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# Purpose

The purpose of this Request for Proposal (RFP) is to solicit proposals from qualified vendors for an Enterprise Resource Planning (ERP) software solution that meets the requirements identified in this RFP, for the City of Stamford (the City), in the State of Connecticut.

* General Ledger and Budgetary Control
* Budget Development
* Purchasing
* Solicitation, Bid, and Contract management
* Vendor Portal
* Accounts Payable
* Accounts Receivable
* Cash and Bank Management
* Citizen Portal
* Project Management and Accounting
* Grants Management and Accounting
* Asset Management
* Work Order Management (optional)
* Vehicle Maintenance (optional)
* Fuel management (optional)
* Inventory Management (optional)
* Cashiering and Receipting (optional)
* License and Permit Management (optional)
* Reporting and Analytics

The City requires that any proposal submitted will be for a Software as a Service (SaaS) solution and the professional services recommended to implement the solution.

Proposers may submit multiple-vendor proposals, however if doing so, the proposer should clearly describe the roles and responsibilities of each vendor, both as related to implementation activities and to post-implementation support. The City may award this RFP to multiple proposers.

NOTE:  The City encourages proposals from Minority Business Enterprises (MBE’s) and Woman Business Enterprises (WBE’s) for this contract.  The City will not discriminate against any individual or company on the grounds of race, color, sex, physical disabilities or challenges or national origin in this process.

The City currently uses the Central Square a Public Administration 9.1.20.3 financial system to manage its financial operations. The H.T.E system is supplemented by over 50 additional software solutions, some of which are integrated to H.T.E and some of which are not, resulting in manual, inefficient, and often redundant data and processes. While the City continues to support and maintain the H.T.E system, it is an aging platform that lacks many of the features and capabilities of more modern software solutions that will help the City meet the following Goals and Objectives:

## Modernize the City’s financial system landscape by:

* Implementing a modern solution that is a common city-wide platform;
* Implementing a solution that, through its release and update program schedule, exposes the City to new and innovation capabilities for the life of the system at the City;
* Replace aging current software;
* Implementing a user-friendly intuitive system;
* Taking advantage of continuing advancements in functionality and technology that would enable future improvements in business and administrative practices;
* Eliminating business continuity failure and compliance risk associated with continued operation of aging financial processes and systems;
* Deploying modern, effective, and efficient financial services based on industry best practices to support the City as it grows;
* Providing scalability / flexibility to expand implemented modules / users over time; and
* Leapfrogging traditional systems deployed over the last 30 years to a modern and nimble, system focused on business process design and innovation.

## Improve the efficiency of administrative operations and replace departmental shadow systems by:

* Accelerating transaction processing time and increasing transaction accuracy;
* Enabling department users to enter transactions directly into the financial system and to attach scanned documents;
* Replacing inefficient paper-based processes with intuitive online and rules-based workflow and approvals;
* Consistently enforcing City-wide business rules to reduce errors; and
* Empower users to perform critical work in a modern way.

## Enable better informed management analysis and decision making by:

* Supporting the consistent implementation of City-wide program budgeting and accounting across organizational boundaries
* Enabling better analysis of trends, fiscal data, and program data through ad hoc reporting capabilities
* Expanding and simplifying management access to detailed information;
* Enabling real time analytics to support daily operations of the City at all levels; and
* Improving fiscal accountability for all stakeholders.

The City has established the ERP Selection Project to evaluate and select a new ERP software solution and implementation services partner to further its mission in accordance with its goals and objectives.

A new software solution is expected to:

* Improve the user experience;
* Support more uniform business processes;
* Provide the ability to adopt and adapt to innovate processes over time;
* Provide decision-makers throughout the City with more timely information; and
* Provide a technology platform that is more responsive to the ever-changing requirements of a municipality like the City of Stamford.

# Introduction and Project Background

## About Stamford

The City of Stamford is located in Fairfield County, Connecticut, and is the third largest city in the state. The City of Stamford’s most recent estimated population is 129,309. The City of Stamford operates with a mayor as chief executive and a forty-member Board of Representatives.

The City provides a full range of traditional general governmental services to its residents. These services include police and fire protection; sanitation services; the construction and maintenance of highways, streets and infrastructure; as well as recreational activities and cultural events. In addition to general governmental activities, the City includes the Board of Education (BOE) and Stamford Public Schools (SPS) and several other boards and commissions.

The City operates with a total staff of 1,100 (FY21) employees

|  |
| --- |
| Background Statistics |
| Fiscal Year (City and SPS) | July 1 |
| City Population (estimated) | 129,309 |
| Adopted Budget (FY21) | $589,524,339 |
| Approximate Number of City Employees (FY21) | 1,100 |
| Approximate Number of Stamford Public Schools Employees (FY21) | 2,280 |

Additional information about the City can be found on the City’s website at https://www.stamfordct.gov/.

## Project Background

The City’s primary financial system is Central Square Public Administration 9.1.20.3 commonly known by the City as H.T.E. The City implemented H.T.E. 25+ years ago, and like many other public sector organizations, the system has been customized to meet the needs of the organization. Functionally, H.T.E. is used by the City for general ledger / accounting and financial reporting, purchasing, accounts payable, budget control, project accounting, grant accounting, asset management, accounts receivable, and cash management. The City uses Ceridian Dayforce for human resources, benefits, timekeeping and payroll.

H.T.E. has served the City for many years, however, the software has reached ‘end of life’ from a vendor support perspective and lacks many features found in financial systems on the market today. As a result, the City’s business processes rely on manual, and often redundant, work-arounds to meet increasingly complex financial processing needs.

The City of Stamford engaged Information Services Group (ISG) Public Sector for consulting services to assess financial-related processes and identify future state process improvements and requirements, and to assist with planning and readiness activities related to ERP acquisition and implementation. ISG worked with the City to identify potential collaboration opportunities related to the project.

