SUBJECT: ENTERPRISE RESOURCE PLANNING (ERP) SOFTWARE AS A SERVICE SOLUTION

BID #: ESC-0549-16 **OPEN DATE: 12/14/2016**

COMPETITIVE SEALED PROPOSAL EVALUATION COMMITTEE

KIND AND BASIS OF CONTRACT: Service Contract

AGENCY: Information Technologies Division

BASIS OF AWARD: Highest Scoring Bidder Based On Evaluation Criteria

NUMBER OF BIDS INVITED: (23) NUMBER RECEIVED: (8) OTHER: (1)

SUMMARY OF BIDS AND RECOMMENDED ACTIONS:
On December 14, 2016, the City of Jacksonville, Procurement Division received eight (8) responses for subject bid. The Evaluation Committee has completed their review and has recommend approval to move forward with Software Demonstrations/ Oral Interviews with the top four (4) scoring vendors, which are as follows. The ranking of first, second, third and fourth designates the order of qualification of these firms.

1. Applications Software Technology Corporation (AST)
2. IBM Corporation
3. Infor Public Sector, Inc.
4. CGI Technologies and Solutions, Inc.

ATTACHMENTS: Recommendation Memo; Scoring Sheet; Evaluation Matrix

BUYER: _____
CHELSEY RENFROE

RESPECTFULLY SUBMITTED _____
GREGORY PEASE, CHIEF
PROCUREMENT DIVISION

CONCURRENCE BY: **Marlene Russell, Director of Organizational Effectiveness**

(ALL AWARD ACTIONS SUBJECT TO LAWFULLY APPROPRIATED FUNDS)
ACTION OF CSPEC COMMITTEE ON RECOMMENDATIONS ABOVE

MEMBERS APPROVING _____ MEMBERS DISAPPROVING _____ DATE: _____

_____ _____ OTHER: _____

_____ _____

_____ _____

_____ _____

_____ _____

ACTION OF AWARDING AUTHORITY DATE _____

APPROVED _____ DISAPPROVED _____

OTHER _____

SIGNATURE OF AUTHENTICATION _____

City of Jacksonville, Florida

Lenny Curry, Mayor

Information Technologies Division
Ed Ball Building
214 N. Hogan Street, Suite 900
Jacksonville, Florida 32202

ONE CITY. ONE JACKSONVILLE.

April 28, 2017

TO: Gregory W. Pease, Chairman
Competitive Sealed Evaluation Committee

FROM: Marlene Russell
Director of Organizational Effectiveness

SUBJECT: ESC-0549-16 Enterprise Resource Planning (ERP)

The subcommittee received eight (8) proposals for evaluation for the subject project and found all to be responsive, interested, qualified and available to provide the services required by the RFP.

The proposals were evaluated using the criteria outlined in the Purchasing Code as augmented by the RFP.

As outlined in the RFP, the City of Jacksonville will short list no less than three, but no more than five responses for the software demonstrations/oral interviews. Based on the above, the following firms listed alphabetically were determined to be the most qualified of those submitting proposals. The ranking of first, second, third, and fourth designates the order of qualification of these firms.

Ranking	Vendor	Software Product
1	AST	Oracle
4	CGI	CGI Advantage 360
2	IBM	Workday
3	Infor	Infor

We recommend that the above list be forwarded to the Mayor for final approval to proceed with the demonstrations/oral interviews with the four (4) vendors listed above.

MR

Attachment: Scoring Matrix

ESC-0549-16 Enterprise Solution Planning (ERP) Software -
Final Score

Vendor - Prime	Software Product	Implementation Approach and Plan - 250	Software Solution - 300	Qualifications and Experience of Contractor(s) and Proposed Personnel - 50	SaaS Hosting Services - 200	Total Cost of Services, Solutions, and Rates - 200	Total Points - 1,000
AST	Oracle	245	270	50	189	121	875
IBM	Workday	225	263	40	185	128	841
Infor	Infor	225	273	48	180	100	826
CGI	CGI Advantage 360	225	260	40	184	113	822
Sierra	Workday	200	263	48	185	118	814
Oracle	Oracle	125	270	25	189	200	809
KPMG	Oracle	175	269	45	189	107	785
Deloitte	Oracle	150	270	25	189	147	781

M. Russell
4.24.17

ATTACHMENT B: RESPONSE EVALUATION CRITERIA

Responses to this RFP will be evaluated based upon the criteria identified in the following table.

