCHASING		
Number of regular purchase orders (monthly)		250
Number of purchasing/AP vendors		1,920
ACCOUNTS PAYABLE		
Number of accounts payable checks (monthly)		500
Frequency of accounts payable check runs		weekly
ACCOUNTS RECEIVABLE & GENERAL BILLING		
Number of Accounts Receivable statements mailed (monthly)		20
Number of transactions (monthly)		3,300
HUMAN RESOURCES AND PAYROLL		
Number of full-time employees		133
Number of part-time employees		333
Payroll frequency		Bi-weekly
WORK ORDERS		
Approximate number of work orders (yearly) (software must support different types of work orders for different departments, ex: Public Works, Facilities Maint., Information Technology)		Community Development:500 Police: 3,500 Public Works: 5,000 IT:400

Section 3 COMPLETION OF PROPOSAL FORMS

Vendors should submit all the information and documentation requested in Section 5 (Vendor Proposal) of this RFP. Most subsections require a narrative description and then also have questions listed in a table format for ease of evaluation. All responses should be added to this document or submitted as a separated Word document with the subsections clearly identified.

3.1 SOFTWARE CAPABILITIES AND COST PROPOSAL

Software Capabilities and Cost Proposal should be submitted as attached spreadsheets. Vendors should also attach and submit the Bid Form and Responsibility of Bidder Form. Vendors are instructed to complete Software Capabilities by placing an X in the correct column (YES, NO, MR, F) for each requirement as described below:

Coding Key:

Y= YES	Indicates that the vendor's standard software meets and/or exceeds the requirement and the stated functionality is in the current <u>General Release</u> of the software.
N = NOT PLANNED	Indicates that the vendor's software does not and cannot meet this requirement
C = CUSTOM QUOTE	Indicates that a software modification is required to meet and/or exceed this requirement. If there is a cost associated with this modification, list the dollar amount in the cost column.
NR = NEXT RELEASE	Indicates the vendor will satisfy the requirement in a future release for no additional cost. Such future functionality must be in the <u>General Release</u> of the product within 12 months of contract date.
TP = 3RD PARTY PRODUCT	Indicates that the functional requirement can be met with a third party product. Please indicate name of the third party product under the comments section and include all associated costs in the investment summary.

3.2 PRICING ELIGIBILITY PERIOD

All Vendor proposals are required to be offered for a term not less than 180 calendar days in duration. A proposal may not be modified, withdrawn or cancelled by the vendor during the 180 day time period following the time and date designated for the receipt of proposals. All prices are assumed to Best and Final.

3.3 EVALUATION & RESERVED RIGHTS

Evaluation of the proposals is expected to be completed within 60 days after submission date. An evaluation team will evaluate proposals on a variety of quantitative and qualitative criteria. It is the Organization's intentions to procure the most functionally complete and cost-effective solution from a growing, viable and financially stable company that will meet both current and future needs. The lowest price proposal will not necessarily be selected. The municipality may award based on initial proposals received, without discussion of such proposals. Selected vendors may be invited to make oral presentations or product demonstrations to the evaluation team. The Organization reserves the right to a) reject any or all proposals, or to make no award, b) require modifications to initial proposals or c) to make partial or multiple awards. The municipality further reserves the right to excuse technical defects in a proposal when, in its sole discretion, such excuse is beneficial to the municipality. Inability to score as one of the top three vendors (Initial Proposal Evaluation) will eliminate vendor from further consideration. Failure to include in the proposal all information outlined herein may be cause for rejection of the proposal. Information and/or factors gathered during interviews, negotiations and any reference checks, and any other information or factors deemed relevant by the municipality, shall be utilized in the final award. The final award of a contract is subject to approval by The Board of Commissioners.

Section 4 EVALUATION CRITERIA

The Organization intends to enter into a long-term relationship with a well-established vendor whose products, features, design philosophy, and support policies come closest to meeting the Organization's needs. The selected vendor must be a well-established, financially stable firm committed to providing ERP software solutions to the public sector. The ideal vendor will have a significant installed base of public sector clients using the proposed financial management applications and a proven track record of delivering products and services on-time and within budget. The Vendor evaluation process will utilize the following approach:

4.1 INITIAL PROPOSAL EVALUATION

Initial Proposal Evaluation: The initial evaluation will be based strictly on the vendor's proposal response and be performed prior to any formal demonstrations, reference checking and/or site visits. The vendors with the highest score (no more than three) will proceed through to additional evaluation.