The number of users currently accessing each application is as follows (user counts include transaction entry and report-only users, and includes users who access one or more of the applications):

|  |  |
| --- | --- |
| User Type | Number of Users |
| Full Time Core System Users | 100 (inclusive of SPS) |
| Informal System Users | 200 (inclusive of SPS) |

Functional requirements presented in this RFP represent the following scope:

* General Ledger and Budgetary Control
* Budget Development
* Purchasing
* Solicitation, Bid, and Contract management
* Vendor Portal
* Accounts Payable
* Accounts Receivable
* Cash and Bank Management
* Citizen Portal
* Project Management and Accounting
* Grants Management and Accounting
* Asset Management
* Cost Allocation

The City has identified the following project success factors for the implementation:

* Decentralization of transaction data entry and scanning and attachment of supporting documents
* Inclusion of the City of Stamford Public Schools (SPS) as a department of the City using the City’s chart of accounts with additional dimensions specific to SPS;
* Implementation of Activity-based Budgeting and Accounting;
* Compliance with the State of Connecticut Office of Policy Management Uniform Chart of Accounts;
* Improved customer (internal, external) service with self-service capabilities (vendor, resident bill payments); and
* Integration with the following applications and types of transactions:

| Application | Integrated Transaction Type |
| --- | --- |
| Alarms Registration  | Cash Receipt |
| Assessor 2000 | Accounts Receivable |
| Athlete Trax | Cash Receipt |
| BuildingPermits2K2 | Cash Receipt |
| Business Licenses | Cash Receipt |
| Ceridian | Journal Entry for Payroll |
| Community Pass | Cash Receipt |
| CUBES Utility Billing | Accounts Receivable / Cash Receipt |
| Dude Solutions | AR Invoices and Cash Receipts |
| Fleet Commander | Journal Entry for Allocated Costs |
| FuelMaster | Journal Entry for Allocated Coats |
| Passport/ Opsman Enforcement and Permitting System | Cash receipt |
| New Visions | Cash Receipt |
| Northstar Tech | Cash Receipt |
| IPS Group Parking Meter System | Cash Receipt |
| PC Scale | Cash Receipt |
| QDS Collections | Cash Receipt |
| ViewPoint Cloud | Cash Receipt |

Following is an illustration of the City’s organization structure:



The project has established executive sponsorship and a governance structure, project charter, and project goals that will guide decision making throughout the project. The project has also collaborated with cross-organizational management and end-users and expects that this project will result in an enterprise financial system that meets its needs and greatly reduces the number of offline tools and spreadsheets in use today.

Following is an illustration of the Stamford ERP Project organizational structure:



## Evaluation Timeline and Process

An approximate schedule for proposal evaluation and vendor selection is summarized in the following table. The City reserves the right to change the dates as needed.

|  |  |
| --- | --- |
| **Milestone** | **Due Date(s)** |
| 1. RFP released
 | 3/19/2021 |
| 1. Question submission period closed
 | 4/12/2021 5:00 PM EST |
| 1. City responses to RFP questions released (issued as RFP Addendum)
 | 4/16/2021 |
| 1. Proposals due to City
 | 4/23/2021, 2:00 PM EST |
| 1. City notifies Proposers regarding selection for software demonstrations and implementation presentations / interviews
 | May 7, 2021 |
| 1. Software demonstrations and implementation presentations
 | May 24 – May 25May 26 – May 27June 1 – June 2 (if necessary)June 7 – June 8 (if necessary) |
| 1. City notifies Proposers of elevation to Discovery sessions
 | June 18, 2021 |
| 1. City and Proposers conduct Discovery sessions
 | Mid-June 2021 |
| 1. Award and Contract Negotiations
 | Mid- July 2021 |

### **Demonstrations & Interviews:** Software demonstrations, implementation presentations and interviews will be held ***on-site at the City’s offices*** and should cover all functional areas proposed in the vendor’s proposal. The City expects to elevate a certain number of proposers for demonstrations. Demonstrations will include presentations on software and implementation services.

* To avoid unnecessary delays, the City expects that vendors will be available for on-site software demonstrations and on-site Discovery sessions on the dates identified in the preceding timeline.
* In addition, the City may schedule time for the respondent to provide brief demonstrations of proposed solutions for the optional business areas listed in Section A: Purpose of this RFP.
* **Please identify any potential issues or schedule conflicts with these timeframes using F.2 Attachment 2 (Signature Page).**
* Vendors that cannot demonstrate their software during the dates identified by the City or on-site at the City’s offices may be eliminated.

### **Scripted Demonstrations:** All demonstrations will be based on scripts provided by the City to each vendor. Vendors will be scored on how well they demonstrated the elements of the scripts, and the functional and implementation services fit with the City’s expectations.

* The agenda and software demonstration scripts will be distributed to vendors that have been elevated for software demonstrations in advance of the demonstrations (two weeks prior). Software demonstrations will also include a discussion on implementation approach and recommendations.

### In addition, during the demonstrations, the City would like to see the response time of a system that has multiple years of data. Ideally, the proposer will access a client test system and process of few transactions and queries to demonstrate “real world” response times.

### **Concurrent Demonstration Sessions:** In the interest of City employee time, the City is planning to have concurrent demonstration sessions with at least 2 sessions at a time and will endeavor to schedule each of the two sessions such that the subject matter does not overlap.

### **Key Implementation Team Members:** We highly recommend that key members of the vendor’s implementation team proposed for this project be present at the demonstration and lead presentations for the business area(s) for which they will be responsible. *A key project team member is defined as anyone directly responsible for the implementation of a specific module or business area, the vendor’s project manager, and the vendor executive responsible for the success of the project.*

### **Discovery sessions:** After software demonstrations, the City expects to elevate one (1) or two (2) vendors to the Discovery sessions. Discovery sessions will consist of an additional on-site meeting with vendors to focus on implementation specifics such as implementation approach, proposed timeline, key resources, interfaces, contract negotiations, etc.