Response Evaluation Category	Maximum Score
Implementation Approach and Plan	250
Software Solution	300
Qualifications and Experience of Contractor(s) and Proposed Personnel	50
SaaS Hosting Services	200
Total Cost of Services, Solution, and Rates	200

Contractors are requested to provide the information described in each section of the evaluation criteria. **Failure to provide adequate information on any criterion will result in lower scores and could result in rejection of the response as non-responsive. All forms identified in Attachment B are required and will be included as part of the evaluation and scoring of Responses.** The response to each of the criterion will be evaluated relative to the other responses received and will be awarded a score. Contractors are encouraged to arrange their responses in a format that will offer ready review and evaluation of each criterion. **Please note page limitations under each evaluation criteria.**

1. **IMPLEMENTATION APPROACH AND PLAN. Design and completeness of the proposed implementation approach that best addresses the City's guidance for a timely schedule that also balances the amount of change placed on the organization at one time. (250 points maximum score)**

   NOTE: Section 1 shall be completed by the Contractor who will perform the Implementation Services regardless of whether that Contractor is designated as the Lead Contractor. The term "Contractor" as it is used in this Section 1 refers to the Implementation Services Provider.

1.1. Project Understanding – 3 pages maximum

Describe the Contractor's understanding of the requirements of this RFP, and its ability, approach and/or plan to satisfy these requirements in complete compliance with all applicable federal, state and local laws, statutes, ordinances, rules and regulations.

1.2. Timeline and Implementation Phasing Approach – 10 pages maximum

The Contractor should describe its proposed implementation approach. The description provided shall include the following information:

- Implementation timeframes;
- Milestones and implementation phasing (if any);
- Deliverables; and
- Any updates and/or releases that will occur during the project.

1.3. System Development Methodology Overview – 8 pages maximum

It is the Contractor's responsibility to propose a system development methodology (SDM) that is defined, documented, and repeatable. A brief description of the proposed implementation methodology shall be provided, including:

- Key principles and distinguishing characteristics;
- Phases and major activities;

- Tools and templates; and
- Project sites in which the methodology has been used successfully on similar projects.

1.4. Project Management Methodology and Approach – 10 pages maximum

The Contractor shall describe its approach to managing the project. As part of its project management approach, the Contractor shall describe the project management tools, standards, controls, and procedures that will be used to create a proven, reliable process.

1.5. Detailed Description of Services / Deliverables to be Provided

The Contractor shall describe in detail how each of the implementation and integration services listed in Sections 4.6 through 4.13 of this RFP (which describe the scope of Services and Deliverables) will be addressed in accordance with the Contractor's implementation methodology and approach.

A listing and description of proposed Deliverables must be included with each service discussion. All Deliverables identified in Sections 4.6 through 4.13 shall be included. Contractors shall break out their responses to this request by individual project phase. Contractors may use their own terminology but must generally follow the phases listed in Sections 4.6 through 4.13. The City has provided eight generic response templates within DecisionDirector to accommodate this response (each response template shall contain one phase). **While no page limit exists for each template, the overall number of pages for this response, in total, cannot exceed 100 pages.**

The implementation services listed in Section 4.8 – Cross Phase Activities, must be included in the description of Services and Deliverables in the phases where they are applicable.

1.6. Project Organization / Proposed Roles and Responsibilities – 3 pages maximum

Contractors shall provide a narrative description of the recommended project organization and a proposed organization chart for the project team (including all recommended roles for Contractor and City staff). Additionally, the Contractor shall complete **Form 3: Project Team Roles**, indicating all roles (Contractor and City) proposed for the engagement. Contractors should feel free to modify role titles as appropriate and add more lines as necessary.

2. **SaaS SYSTEM SOLUTION SOFTWARE.** Demonstrated functionality, capability, ease-of-use, and integration of total solution, including business applications and associated tools, validated by ability to meet documented City functional, general and technical requirements. **(300 points maximum score).**

NOTE: Section 2 shall be completed by the Contractor who will provide the SaaS System Solution software application regardless of whether that Contractor is designated as the Lead Contractor. As a reminder, if the SaaS Solution Provider appears in multiple Responses, the answers to this Section 2 in each of these Responses must be identical. The term "Contractor" as it is used in this Section 2 refers to the SaaS Solution Provider.

The scoring for this Section 2 consists of 200 points for Contractor responses to the functional, general, and technical requirements and 100 points for the responses to the elements listed within this Section 2.

The number of points out of 200 that will be awarded to Contractors for their responses to the functional, general, and technical requirements will be determined by a formula derived by the City that takes into account the following: i) the Contractor's response is to each requirement (see Attachment C for how Contractors are required to respond to the requirements); ii) the criticality placed on each requirement by the City; and iii) the priority of each set of requirements in relation to the other sets of requirements.