4.2 FINALISTS EVALUATION

Finalists Evaluation: Further evaluation associated with the finalist vendors will be performed as follows:

- Conduct scripted vendor demonstrations
- Evaluate implementation and support approach
- Perform reference checks
- Conduct site visits at the discretion of the selection committee

Based upon the proposal response, product demonstrations, and reference checks, the finalist vendors will be evaluated against the following criteria:

CRITERIA	WEIGHT
CORPORATE STRENGTH, VIABILITY AND DIRECTION	15
- Financial stability	
- Organizational structure	
- New client growth	
- Length of time company has been in business	
- Length of time product has been in the marketplace	
- Commitment to public sector	
- Quality of References	
- Qualifications of Resources	
- Comparable size of installations	
- Quality and clarity of proposal presentation	
- Conformance with proposal response format	
- Strategic vision and ability to execute	

CRITERIA	WEIGHT
APPLICATION FUNCTIONALITY	25
- Module Functional Requirements	
- General System Functions	
- Level of system complexity	
- Ability to positively impact operations through enhanced ROI and ROE	
- Reporting	
- Security	
- Overall ease of use (i.e., system navigation, menu/screen, organization, etc.)	
- Ease of customization and configuration	
- Product direction	
TECHNICAL INFRASTRUCTURE, ARCHITECTURE AND DESIGN PRINCIPLES	20
- Current, open, technology	
- Multiple Client configuration options.	
- Configuration management	
- Stability of product	
- Ease of integration with other 3rd party products	
- User Centric Design	
- Extent of native data / systems integration (excludes use of 3rd party products)	
- Ease of migration	
- Compatibility with existing infrastructure	
- Overall support complexity (effort, skill-sets)	
- System reliability	
- Operating system and database support services	
- System performance	
IMPLEMENTATION & SUPPORT SERVICES	20
- Strategic Relationships	
- Ability to provide timely mandated changes as part of support	
- On-going support procedures (prioritization, escalation)	
- Implementation approach (including amount and type of support)	
- Data migration approach	
- Vendor staffing provided on the project	
- Completeness of work plan	
- Vendor staff for support and development	

CRITERIA	WEIGHT
- Ownership of problems (scope of problem-solving responsibility)	
- Delivery of training (comprehensiveness, quality)	
- Additional Services such Change Management and Business Process Redesign.	
- Overall satisfaction with Vendor solution (support, success, training, flexibility, functionality, future direction, etc.)	
- Project Management approach	
COSTS	20
- Initial	
- Five year	
- Annual release/upgrades	
- Optional or third party products	
TOTAL SCORE:	100

Section 5 **VENDOR PROPOSAL INSTRUCTIONS**

Please include the following in your proposal:

PROPOSAL SUMMARY FORM

Name of Company	
Software Brand Name Proposed	
Name of Primary Contact for Follow-Up Questions	
Contact Phone Number	
Fax Number	
E-mail Address	

TRANSMITTAL LETTER (TWO PAGE LIMIT)

Please acknowledge that you have received, read and understand all aspects of the RFP and any addendum that may have been released in conjunction with the RFP. Please provide contact information of those that are authorized to participate in contract negotiations on behalf of your company.

SOLUTION SUMMARY (TWO PAGE LIMIT)

(Section 1)

Please describe your solution and how it addresses the stated goals of the project. This should be limited to how your proposed solution will directly benefit the Organization and your unique value that you add. Please avoid the use of boilerplate product information.

CORPORATE OVERVIEW (TWO PAGE LIMIT)

(Section 2)

Vendors must provide information about their company so that the Organization can evaluate the Vendor's stability and ability to support the commitments set forth in response to the RFP. The Organization, at its option, may require the Vendor to provide additional documentation to support and/or clarify requested information. The Vendor should outline the company's background including a brief description (e.g., past history, present status, future plans, company size, etc.). The Vendor should also submit (attach) an Annual Report or audited financial information for the past two (2) completed fiscal years, which includes income statements, balance sheets, and statement of cash flows.

QUESTION	RESPONSE
1. Please state the year the Vendor started in the business of selling public sector ERP system solutions?	
2. How many new public sector ERP contracts do you average annually?	
3. Please list and briefly describe any strategic partnerships you have.	
4. Please list the your total revenues in the previous four years:	
2009	
2008	

QUESTION	RESPONSE
2007	
2006	
5. How many total employees does the vendor have in each of the following categories:	
Sales & Marketing	
Research & Development	
Help Desk & Support Staff	
Application Development Staff	
Implementation Staff	
Other	
Total	
6. Specify the number of public sector vs. private sector clients.	
7. Indicate whether the business is publicly held or private.	
8. What percentage of revenues does this offered system represent to your company verses other products/ services?	
9. Indicate if the company incurred an annual operating loss in the last 5 years.	
10. What is the current staff turnover rate for your company?	
11. What is the vendor's percentage of annual revenues reinvested into research & development?	