* Each elevated vendor may receive a Request for Clarification (RFC) letter that will ask vendors to clarify any parts of the initial proposal. In addition, the RFC letter will identify a schedule for the on-site Discovery session.
* It is the expectation of the City that all key vendor project team members will be available and participate for the on-site Discovery sessions.

Vendors not previously elevated initially to demonstrations or discovery may be elevated at a later date.

## Evaluation Criteria

The City’s evaluation team will consider how well the vendor’s software and services meet the needs of the City of Stamford as described in the vendor’s proposal response. Evaluation will be conducted in three stages: Written Proposal, Software Demonstration, and Discovery.

**Written Proposal Evaluation**

The following elements will be the primary considerations in evaluating written proposals:

1. Implementation Methodology and Approach: 15%
2. Ability to Meet System Requirements: 25%
3. Qualifications and Experience: 20%
4. Innovative Approaches and Functionality 20%
5. Compatibility with Stamford’s Terms and Conditions: 10%
6. Cost: 10%

**Software Demonstration Evaluation**

The following elements will be the primary considerations in evaluating software demonstrations:

1. Functional and Technical Software Demonstrations: 25%
2. Implementation Interview (Methodology, Strategy, Business Process Improvement, and Plan): 20%
3. Qualifications & Experience: 20%
4. Innovative Approaches and Functionality 15%
5. Overall System Features (Workflow, ease of use, reporting, self-service, etc.): 10%
6. Cost: 10%

**Discovery Evaluation**

The following elements will be the primary considerations in evaluating discovery:

1. Implementation Interview (Methodology, Strategy, Process Improvement, and Plan): 25%
2. Project Team Experience / Knowledge: 20%
3. Software Functionality: 20%
4. Compliance with Terms & Conditions: 15%
5. Formal responses to Request for Clarification: 10%
6. Cost (project and on-going): 10%

The submitted proposal will be a primary source of information used for the proposal evaluation process. Please include all required and appropriate information with your proposal. The evaluation team will review all proposals received and will then elevate a certain number of vendors to participate in the demonstrations and presentation activities. Proposers not previously elevated may be elevated at a later date.

The City’s evaluation team will make recommendations to be approved by the project’s Steering Committee and Executive Sponsors to elevate proposals for software demonstrations, discovery, and final award.

## Contract Award and Execution

* The City reserves the right to make an award without further discussion of the proposals submitted. Therefore, the proposal should be initially submitted on the most favorable terms the vendors can offer. It is understood that the proposal will become a part of the official file on this matter without obligation to the City.
* The vendor selected as the apparently successful vendor will be expected to enter into a contract with the City. If the selected vendor and the City fail to negotiate a successful contract, the City may elect to cancel the award and award the contract to the next-highest-ranked vendor.
* The submitted proposal and the responses to the City’s Request for Clarification will become part of the contract between the City and the successful vendor.
* No cost chargeable to the proposed contract may be incurred before the vendor has received a fully executed contract.

**Inquiries about this RFP**

All inquiries regarding this RFP shall be submitted via email to the City’s Project Manager, Chuck Williams, at cwilliams2@stamfordct.gov and the City’s Director of Purchasing, Erik Larson at elarson@stamfordct.gov on or before 5:00 p.m. EST April 12, 2021. A response from the City to all inquiries shall be posted no later than 2:00 p.m. EST April 16, 2021.

No other communication will be responded to by the City or in the event a City employee does respond the response will not be binding to the City.

**Submittal Instructions**

Proposals shall be received no later than 2:00 p.m., EST, on April 23, 2021, via electronic submission at <https://stamfordct.procureware.com>.

* Proposers must register with the City to submit a proposal or risk missing published addendum. Registration information can be found at the following link: <https://stamfordct.procureware.com>.
* Submittal package shall include the following:
	+ One (1) electronic copy of the proposal in PDF format. Attachments 8 – 12 are required in Excel format.
	+ Attachment 10, Cost, separate of the other proposal documents.
		- The City’s evaluation team will handle evaluation of cost last for every proposal; separating the cost attachment helps us ensure the rest of the proposal won’t be biased by perception of cost.
* Use Attachment 1 (Submittal Checklist) to ensure that all required documents, forms, and attachments have been completed and submitted as instructed.

**TERMS AND CONDITIONS**

1. Proposers are expected to examine the specifications, schedule of delivery, and all instructions. Failure to do so will be at the proposer’s risk.
2. The Contract/Purchase Order will be awarded to that responsible proposer whose submittal, conforming to the Request for Proposals, will be most advantageous to the City of Stamford, price and other factors considered.
3. The City reserves the right to reject any or all proposals and to waive informalities and minor irregularities in proposals received, and to accept any portion of or all items proposed if deemed in the best interest of the City to do so.
4. Proposals shall be submitted no later than the time and date indicated on the cover page of this RFP. All submittals shall be submitted electronically and clearly marked with the RFP title in the file names.
5. Sole responsibility rests with the Proposer to see that their RFP response is received on time at the stated location(s). Any responses received after due date and time will be eliminated from the evaluation.
6. All costs associated with proposal preparation shall be borne by the Proposer.
7. Any interpretation, correction or change of the RFP documents will be made by Addendum. Interpretations, corrections and changes of the RFP documents made in any other manner will not be binding, and proposer shall not rely upon such interpretations, corrections and changes.
8. The City reserves the right to change the schedule or issue amendments to the RFP at any time. The City also reserves the right to cancel or reissue the RFP at any time.

# Detailed Proposal Submission Requirements

So that proposals can be evaluated efficiently, proposers must assemble their proposals in adherence with the submittal requirements defined here. Proposals should be prepared as simply as possible and provide a concise description of the proposed products and services to satisfy the requirements of the RFP. Attention should be given to accuracy, completeness, relevance, and clarity of content.

If a proposer has alternative implementation partners in addition to in-house consulting services, please provide responses for the in-house consulting services and for up to two (2) of the partners.

## Format of Electronic Submission

Organize proposals in separate sections with labels that correspond to those described in the following section C.2, Organization of the Proposal. **If you have any submission format questions, please email** Chuck Williams, at cwilliams2@stamfordct.gov and Erik Larson at elarson@stamfordct.gov.