2.1. Proposed Business Software Applications

Provide an overview of the Contractor's comprehensive software solution, modules / software proposed, and the integration of the modules proposed to meet the City's requirements. This section is intended to be a high-level overview of the software product(s) offered.

As part of this section, the Contractor shall complete **Form 4: Software Solution Product Summary Chart** that lists:

- The product sets being proposed (including third party products);
- The modules / functions within those product sets;
- The release level of the products to be used;
- The next release / version level to be released; and
- The planned release date of the next release / version.

After the summary chart, the Contractor shall provide, using **Form 5: Software Module Summary**, a description of all application software modules (including third-party and data analytics/reporting applications) necessary to meet the requirements specified in this RFP. **The size of the individual response items may be adjusted as needed, as long as the total response for each module does not exceed one (1) page.**

Following is a brief explanation of expected response for each required field in **Form 5: Software Module Summary**:

- **Module Name** – Indicate the module name (e.g., General Ledger, Accounts Payable) from the proposed software solution.
- **Narrative Description of Major Functions** – Describe in narrative form the major business process functions addressed by the module. Describe the key features of the module and how the module addresses the pertinent business needs of the City.
- **Integration Points** – Describe the integration of the module with other modules in related business processes. An exhaustive listing of all integration points is not required. The intent is to provide a general understanding of relationships and dependencies between software modules.

Describe the features of Contractor's user interface that makes the system easy to learn and use for both novice and expert users. Include features such as help screens, navigation aids, online manuals, configurable menus, configurable hot keys, configurable tab order, search tools, using multiple windows, etc. Include a description of how the interface can be configured to City-specific business processes and rules. Include a discussion of coding reduction tools or validation rules that help to ensure quicker, more accurate data entry. **(5 pages maximum)**

Describe how the proposed system can support a flexible financial chart of accounts that will adapt to and accommodate the City's current and future business needs. Describe the delivered chart of accounts structure and how it is typically used to meet local government needs. **(3 pages maximum)**

2.2. Software Configuration Approach – 10 pages maximum

The Contractor shall describe its approach and methodology to be used to configure the software in accordance with the new business process design. This section is expected to also describe:

- Tools and procedures available to aid in the software configuration process;
- Documentation provided to support the software configuration;
- Process for validating configuration; and
- Process used to ensure effective knowledge transfer to City staff.

2.3. Self-Service/Mobile Capabilities – 3 pages maximum

Please describe the overall approach to self-service functionality embedded in the proposed software. Describe Contractor's software compatibility with mobile devices, including iOS, Android, Windows Phone and other platforms. Describe which mobile operating systems are supported with native apps, and whether a mobile Web version of the application exists. Identify all features/functions that cannot be accessed via a native app or a mobile version of the application.

2.4. Technology Support Products

The Contractor shall complete **Form 6: Technology Support Product Summary Chart** in order to provide a summary of all of the technology support products (including third-party products) required to operate, control, manage, configure, enhance, upgrade, report on, and integrate the proposed SaaS System Solution software application and meet the City's system requirements as specified in this RFP.

In Form 6, the Contractor must provide:

- Each technology product provider;
- The different technology products to be provided by each provider;
- A brief description of each of the different technology products;
- The release level of the products to be used;
- The next release / version level to be released; and
- The planned release date of the next release / version.

Additionally, the Contractor must provide descriptions of the following technology enablers and support products as applicable:

- Data Warehouse;
- Ad hoc reporting tools;
- Business intelligence tools;
- Custom dashboards;
- Upgrade assistance tools;
- Enterprise application interface (EAI) tools;
- Extract, transform, and load (ETL) tools;
- Production tools (e.g., schedulers);
- Application testing tools;
- Configuration and software change management tools;
- Performance monitoring tools; and
- Document management capabilities.

2.5. Integrated Tools, Software Adaptability, Business Rules and Automated Workflow – 10 pages maximum

It is the desire of the City **not** to modify source code software to meet its business needs. The City desires to follow best business practices inherent in the software. However, the City does have business requirements that may be unique to the City.

With this understanding, in its response the Contractor must describe its approach to addressing client specific needs, including the ability to:

- Add and/or activate additional data elements;
- Configure lists of valid values for existing and custom data elements;
- Create and enforce City-specific business rules (i.e., provide business rules engine); and
- Create, configure, define, and modify business process models and workflows for business transactions based on business rules, including supporting alerts and notifications. The

Contractor must describe any out-of-the-box workflow capabilities and explain ease of use in configuring additional workflows.