APPLICATIONS SOFTWARE

(Section 3)

The Vendor is required to provide a general description of the application program product and how it will meet requirements of this RFP. Describe opportunities for making local customizations or development of interfaces without compromising the integrity of the base system. Also include in this description the following: content management capabilities, GIS integration and capabilities, and web based e-Gov solutions (including what is available for employee access, citizens' access and credit card processing).

QUESTION	RESPONSE
1. Is the product sold on an <u>unlimited</u> user site license basis? If no, please explain.	
2. Is your system SOA (Service Oriented Architecture) based? Describe how your solution utilizes web services.	
3. What is the system architecture? (web-based, client/server, mixed)	

QUESTION	RESPONSE
4. What is the vendors proposed custom report writer and does the vendor provide a library of customizable reports? What report services does the vendor offer?	
5. Please describe your application workflow capabilities.	
6. Is the system fully integrated across all modules proposed so data is only entered once and can be searched on throughout the system? If so, please explain how this is accomplished.	
7. Do the proposed applications rely on intermediary services such as Citrix or Terminal Services? If so, to what extent?	
8. Does the system provide role based security?	
9. Is the system integrated with Microsoft Word, Excel, Exchange and Share Point? If so, to what extent?	
10. If future versions of your software are scheduled to be built with RIA (Rich Internet Application) technology—such as Silverlight or Flash—specify time lines for this development.	
11. Are all of the software modules quoted owned and developed by your company? If not please list the modules, 3 rd party owners or developers and describe their relationship with your company.	

HARDWARE, OPERATING SYSTEM AND PROGRAMMING

(Section 4)

The Vendor is required to provide the following information. Please include the minimum requirements for the computer hardware environments in which the proposed software will run (server & workstation). This should include the supported operating system(s) and database system(s) as well.

QUESTION	RESPONSE
1. What hardware platform(s) does the vendor proposed application software currently operate on?	
2. Does the vendor support more than one server operating system? If so please list products and versions.	
3. What client environments are supported (Windows thin client, Active-X, Macintosh, Web Browser etc...)?	
4. Is the proposed application developed with a formal usability testing environment? Please provide details as to how usability is taken into	

QUESTION	RESPONSE
consideration and the credentials the vendor's staff in terms of usability.	
5. Explain how your system architecture allows for future growth and scalability.	
6. Is the application available in a hosted or ASP model?	
7. Does the system support the use of a Storage Area Network (SAN)?	
8. Does the system support industry-standard virtualization platforms? If so, which ones?	

IMPLEMENTATION SERVICES

(Section 5)

QUESTION	RESPONSE
1. Please describe the vendor's implementation methodology.	
2. Does the vendor utilize 3 rd party resources or contractors in their implementations?	
3. How many PMP certified Project Managers does the vendor currently have on staff?	
4. Does the vendor offer a Production Ready approach to implementation whereby your staff will define and populate all tables and parameter files? If so please describe the approach and how you assure knowledge transfer.	
5. How many new client Implementations (live on all modules) did the vendor perform in each of the past 3 years.	
6. What level of guarantee does the vendor offer to insure the quality of implementation services delivered?	

Please describe your approach and define your deliverables for the following implementation services. It is expected that your proposal includes these services at a minimum.

1. Project Scope Agreement
2. Project Assumptions
3. Personnel Assumptions
4. Technical Support Assumptions
5. Operational & Knowledge Transfer
6. General Project Activities and Deliverables
7. Data Conversion Process Steps and Activities

8. Change Management Approach
9. Communication Plan
10. Quality Management and Testing
11. Project Risk Management
12. Schedule Management
13. Resource Management
14. Education Plan
15. Sample Implementation Plan

ON-GOING SUPPORT AND MAINTENANCE

(Section 6)

The Vendor must specify the nature, costs and conditions of any post-implementation support options including:

1. On-site support
2. Telephone support
3. Operating system and database support
4. Release Assistance
5. Availability of user groups
6. Escalation options and procedures

Identify the party or business unit that is responsible for the support options provided above. Additionally, it is requested that the Vendor submit their Help Desk “prioritization” of support calls and their call “escalation procedures.”