* Number each page of your submission consecutively.
* Please submit the Attachments referenced in the following table in the required file format indicated here. Attachments not listed in the table below may be supplied in either the original file format or PDF.

|  |  |
| --- | --- |
| **Attachment/Document** | **Required File Format** |
| Sample agreements | Microsoft Word (.doc or .docx), PDF |
| F.8 Attachment 8 (Staffing)  | Microsoft Excel (.xls or .xlsx) |
| F.9 Attachment 9 (Functional requirements)  | Microsoft Excel (.xls or .xlsx) |
| F.10 Attachment 10 (Cost)  | Microsoft Excel (.xls or .xlsx) |
| F.11 Attachment 11 (Data Conversion)  | Microsoft Excel (.xls or .xlsx) |
| F.12 Attachment 12 (Interface Requirements) | Microsoft Excel (.xls or .xlsx) |

## Organization of the Proposal

Please organize your proposal as described in this section, labeling each section with the description provided here.

### Title Page

* Title page
* City of Stamford RFP Number
* Vendor name, address, telephone number and email
* Vendor’s Proposal Contact name, signature, title, email and date

### Section 1.0 Executive Summary and Proposer Submission Materials

The executive summary should be a brief narrative (less than 3 pages) summarizing the proposal and providing a general overview of the company. Highlight the reasons your product, services and company are best suited to meet the City’s needs.

In this section, also include the Proposer Submission Materials which includes the following completed information or forms:

### F.1 Attachment 1 (RFP Submittal Checklist)

### F.2 Attachment 2 (Signature Page)

### Section 2.0 Scope of Services

This section of the proposal should include a discussion of the proposer’s overall understanding of the project and the scope of work proposed including the following:

### 2.1 Complete and submit F.3 Attachment 3 (Scope of proposal).

### 2.2 For **each** firm identified on the F.3 Attachment 3 (Scope of Proposal), explain and complete:

* F.4 Attachment 4 (Company Information)
* F.5 Attachment 5 (Customer Reference Form)

### Provide an overview of all products and services proposed in response to the City’s RFP, clearly describing how the proposed solution will accomplish the City’s goals.

### List and briefly describe proposed solution components, services and technical environment proposed (i.e., SaaS).

* + - * The solution components described should reconcile to positive responses provided by the proposer in F.9 Attachment 9 (Functional requirements)
			* Please also include brief descriptions of the optional modules included in Section A: Purpose.
			* If software is sold by module, explicitly state the software module name and versions that are proposed.
			* Indicate whether the City will need to contract / procure any services or licenses from a 3rd party or extraneous to this proposal for the proposed solution.

### Section 3.0 Functional Requirements

This section of your proposal describes your proposed solution’s alignment with the functional scope of the project - the requirements for each functional area and business process.

* Proposer responses to F.9 Attachment 9, (Functional Requirements) shall use the following response codes in responding to the Functional Requirements on Tab 1 of the attachment:

|  |  |
| --- | --- |
| **Code** | **Description** |
| **Column E: Available Responses** |
| Y | Requirement Met and Proposed (Standard features in generally available product including features developed and supported by vendor) |
| Y-ND | Requirement Met and Proposed (Features that are not offered as a generally available product or require custom development) |
| N | Requirement Not Met with Proposal |
| I | Need More Information/Discussion  |
| **Column F: Available Responses (if (Y-ND Selected in Column E)** |
| F | Feature Schedule for Future Release in Generally Available Software |
| E | Feature Developed as Enhancement for this Project |
| **Column G: Available Responses** |
| S | Requirement and Feature Supported by Software Developer |
| TPS | Requirement and Feature Supported by Third Party  |
| NS | Requirement and Feature Not Supported |

* Proposers must be ready to demonstrate requirements listed as “Y” during software demos.
* Responses which are marked Y or Y-ND will be considered in scope, and the cost proposal and all other information submitted in this proposal should reflect the module and services necessary to perform the functionality.
* For requirement responses other than “N” or “I” proposers must:
	+ - Indicate the module or product that is necessary to meet the requirement.
		- Indicate the phase of the project in which the functionality will be implemented.
		- Indicate any exception to the proposed hosting configuration.
		- Indicate any exception to the proposed post-implementation services, for example technical support, access to patches and upgrades that accommodate the requirement, and helpdesk support for the requirement.
* Proposal requirements’ responses submitted will become part of the contractual agreement with the winning proposer(s). Proposers are expected to warrant both software and implementation of all positive responses (responses other than “N” and “I”).
* For functionality not currently available and not available for viewing at a demo, but that will be in scope for the project either as generally available features in a future release or as a customization specific for this project, Proposers should indicate a response code of Y-ND and answer column J, including estimated availability timing.
* The City may clarify requirements with the response of “I” during software demonstrations. Immediately following the demonstrations Proposers may be asked to re-submit F.9 Attachment 9 (Functional requirements) if changes are indicated as a result of clarifications.

### Section 4.0 Technical Requirements and Information Requests

Describe the technical application and platform architecture and the environmental requirements for proposed solution:

### Describe the following:

### Information on the specific hosting services provided

### Operational support services

### Technology infrastructure services

### Disaster recovery / business continuity

### Identify all service providers, including 3rd parties

### Identify any components the City would need to host on its own servers

### For each of the services proposed explain service levels that are used to guarantee performance for the City through the proposed hosting agreement. Complete and submit with proposal.

### Provide a copy of subscription and / or service level agreement currently used with existing customers

### Identify any component(s) that would need to be purchased / licensed separately by the City, i.e. not provided by the proposer. If provided by the proposer, make sure cost schedule reflects the component(s).

### Include application and platform architectural diagrams if available.

### Include sample copies of technical documentation, e.g. release notes, installation guides, database diagram and data dictionary, etc.

### Include sample copies of any agreements that the City may be requested to sign post-award, e.g. software license agreements, professional service agreements, hosting agreements, third party agreements, etc.