Describe Contractor's high-level approach to responding to changes in State or City regulations that would affect business processes or system functionality. Describe who is responsible for testing these changes. Additionally, provide two examples of where clients have had to change configuration of the software product to meet new business requirements (e.g. benefits eligibility changes required by a new collective bargaining agreement).

As stated in Section 4 of this RFP, time and attendance functionality for both JSO and JFRD are out of scope for this project. However, the City expects to interface the SaaS System Solution to both the current and any future time and attendance / personnel scheduling systems for JSO and JFRD. Contractors should (i) describe which third-party time and attendance / personnel scheduling applications are supported by the system; (ii) describe how these third party products are interfaced into the system to provide a seamless experience to the user; (iii) compare the features and capabilities of the built-in time and attendance functionality with a typical third-party systems; and (iv) provide a discussion of any technology that is required (hardware, software, middleware, utilities, etc.) for proper operation and maintenance of the system.

Furthermore, the City may (as a separate project) procure a third party bar coding / Radio Frequency Identification (RFID) application to assist in the management of City assets. Contractors should (i) describe any third party bar coding / RFID applications that are supported by the SaaS System Solution; (ii) indicate which of those products has been successfully interfaced into the solution being proposed; and (iii) indicated any additional technology that is required (hardware, software, middleware, utilities, etc.) for proper operation and maintenance of the system.

Note: The information provided on which third party time and attendance / personnel scheduling systems and bar coding / RFID applications are supported by the SaaS System Solution will not be scored in the evaluation of responses.

2.6. Application Architecture – 2 pages maximum

Describe the architecture that supports the proposed software. At a minimum, identify the following:

- Hardware platforms;
- Operating systems;
- Software components; and
- Database and middleware.

Describe Contractor's approach to scale the application in response to spikes in demand.

Describe how performance may be impacted by heavy reporting/query/analytics use.

2.7. Desktop/Browser – 1 page maximum

Identify the minimum and recommended desktop configuration requirements. Catalog the web browsers (including minimum release level) that are compatible with Contractor's SaaS System Solution. Specify any third-party products or significant browser configuration changes required to access and operate the software product.

2.8. Security – 10 pages maximum

Describe the security approach within the software. The software must provide application controls to prevent unauthorized use of the system, maintain system process controls, and log all transactions. In addition, the SaaS System Solution software application must provide security to limit availability to

application functionality, software screens, data records, data elements, and data element values where appropriate. This description must address, but is not limited to:

- Data encryption both in transit and at rest (indicate any additional cost for encryption of data at rest);
- Any support for third-party data encryption;
- Built-in multi-factor identification capability and/or support for third-party multi-factor authentication;
- Configurability of security;
- Role-based authorizations, including any workflow to automate security provisioning;
- Database access;
- Data privacy;
- Single sign-on; and
- Preservation and auditability of data and changes.

Describe how security roles are added/removed when changes occur (e.g., user changes department). Describe any automation capabilities to streamline the addition or removal of security role when personnel changes occur.

Describe how the proposed SaaS System Solution will provide a detailed audit trail to allow the authorized user to trace the history of all changes in user data or in system configuration.

2.9. Archiving Data – 5 pages maximum

Describe the data archiving services provided by the Contractor. Contractor's Response must address the following:

- Frequency of archiving by type of data;
- Description of the archiving process including toolsets used; and
- Ability for the City to access archived data for reporting purposes.

2.10. System Integration – 8 pages maximum

Describe how functionality is integrated across the proposed SaaS System Solution software application, ensuring single data entry points and consistent, non-duplicated information across all functional modules, as well as how data integrity is ensured. Describe any delivered communication services that guarantee message delivery and how the application handles queuing and encryption for various types of communication (e.g., publish and subscribe, request/reply). If applicable, describe any batch or non-real-time processes required for communications between software modules.

Describe the approach to allowing the City to interface or exchange data between the proposed SaaS System Solution software application and other City software systems. The description must include, but not be limited to:

- The technologies used (e.g., SOAP, REST, XML files, Text files, CSV files, middleware, etc.);
- Description of both the inbound and outbound approaches;
- A list of APIs available for System use;
- Description of any prepackaged/support integrations with third party applications; and
- Any limitations or governors placed on web services based interfaces.

Describe the capability of the software solution to interface with the City systems listed in Attachment H: Interfaces. Identify any past experience in interfacing with those systems in Attachment H and explain any potential challenges that may exist in creating those interfaces during the project.