QUESTION	RESPONSE
1. Does the vendor agree to waive the first year of application maintenance fees?	
2. Does the vendor have a toll-free support line?	
3. Does the vendor have regional and national User Groups?	
4. Does the vendor have an Annual User Conference?	
5. Please list the locations of support staff that will be utilized by the Organization	
6. What are the support hours of operation?	
7. Does the vendor have a customer Advisory Board?	
8. Does the vendor assign one individual to take ownership of any support issues the Organization may have?	
9. Will the vendor provide unlimited telephone support as part of their annual support	

QUESTION	RESPONSE
agreement?	
10. Does the vendor provide and maintain a searchable knowledgebase of product support materials made available to its client base?	
11. Does the vendor provide a customer only web site complete with documentation and software downloads?	
12. Does the vendor provide an electronic forum for clients to communicate with each other and exchange information?	

SOFTWARE RELEASES & DISTRIBUTION

(Section 7)

Provide information on how server and client side software releases are received, processed and distributed to either the server and/or client environment. Describe the delivery method of future releases that may include product enhancements, the frequency of releases and if an accumulative patch process is an option. Also, describe how updates are incorporated with local custom modifications such that custom modifications will not be lost when a new release of the software is applied. The Organization expects to receive maintenance, as well as functional and technological enhancements as part of their Annual Support Agreement.

QUESTION	RESPONSE
1. Will the vendor make available all periodic releases to the software at no additional license or support fee charge, beyond the annual support fee?	
2. Does the vendor offer a service to install and certify all releases for the Organization in a separate test environment?	

AVAILABILITY & RECOVERY

(Section 8)

Availability and recovery in the event of failure is an extremely important part of this software solution. Please describe options for clustering and load balancing. Please describe any disaster recovery service options you may offer.

SOFTWARE CAPABILITIES (SPREADSHEET ATTACHED)

(Section 9)

Please reference Section 3.1 (Completion of Proposal Forms) for specific instructions.

VENDOR REFERENCE INFORMATION

(Section 10)

Provide five (5) recent clients references of similar size and requirements. These clients must be live on all modules of the software for a minimum of one year. Please include the following for each reference:

REFERENCES	
Client Name:	
Contact Name:	
Contact Title:	
Contact Phone Number:	
Contact e-mail address:	
Contract Date:	
Software Modules Purchased:	
Annual Budget:	
Population:	

REFERENCES	
Client Name:	
Contact Name:	
Contact Title:	
Contact Phone Number:	
Contact e-mail address:	
Contract Date:	
Software Modules Purchased:	
Annual Budget:	
Population:	

REFERENCES	
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Contact Name:	
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Annual Budget:	
Population:	

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Contact e-mail address:	
Contract Date:	
Software Modules Purchased:	
Annual Budget:	
Population:	

REFERENCES	
Client Name:	
Contact Name:	
Contact Title:	
Contact Phone Number:	
Contact e-mail address:	
Contract Date:	
Software Modules Purchased:	
Annual Budget:	
Population:	

COST PROPOSAL (SPREADSHEET ATTACHED)

(Section 11)

Costs for the Vendor's proposed solution should be submitted as outlined in this RFP. Costs should include the complete costs for the proposed solution. Use additional pages as needed to provide additional cost detail.

The following costs must be included in your response:

- Application software license fees
- Data conversion costs
- Modification costs if denoted to satisfy a requirement
- Implementation, Training & Consulting Services costs
- Annual software maintenance cost for five years
- Estimated Travel Costs
- 3rd Party Software
- System Software
- Hardware (if required)

No additional charges, other than those listed on the price breakdown sheets, shall be made. All shipping and insurance costs to and from the site shall be included in this proposal. All payments to shipping agents and for insurance fees shall be made directly by the Vendor. Vendor shall be responsible for all arrangements for the shipment of equipment / software to the Organization's prepared site. Specific payment terms will be negotiated as part of the final contract. It is expected that certain payments will be made upon delivery of the software with additional payments made based on specific project milestones. The Organization may during the implementation period or thereafter require modifications, interfaces, conversion or other services from Vendor. The vendor agrees to provide a written Change Order describing the work to be performed and estimating the costs, including expenses, for the Organization's approval before any work is initiated by Vendor. Vendor will not exceed the costs set forth in the mutually agreed to Change Orders without justification, in writing, that is acceptable to the Organization.

PROPOSAL SIGNATURE FORM

(Section 12)

The undersigned, as proposal responder, declares that he/she has carefully examined all the items of the Specifications and Instructions herein that he/she fully understands and accepts the requirements of the same, and he/she agrees to furnish the specified items and will accept, in full payment therefore, the amount specified below.

Proposals shall include installation services, and the successful respondent shall obtain all required permits and pay fees required.

Firm Name: _____

Date: _____

Address: _____

Telephone: _____

Signature: _____

(Person executing response & official capacity)