### Section 5.0 Business Process / Software Considerations

This section should describe software features, configuration options, and business recommendations for challenges the City will expect to encounter on the project.

### **Data Conversion:** Provide your recommendations for data conversion. The City requires retention and access to historical data. The City also understands that converting all historical data would require a large effort, at a large cost. However, there is some detailed historical data that may need to be converted as exceptions to the general approach such as historical project transactions for multi-year projects.

* + - Using F.11 Attachment 11 (Data Conversion) please provide estimates of the level of effort required to convert existing data including detailed transaction records and provide recommendations on how you would approach a cost-effective and efficient data conversion as well as historical data retention.
		- Describe how you will make unconverted historical data accessible to the City after the legacy system is decommissioned.
		- Provide your recommendations for cut-over from current financial application to new financial application, i.e. mid-year vs. new-year.

### **Operational and Financial Reporting:** Provide information on reporting, query and analysis capabilities and tools, including standard ‘out-of-the-box’ reports and online queries, ad hoc queries, end-user report development for recurring reports. Provide a sample of standard financial reports.

### **Receiving & Invoice Processing:** Describe your recommended process for receiving and accounts payable invoice processing. Please provide a process map/flow chart and any supporting explanation or system documentation identifying your recommendations for the City. Recommendations should be based on best practices, previous experience and understanding of the City’s needs.

### **Interfaces:** Refer to F.12 Attachment 12 (Interface Requirements) and provide information about existing APIs or other utilities for interfacing the ERP application with other transaction processing applications.

### Section 6.0 Implementation Approach, Plan and Deliverables

This section should describe the proposed implementation plan.

The City will be redesigning its chart of accounts either to accommodate the State of Connecticut Uniform Chart of Accounts or to better classify transactions for budgetary control and reporting purposes. Because it may be unlikely that a chart of accounts crosswalk can be developed between the City’s legacy system and the new ERP system, the City may require a start-of-the-fiscal-year cutover – July 1, 2022.

The City understands that this requirement may have an impact on the scope that can be completed by July 1, 2022, therefore the vendor should include thoughts on this constraint when responding to this section.

### **Explain the proposed approach and plan for implementation, including:**

* Proposed implementation phases including scope and components
* Key milestones and deliverables, and how they relate to the implementation approach and activities
* Implementation tasks and activities including data conversion, configuration design and set-up, data interfaces / integration, quality assurance, training, etc.
* Templates provided by the proposer for conversion data and integration data
* How the proposed approach addresses common ERP project risks and challenges including cross-organizational roles and user groups, documentation, training, and project management.

### **Describe the proposed vendor staffing for the project including:**

* Roles and responsibilities
* Number of vendor staff assigned to each role and approximate allocation of each resource
* Activities completed on-site vs. off-site

### **Describe recommended City staffing for the project** including (reference RFP Section D, Scope of Project for a description of the City’s current project organization, roles and staffing):

* Roles, responsibilities and skills / competencies for each role
* Number and allocation for each staff member including time spent with and without vendor staff
* Complete F.8 Attachment 8 (Staffing)

### **Describe proposed project management services including:**

* Responsibilities of vendor project manager and of City project manager
* On-site presence of vendor project manager
* Communications approach and plan
* Progress, schedule and budget monitoring and reporting
* Risk Management approach, including escalation
1.

### **Described proposed quality assurance and testing approach and plan**, specifying activities, roles and responsibilities including on-site presence of vendor team members, performance, functional and usability testing

### **Described proposed training approach and plan,**

* The City does not prefer a “train the trainer” approach and would like the proposers to provide all related training activities (e.g., end-user)
* The City understands that super users will be needed to manage the system post go-live, please specify how the super users and core project team will be trained at the beginning of the project
* Specify how and when training is to be delivered (e.g. on-site, off-site, web-based, etc.)
* Explain roles and responsibilities the City is expected to provide for the training effort including but not limited to training coordination, training material development, training delivery support, etc.

### **Describe recommended change management approach and services.**

* The City does not have sufficient staffing to perform many of the anticipated change management activities and would like the vendor to propose the cost of providing these services

### **Describe proposed implementation deliverables (required deliverables listed in Section D, Project Scope**). The City considers project documentation to be a critical part of both the success of the project and the City’s ongoing success with the software. Vendors should review RFP Section D.1, Scope of Project and provide specific deliverable examples. *Note: For this response, vendors can select one function or process and respond based on the representative process. The focus of this section is to demonstrate how implementation deliverables will be used and the importance of deliverables as a form of quality assurance.*

6.8.1 Process: Comment on process changes, recommendations, or best practice guidance.

* Provide examples or show templates of how this would be identified in one of the proposed implementation deliverables
* Provide sample of or excerpt from a business process assessment / system design document.

6.8.2 Configuration: Provide example deliverables / templates of how implementation configurations would be documented

* Identify how configuration decisions will be reached and documented
* Identify how configuration decisions will track to the City’s requirements (requirements traceability)
* Explain how configuration documents will be used to create test plans and scripts
	+ 1. Quality Assurance: Provide description of testing procedures that will be used
		- Provide examples or sample templates of test scripts
* Explain and show how test results are tracked and managed

6.8.4 Training: Explain how training materials are developed to include business process decisions, system capabilities, and organizational roles

* Provide examples of training agendas and training materials
* Identify specific training strategies or adult-learning techniques used on the project to improve knowledge transfer and retention
* Provide sample end-user documentation / job-aids (online links acceptable)

 6.8.5 Project Management: Provide illustrations of project management artifacts

* Sample Project Management Plan
* Sample Project Schedule
* Sample Status Report

### Section 7.0 Post Implementation Support Services

The proposal should describe post-implementation and on-going support services available, including but not limited to:

* Complete [F.7 Attachment 7 (Maintenance and Support)](#_E.8_Attachment_8)
* Service desk support services
* Application support services, e.g. interface development, customization
* Setup / Configuration services
* Training (instructor-led, web-based, conferences, etc.)