2.11. Data Management Capabilities – 4 pages maximum

Describe any data management capabilities, including any proposed data cleansing and data conversion tools. Describe the tools/accelerators available to support the conversion of data from the City's legacy systems to the SaaS System Solution software application.

Based on the data conversion table in Attachment M, identify any issues or challenges that may exist in the data conversion efforts during the Implementation Period.

2.12. Accessibility – 3 pages maximum

Describe the history and challenges of meeting the Federal ADA requirements for the SaaS System Solution software application. How were those challenges overcome? What is in place now to prevent accessibility issues with new functionality that will be rolled out in the future?

2.13. Transition Approach / Services Provided – 2 pages maximum

Describe the approach, should it be required, for transitioning the City off of the proposed SaaS System Solution. In particular, please describe how City data would be transferred back to the City, what data format(s) the data will be provided in, and the services provided to transition the City to another application platform.

2.14. Key Differentiators – 3 pages maximum

Contractor shall describe the features and functions of the proposed SaaS System Solution software application that they believe are unique and differentiate the solution.

3. QUALIFICATIONS AND EXPERIENCE OF CONTRACTOR(S) AND PROPOSED PERSONNEL.

Experience and availability of proposed personnel that best fits the needs of the City. **(50 points maximum score)**

3.1. Project Summary Table

The Lead Contractor should provide a summary of projects that will assist the City in evaluating the qualifications of the entities providing the Implementation Services and the SaaS System Solution. Lead Contractors must use **Form 7: Project Summary Table** to provide all information requested. Lead Contractors may list up to 10 projects that are either implemented or in the process of being implemented. At a minimum, the list of projects shall include those projects submitted to fulfill the minimum requirements listed in Section 1.7 of this RFP. Those projects where the SaaS Solution Provider and the Implementation Services Provider are the same as the providers proposed in the Response shall be listed first.

Furthermore, if the entity providing the Implementation Services is different from the entity providing the SaaS ERP software solution, provide the following **(3 pages maximum)**:

- What requirements exist for the Implementation Services provider to be authorized (e.g. certified) to implement the SaaS System Solution software application;
- How long the Implementation Services Provider has been authorized to be an implementer for the SaaS System Solution; and
- What requirements exist for the employees of the Implementation Services Provider to be authorized (e.g. certified) to participate in an implementation of the SaaS System Solution.

3.2. Personnel Summary Table

The Lead Contractor shall provide a Personnel Summary Table listing all personnel assigned to the project. Lead Contractors must use **Form 8: Personnel Summary Table** to include the proposed role(s), team member name, total years of relevant software implementation experience, years of experience in the proposed role, list of public sector clients in the proposed role, and relevant certifications.

3.3. Resumes

The Lead Contractor shall provide resumes for each role to be filled. Proposed team members shall be available to staff the project. Resumes shall include the following information:

- Name of team member;
- Proposed role on project;
- Education and training;
- Summary of relevant experience (including start and end dates);
- Experience implementing the proposed software;
- Local and state government experience;
- Other relevant experience;
- Employee of Contractor or subcontractor; and
- Reference contact information, including e-mail address and phone number.

4. SaaS SYSTEM SOLUTION HOSTING SERVICES. Qualifications and experience providing Software-as-a-Service, (200 points maximum score)

NOTE: Section 4 should be completed by the Contractor who will provide the SaaS System Solution regardless of whether that Contractor is designated as the Lead Contractor. As a reminder, if the SaaS Solution Provider appears in multiple responses, the answers to this Section 4 must be identical across all Responses. The term "Contractor" as it is used in Section 4 refers to the SaaS Solution Provider.

The Contractor shall provide responses regarding the proposed SaaS hosting services, as described in Section 4.14 of this RFP, and organized in accordance with the outline below:

4.1. Technical Overview – 5 pages maximum

Provide a technical overview that outlines the tenancy being proposed (multi-tenant or single tenant) for the SaaS System Solution as well as the data center(s) architecture provided as part of the proposed SaaS offering. Include in the description: (a) application and hardware redundancy; (b) performance management; and (c) locations of data centers.

4.2. Data Centers – 2 pages maximum

Provide the following as it relates to data centers and data center personnel:

- Provide an overview of the data center standards adhered to including documented statistics on uptime availability, downtime per year, etc.;
- List all data center certifications and attestations (including: SSAE 16 Type II, ISO 27001, Cloud Security Alliance STAR Registry, etc.), the length of time the certification has been held, and when certifications will expire;
- Describe the Contractor's approach to maintaining the standards associated with the certifications and attestations listed in the previous bullet; and
- Explain the requirements placed on data center personnel (e.g. certifications, background checks, etc.).

4.3. Instances / Environments – 2 pages maximum

Provide the following information on the instances / environments included within the response:

- Describe how many instances / environments are included in Contractor's standard subscription/offering. Include how these are requested and deployed as well as any assumed limits to the number of non-production environments (either during the implementation or on an ongoing basis). Contractor shall list the proposed environments by completing **Form 9: SaaS Technical Environments**;
- Describe the proposed timeline for establishing all environments for both the implementation and production of the new SaaS System Solution; and
- Describe the approach for maintaining all environments for both the implementation and production of the new SaaS System Solution and include a description of how these environments are refreshed as the software is updated during the Implementation Period.

4.4. System Availability / Performance – 3 pages maximum

Describe the services provided by the Contractor to ensure that the SaaS System Solution software application performs to the levels outlined in Section 4.14 of this RFP and any additional levels specified in the Service Level Agreement (SLA). The Response must address the following:

- Description of the system availability monitoring tools;
- Description of how supported interfaces will be monitored to ensure they operate correctly on a 24x7 basis;
- Description / samples of the reports to be provided to the City on system availability and the frequency of those reports;
- How the Contractor addresses performance issues should they occur; and
- The process by which the Contractor forecasts capacity requirements for the databases and how adjustments are made based on those forecasts.

Note: The attachment of sample reports does not count towards the 3 page limit for this response.

Contractor must submit a sample Service Level Agreement (SLA) to support the SaaS model being proposed. This sample SLA will provide a starting point for drafting the final SLA that will be included in the Agreement with the Contractor as part of contract execution. The City expects disaster recovery to be specified in the SLA. Additionally, the sample SLA shall include a description of a sample service-level and penalty structure for potential inclusion in the final SLA.

Note: The attachment of a sample Service Level Agreement does not count towards the 3 page limit for this response.

4.5. Scheduled Maintenance – 5 pages maximum

Provide the following information as it pertains to the Contractor's processes and procedures for scheduled maintenance and upgrade releases to the SaaS System Solution software application:

- Identify the normally scheduled maintenance windows required for the maintenance of the software. Describe how these maintenance windows relate to availability as defined in the Contractor's Service Level Agreement (SLA);
- Describe the maintenance / upgrade process. Specifically, explain how the City will be kept informed of the maintenance / upgrade schedules, what the City's role will be during any performed maintenance / upgrade by the Contractor, how the City will be informed of the changes and impacts of the maintenance / upgrade, and describe what happens if the maintenance / upgrade being performed stretches outside of the published maintenance window; and

- Describe how the maintenance / upgrade processes during the Implementation Period will differ from the response provided in the previous bullet. Specifically address how the scheduling of down-time for maintenance / upgrades will be accomplished so as to not impact project implementation activities.

4.6. Data Backup / Disaster Recovery – 2 pages maximum

Describe the services provided by the Contractor for data back-up and disaster recovery, including how the Contractor will meet the City's requirements contained in Section 4.14 of this RFP. The response must address the following:

- Contractor's backup methodology and approach;
- Description of the Contractor's disaster recovery procedures including standard Recovery Point Objective (RPO) and Recovery Time Objective (RTO) metrics;
- Discussion of the frequency of disaster recovery plan reviews and testing; and
- Description of the process for restoring a client with data from the previous day, week or month.

4.7. Compliance Standards – 3 page maximum

Describe all relevant compliance related standards including: PCI, FERPA, HIPAA, CJIS Security Policy, etc., and describe the Contractor's approach to maintaining these standards.

4.8. Security – 5 pages maximum

Describe the Contractor's overall approach to keeping City data secure. The response must include the following:

- Tools and processes used by the Contractor to detect security issues and potential security breaches;
- Process for notifying the City of potential security issues and the City's role in such circumstances;
- Description of any program features that allows the City to execute the City's own security testing;
- How the Contractor will ensure that confidential or sensitive City data is secure within the software environments;
- The Contractor's program for independent security testing and the ability of clients to review reports; and
- Identify any previous security issues encountered and how those issues were addressed and resolved. Additionally, describe the actions that were taken to prevent those security issues from reoccurring.