### Section 8.0 Pricing - SUBMIT UNDER SEPARATE CONTAINER/ENVELOPE

Proposers should submit their price proposal according to the format provided in F.10 Attachment 10 (Cost) to this RFP. Payments will be made for milestone / deliverable completion and acceptance by the City.

### 8.1 Identify milestones / deliverables and associated itemized and total pricing.

### 8.2 Complete and submit F.10 Attachment 10 (Cost)

* Proposers must submit pricing information in the format provided in this RFP. You may supplement the provided format with additional information if needed.
* Attachment 10 (Cost) should include total price for all software, services, hardware and additional costs to implement proposed solution, including third party product and service prices. If vendors submit multiple pricing formats, the City will consider pricing on F.10 Attachment 10 (Cost) to be the official pricing.
* All service costs must be provided on a task or completion basis with costs assigned to each milestone, deliverable and/or task. Proposers are required to fill in deliverables and tasks under the provided headers (project initial knowledge transfer, process analysis/system design, system build, testing, training, and closure) Additional detail may be provided to further explain deliverable/task costs.
* Proposers should include all software modules and state any limitations on module use, e.g., user count. If no limitations are listed, the City will consider that pricing is based on full enterprise-wide access for the City.
* On Attachment 10 (Cost, ‘Other’ tab), provide any hourly / rate-based or usage-based costing information, e.g., service rate for change requests, additional licenses, etc.
* Costs listed as “to-be-determined” or “estimated” will result in an incomplete evaluation.
* Proposers must submit implementation costs as rates that include all estimated travel or other expenses.
* By submitting a proposal, all proposers acknowledge that all pricing (including travel) must be a fixed fee and distributed among the implementation milestones.

### Section 9.0 Exceptions to the RFP

All requested information in this RFP should be supplied. Proposers may take exception to certain requirements in this RFP. All exceptions shall be clearly identified in this section, with a written explanation of the exception and an alternate proposal (if applicable). The City, at its sole discretion, may reject any exceptions or specifications within the proposal.

***To avoid the scenario where the City is unable to negotiate successfully with its finalist vendor, any material exceptions to the RFP including those to the terms and conditions listed in Section D will be clarified prior to elevation for software demonstrations.***

### Section 10.0 Sample Documents

Proposers should include sample copies of the following documents.

### Any sample agreements that the City would be required to sign upon contract award. This would include any applicable software license or subscription agreements, professional service agreements, hosting agreements, third party agreements, etc.

### Sample Project Plan

### Section 11 City Forms

This section should include the following completed forms:

* Contractor’s Statement
* Non-Collusion Affidavit
* City of Stamford State of Connecticut Contractor Verification (in accordance with Public Act 16-67) Compliance Affidavit (**For all school projects**)
* A Certificate of Corporate Resolution signed by the Secretary of your firm, authorizing you to execute a contract.

Or

* A Certification as to Contract Signatory for Limited Liability Companies (LLCs) signed by the Secretary of your firm, authorizing you to execute a contract.
* Proposer’s Information and Acknowledgement Form
* Department of the Treasury Internal Revenue Service Form W-9

Commission on Human Rights and Opportunities Contract Compliance Regulations Notification to Bidders Form

# Scope of Project

## Project Scope

The project’s required and optional functional scope for solution procurement and implementation is summarized in the following table cross-referenced to processes within each function. Specific requirements for each category listed below are detailed in F.9 Attachment 9 (Functional Requirements).

The City has embraced a “cloud first” strategy for technology to improve efficiencies and leverage the latest in technology offerings.

* The City expects that the project will result in the following business processes being implemented.
* Additionally, the City expects that the vendor will provide process documentation, process analysis, and process improvement services for other related administrative processes under this scope and the functional requirements listed in F.9 Attachment 9 (Functional Requirements).

## Functional Process Scope

| **Functional Category** | **Process** |
| --- | --- |
| 1. General Ledger & Financial Reporting
 | * Chart of Accounts
* General Ledger
* Budgetary Control
* Internal Allocations ‘charge-backs’
* Activity-based Accounting
* Financial Reporting
 |
| 1. Project Budgeting, Accounting, and Financial Management
 | * Project Budgetary Control
* Project Accounting
* Financial Management and Reporting
 |
| 1. Grant Budgeting, Accounting, and Financial Management
 | * Grant Budgetary Control
* Grant Accounting
* Financial Management and Reporting
 |
| 1. Procure to Pay
 | * Vendor file
* Purchase Requisitions
* Purchase Orders
* Bid and Quotes
* Contracts
* Change Orders
* Inventory Management
 |
| 1. Accounts Payable
 | * P-Cards
* Invoice processing
* Payment processing
 |
| 1. Budgeting
 | * Activity-based Budgeting
* Planning and Forecasting Operating Budget
* Capital Budget Preparation
* Project / Grant Budget Preparation
* Budget Adjustments / Amendments
* Enterprise Operating Budget Preparation
* Personnel Budgeting
 |
| 1. Accounts Receivable & Collections
 | * Billing
* Accounts Receivable
* Customer File
* Aging/Dunning
* Cash Receipts
* Cashiering
 |
| 1. Capital Asset Financial Management
 | * Asset Acquisition
* Asset Tracking
* Asset Disposal
* Asset Valuation and Reporting
 |

### **Process Improvements**

City staff participated in numerous current and future state process mapping sessions as input to this RFP. During the sessions, process improvements were identified and subsequently discussed with the project’s Steering Committee. Following is a sampling of the significant changes anticipated due to this project:

* **All Functions**
	+ Use system workflow vs. email and paper
	+ More direct entry and more automated integration
	+ Reduce redundant and shadow financial processing / tracking
	+ Use system to query and report financial data
* **Procurement through Payment**
	+ Increased decentralization of transaction processing and scanning and attachment of supporting documentation
	+ System managed 3-way match
	+ Add processes for Vendor and Contract Management
	+ Default to electronic payment vs. paper checks
	+ Improve Purchase Card processing, including transaction detail accessibility
	+ Enable internal and external (vendor) self-service
	+ Enhance multi-year purchase / carry-over efficiencies
* **Accounts Receivable & Collections**
	+ Enhance Customer Management and Online Payments / Collections capabilities
	+ Enable internal and external (customer) self-service
* **Capital Asset Management**
	+ Automate integration with acquisition (purchasing and accounts payable) and disposition transaction applications
* **General Ledger**
	+ Improve budget alignment and integration to improve financial, project and grant management
	+ Incorporate activity-based accounting
	+ Automate chargebacks between organizations
	+ Financial reporting
* **Budgeting**
	+ Incorporate activity-based budgeting
	+ Implement department planning & budgeting tools, integrated/included with enterprise budgeting
	+ Improve alignment between budgeting and actuals for financial management
	+ Improve transfer, carry-over, and multi-year approaches

## Implementation Deliverables

To ensure quality throughout the implementation, the City’s project will include, at a minimum, the following deliverables. Each deliverable will be the responsibility of the vendor, in collaboration with City staff designated by the City project manager, and will be formally presented to the City for review and acceptance sign off. For projects with multiple phases, the City expects each phase to contain each deliverable.

1. **Project Management Plan and Project Schedule –** Project Management Plan will include Charter, Communication Plan, Issues Management and Risk Management Plan components. Project Schedule will detail tasks for the entire project that includes: task description, resource names, start and due dates, and predecessors / successors. Tasks on the project schedule will include implementation activity, deadlines, milestones, sign offs, review periods, and deliverables.
2. **Application Design Document(s) –** Work product that identifies both the business process decisions as well as application set-up and configuration decisions for each in scope business process and system feature. System design documentation will be organized by business process and contain recommendations, City decisions, and detailed process and system documentation.
3. **Test Approach, Scenarios and Scripts –** Test approach will describe the types and objectives of proposed quality assurance tests, as well as the method for tracking test results. Scenarios and scripts will be based on the City-specific functional requirements and application design document(s).
4. **Training and Documentation –** Complete documentation on how to use the configured system, as well as documentation on how to maintain and enhance the configuration. Vendors should propose services to train staff on configuration maintenance and on how to use the software and operate within new business processes.
5. **Cutover Plan -** Complete set of activities and schedule required for Go-Live.

## Software as a Service and/or Hosting Services

The City is interested in receiving proposals for solutions that are managed as software-as-a-service and/or hosted externally. Proposals may include information and pricing for multiple hosting platform options. For sizing and pricing purposes, please describe a solution that includes:

* Environments for production, testing / maintenance and temporary training environment (for initial implementation).
* Disaster recovery environment options – cold, warm, hot
* Complete appropriate sections of [F.6 Attachment 6 (Information Technology Requirements and Information Requests)](#_E.7_Attachment_7)

## Target Implementation Timeframes

The City is targeting to have a fully executed contract by the end of August 2021 and would expect implementation to begin approximately two weeks after the contract is fully executed by both parties. The City would anticipate a first phase go-live of no later than the beginning of the City’s 2023 Fiscal Year (July 1, 2022).

The City’s annual budget cycle begins in December and is approved by the Board of Representatives in May. Assuming the implementation project begins in early September 2021, the City is interested to hear how each proposer has addressed the following with related pros and cons:

1. Budget development go-live by December 31, 2021
2. Converting the City’s current budget development database to load the FY 2023 budget into the new financial system in time for the July 1, 2022 phase 1 go-live

## Project Staffing

The City understands that appropriate staffing is important to this project’s success and is committed to engaging the right resources. The following table describes resources that the City expects to be available for the project and their estimated availability.

Vendor proposals should provide information and recommendations regarding City staff roles, skills and allocations, based on prior implementation experiences and the City’s requirements, transaction sizing and other relevant staffing criteria.

| **City Staff Role** | **Availability** |
| --- | --- |
| Project Sponsors and Steering Committee | As Needed |
| Project Manager | Full Time |
| Functional Leads (approx. 5 personnel) | ½ Time |
| Department Subject Matter Experts  | As Needed |
| Technology Lead (1) | As Needed |
| Other Technology staff (e.g. system administrator, network, application developer, etc.) | As Needed |
| Change Manager (1) | TBD |

## Project Organization

The City has identified the following roles and expects to manage and support the project using the structure defined below.

* These roles represent the assessment and RFP phase.
* Project Manager, Functional Lead, SME and Technical staff roles will evolve for implementation with responsibilities designated for design, testing, training, documentation, etc.

| **Role** | **Responsibilities** |
| --- | --- |
| **Project Sponsor**  | * Sets and adopts a common vision.
* Defines project goals.
* Champions the project to major stakeholders and approval bodies.
* Approves changes to project budget and Timeline.
 |
| **Steering Committee** | * Adopts Vision. Acts as change agents if necessary.
* Provides general oversight of the project
* Provides advisory and consultative direction for project when requested by project manager.
* Approves any changes to project scope.
 |
| **Project Manager**  | * Responsible for the project charter, and monitors the project plan and project control processes.
* Operates within the terms of the charter and is responsible for coordinating efforts of the project’s teams and for collaborating with the selected vendor’s project manager on planning, organizing and controlling the development of project deliverables.
* Coordinates the day to day activities of the project teams and timelines.
* Responsible for managing consultant contract and review and acceptance of all work products and deliverables.
* Collaborates with the selected vendor on the detailed planning of a project.
* Resolves issues, manages risk, reviews deliverables, and communicates project status to the Steering Committee.
* Determines the priority of work assignments and changes.
* Manages scope, resources, deliverables and overall project for the City.
* Dedicates staff and resources.
* Plans and facilitates regularly scheduled meetings.
 |
| **Functional Leads** | * Work with project team to achieve project deliverables on schedule and within budget.
* Participate in RFP development and solution evaluation process
* Provide process and functional subject matter expertise
* Document operational processes and procedures
* Alert Project Manager to any issues or concerns regarding the project
* Alert Project Manager to any issues or concerns regarding the project scope, schedule, resources, deliverables
 |
| **Department Team Members / SMEs**  | * Work with project team to achieve project deliverables on schedule and within budget.
* Participate in RFP development and solution evaluation process
* Provide Dept. / Office subject matter expertise – process, usage, requirements
* Document department’s operational processes and procedures as needed
* Help communicate project information, as provided by Project Manager, to Dept. / Office staff
* Alert Project Manager to any issues or concerns regarding the project
* Work with project team to achieve project deliverables on schedule including requirements, RFP, solution evaluation, and solution recommendation
 |