4.9. Help Desk Support – 3 pages maximum

Describe the Contractor's approach to providing support for City end-users and IT staff. The response must include the following:

- The process for how the City contacts the Contractor's help desk and what issues warrant support from the Contractor's help desk (e.g. what issues would the City be expected to resolve and what issues are resolved by the Contractor);
- Identify (and supply examples of) any materials / support scripts that the Contractor will provide to the City's help desk to triage issues and determine if the City should contact the Contractor's help desk for support;
- Explain how issues are classified / rated and associated guaranteed response times for each of the issue classifications / ratings;

- How the City is kept informed of issues that Contractor Help Desk personnel are working on and progress is communicated; and
- Examples of reports provided to the City on issues reported, length of time required to fix issues; resolution, etc.

Note: The attachment of sample reports does not count towards the 3 page limit for this response.

5. **TOTAL COST OF SERVICES, SOLUTION, AND RATES.** Costs shown on the Cost Schedules must include all charges, fees, costs, and expenses for use of the SaaS System Solution software application, SaaS System Solution Hosting Services, and Implementation Services. **(200 points maximum score)**

NOTE: Section 5 shall be completed and submitted by the Lead Contractor who is responsible for submitting the Response. If a SaaS Solution Provider appears in multiple Responses, the cost information for Schedule 4 of the Cost Proposal and all other costs, fees, charges, and expenses to be paid by the City to the SaaS Solution Provider must be identical across all Responses. The term "Contractor" as it is used in Section 5 refers to the Lead Contractor.

Cost Proposal Format and Content

Cost information shall be provided using the cost schedules (spreadsheet templates) provided in Attachment D. Contractors must provide pricing for all elements on the cost schedules, regardless of whether those elements are labeled as "optional". In calculating the evaluation score for Section V, the costs for those elements identified as "optional" **will not** be included in the cost calculations.

The Cost Proposal shall be in the following format:

Cost Proposal Content
TAB 1 – Schedule 1 – Summary Cost Presentation
TAB 2 – Schedule 2 – Optional Cost
TAB 3 – Schedule 3 – Legacy Data Warehouse
TAB 4 – Schedule 4 – SaaS Delivery Model
TAB 5 – Schedule 5 – Staffing Plan by Function
TAB 6 – Schedule 6 – Staffing Plan by Position
TAB 7 – Schedule 7 – Other Cost Components
TAB 8 – Schedule 8 – Development Schedule
TAB 9 – Schedule 9 – Labor Rate Schedule
TAB 10 – Schedule 10 – Deliverables Payment Schedule
TAB 11 - Cost Assumptions

5.1. Schedule 1 – Summary Cost Presentation

This schedule shall include all costs proposed by the Contractor and shall be presented in the requested format. The SaaS Subscription Costs shall be taken from the referenced lines on Schedule 4 – SaaS Delivery Model. The Implementation Services Costs shall be taken from the referenced lines on Schedule 5 - Staffing Plan by Function. The Other Cost Components shall be taken from the referenced lines on Schedule 7 - Other Cost Components. The Optional Costs shall be taken from the referenced lines on Schedule 2 – Optional Cost. The Optional Legacy Data Warehouse Costs shall be taken from the referenced lines on Schedule 3 – Legacy Data Warehouse. Formulas have been provided as a convenience to populate the cost data from the supporting schedules to the Summary Presentation Schedule. Contractors must ensure the accuracy of the cost information provided in each Cost Proposal schedule including the Summary Presentation Schedule. Additionally, Contractors must document all cost-related assumptions in Tab 11 – Cost Assumptions. The Grand Total shall be provided on Cost Schedule 1.

5.2. Schedule 2 – Optional Cost

This schedule captures all optional costs associated with the SaaS System Solution and Implementation Services required for both the optional Inventory and Recruitment / Applicant Tracking functionality. No data entry is required for this schedule as it is formula driven to provide summary data from Schedule 4 - SaaS Delivery Model, and Schedule 5 - Staffing Plan by Function. As noted previously, the cost for these optional cost elements will not be used when calculating the evaluation score for Section V.

5.3. Schedule 3 – Legacy Data Warehouse

This schedule shall include all costs associated with creating a data warehouse solution that provides access to City legacy data that will not be converted into the new system. Elements that must be priced include:

- Hosting - All costs associated with hosting the data warehouse solution including subscription costs or licensing fees
- Finance Data Warehouse – All the data extract and load services required to move legacy financial data into the data warehouse solution
- Budget Development Data Warehouse – All the data extract and load services required to move legacy budget development data into the data warehouse solution
- Procurement Data Warehouse – All data extract and load services required to move legacy procurement data into the data warehouse solution
- HRMS Data Warehouse – All data extract and load services required to move legacy HRMS data into the data warehouse solution

Tab 11 – Cost Assumptions shall be used to address any pricing assumptions and to provide additional information to enable City personnel to thoroughly understand the proposed cost components proposed in this schedule. Subtotals and additional rows may be added as needed.

5.4. Schedule 4 – SaaS Delivery Model

SaaS Solution Providers must provide the proposed subscription service cost by cost category for each year through FY 2024. This schedule must reflect all SaaS Subscription Costs and all other costs, fees, charges, and expenses to be paid by the City to the SaaS Solution Provider. The City's fiscal year is October 1 - September 30. Assumptions and information necessary for City personnel to thoroughly understand the proposed pricing shall be provided in Tab 11 – Cost Assumptions. Additional rows may be added as necessary.

5.5. Schedule 5 – Staffing Plan by Function

No data entry is required for this schedule. It is formula driven to provide summary data from Schedule 6 - Staffing Plan by Position.

5.6. Schedule 6 – Staffing Plan by Position

This schedule shall include for each proposed position: the proposed rates for each of the City's fiscal years, the proposed hours by month, subtotaled hours by fiscal year, subtotaled cost by fiscal year, total hours, and total cost. The schedule also includes subtotals for each staffing category, work group, and totals for all consulting services. Proposed positions shall be grouped into the most appropriate staffing category by work group consistent with the template. The Implementation Service categories include:

- Project Management
- Finance
- Procurement
- Budget Development
- HRMS

- Payroll
- Time and Attendance
- Business Intelligence
- FRICE W (technical development services for form development, custom report/query development, integration and automated interfaces, data conversion, enhancements / work arounds)
- Change Management
- Optional Warehouse Inventory
- Optional Recruitment and Applicant Tracking

Do not exceed 168 hours per month for any position. Contractors must ensure the accuracy of this schedule. Totals by section automatically carry over to Schedule 5 - Staffing Plan by Function and Schedule 1 - Summary Cost Presentation. Contractors must ensure that the correct summary totals are reflected on each schedule.

5.7. Schedule 7 - Other Cost Components

Contractors shall use this schedule to describe and reflect any required non-staffing project costs as applicable and not covered in any of the other cost schedules. Each cost component shall include: a description, reference numbers as appropriate, metrics as appropriate, and the proposed cost of the component. Tab 11 – Cost Assumptions shall be used to address any pricing assumptions and to provide additional information to enable City personnel to thoroughly understand the proposed cost components proposed in this schedule. Subtotals and additional rows may be added as needed.

5.8. Schedule 8 - Development Schedule

This is a supporting cost schedule used to reflect the hours and costs associated with the development of forms, custom reports/queries, integration and automated interfaces, data conversion, enhancements/work arounds (FRICE W) consistent with the services described in Section 4 of this RFP. The total hours and cost reflected on this schedule must match the total hours and cost reflected for the FRICE W work group on Schedule 5 – Staffing Plan by Function. Contractors shall also reflect the functional areas addressed by the development. The Grand Total shall be provided on Cost Schedule 8. Schedule 8 is a stand alone cost schedule; the totals from Schedule 8 are not referenced by any other cost schedule nor does the cost total in Schedule 8 impact the evaluation score for Section V.

5.9. Schedule 9 - Labor Rate Schedule

Although the City will not reimburse the Contractor on a "time and materials" or "not to exceed" basis for Deliverables, it may be necessary to make scope changes after award that require assistance in areas not anticipated for which the City may consider a time and materials payment arrangement. For these purposes, the Contractor shall provide all-inclusive (travel and all other expenses included) billing rates for a range of different skill areas using this schedule. Contractors may propose the same rate for all years for a given personnel category or for all personnel categories, but the City is asking for one rate for each personnel category for each fiscal year. In addition, the Contractor shall provide a separate billing rate for work that is provided off-site.

5.10. Schedule 10 - Deliverables Payment Schedule

Contractors shall complete a proposed Deliverables Payment Schedule using the format provided. Contractors must include all the Deliverables listed in Schedule 10; however Contractors may break out certain Deliverables (e.g. the Status Report Deliverable may be broken out into a monthly Deliverable for the duration of the project). Additionally, rows may be added as needed for proposed Deliverables not listed by the City. Contractors shall ensure that the proposed cumulative gross payments for each month remain in reasonable alignment with the value of the hours delivered through that period of time. Tab 11 – Cost Assumptions shall be used to address any pricing assumptions and to provide additional

information required to enable City personnel to thoroughly understand the proposed Deliverables Payment Schedule.

5.11. Cost Assumptions

Contractors shall delineate all of their assumptions concerning cost and project scope in this section (Tab 11) of their cost proposals.