## Statement of Work

The City will require the development of a detailed statement of work, including a high-level project plan that will be incorporated in to the contract and will include the following at a minimum:

* + Project scope
	+ Project roles and responsibilities
	+ Project milestones and payment schedule
	+ Preliminary project schedule of tasks, deliverables, resources and dates
	+ Project resources
	+ Project scope and budget change control procedures

## Number of Users

End-users will include staff from all organizational units who will perform functions spanning application administration, transaction entry, transaction approval, transaction inquiries, operational reporting and management reporting. Reference the Functional Requirements for a description of access authorization desired. The following user counts are estimated. Proposals should include services to complete implementation and any appropriate training services to prepare all City staff for using the system.

| **Type of User** | **Estimated User Count** | **Estimated Power User Count** |
| --- | --- | --- |
| Financials  | 100 | 45 |
| Budgeting | 50 | 20 |
| Purchasing | 50 | 40 |
| Technical / Application Administration  | 4 | 4 |

## Interfaces

Referencing F.9 Attachment 9 (Functional Requirements), vendors should respond to each interface requirement to identify the proposed scope. Any positive response – “Y” or “Y-ND” is considered to be in-scope and all pricing for the proposed scope included in the submitted milestone pricing. Interfaces with the City’s existing systems are critical to project success.

## Data Conversion

The City understands the level of effort required to convert data and is interested in converting only essential data required for the new system. Proposers are required to complete F.11 Attachment 11 (Data Conversion) and indicate the proposed data conversions that are included in scope.

## Current Applications

The following applications are used by the organization for financial functions or represent applications that may generate a material volume of financial transactions. Information about their replacement is provided for the proposer’s convenience. The City intends to discuss the future use and integration of applications during software demonstrations and contract negotiations.

| **Functionality** | **Application** | **In Scope for Replacement** |
| --- | --- | --- |
| General Ledger, Procurement, A/P, A/R, Budget Control, Asset Tracking | H.T.E. | Yes |
| Timekeeping | Ceridian Dayforce | No |
| Payroll | Ceridian Dayforce | No |
| Utility Billing | Cubes | No |
| Parks and Recreation Billing | Multiple | No |
| Fleet Management | RoadBase (new system TBD) | No |
| Fuel Management | Fuel Master (new system TBD) | No |

# Contract Terms and Conditions

Below are important contract terms and conditions the City expects to be part of an agreement with the finalist proposer(s). **Please note any exceptions to your willingness to comply with each condition per the instructions in Section B.9 of this RFP**. Contract terms in the final agreement may include but will not be limited to those listed below. The City will carefully evaluate any exceptions to the terms and conditions listed below. Note, the following does not include terms and conditions anticipated for an external hosting / SaaS agreement.

## Key Personnel

The City requires assurances as to the consistency and quality of vendor staffing for its project. Key points of the City’s key personnel provision include:

### The City shall have the ability to interview and approve key vendor personnel proposed by the vendor.

### The City shall have the right to dismiss vendor personnel from the project.

### Vendor key personnel may not be removed from the project without the City’s approval.

## Implied and Express Warranty

### The Proposer will expressly warrant that the implemented system will conform in all material respects to the in-scope requirements and specifications as stated in the proposer’s proposal, including the functional requirements in F.9 Attachment 9 (Functional Requirements) for a period no less than 12 months after final acceptance. The rights and remedies provided herein are in addition to and do not limit any rights afforded to the City by any other clause of this proposal.

## Express Warranty Remedy

The City requires that the vendor commit to repair or replace any function not working in the system during the life of the warranty. In the event a problem cannot be fixed or replaced, the vendor will refund the full amount paid for the software, implementation and any paid hosting and/or maintenance costs.

## System Acceptance

For purposes of acceptance of the system (or portions thereof), the City intends to use a two-staged acceptance procedure for each phase and for the entire project. Key points include:

### “Conditional Acceptance” will occur at or prior to go-live. The City will have up to forty-five (45) days to test the system (“pre-live testing”) before going live.

### The City will have a 90-day period after Conditional Acceptance to “live test” the system. Live testing is the City’s opportunity to verify that the system complies with the functional requirements and any other written specifications delivered to the City by the vendor during the course of the project.

### If after the live testing the system performs in accordance with the system specifications (including the design document and functional requirements), the City will issue “Final Acceptance.” The 90-day time frame for Final Acceptance shall be extended if problems are found in the live test. Specifically, the City expects to document the date the problem is found and the date it is certified as fixed. The acceptance period would pause when issues are reported and would restart on the date the problem is certified as fixed. The warranty period shall begin at the time of Final Acceptance.

## Milestones

The City requires that all payments be based on successful completion of milestones. After the City’s acceptance of the milestone, the vendor will invoice for applicable milestone payment per the contractual terms.

## Additional Users and Modules

The City will require a “price guarantee” for a minimum of two (2) years from the effective date of the agreement for additional City users and modules that are listed in the proposal but are not initially purchased.

## Restrictions on Growth

The City requires that any proposed licenses or fees to access the software be adequate to allow the City to use the system unrestricted for all business purposes of the City and the City agencies, departments, and other third-party entities listed in this RFP. The City will not be subject to expansion fees, additional license purchases, or fees for additional users, increases in City employee count, budget size, population size, or data storage requirements for a period of 10 years from the effective date of the agreement.

## Intellectual Property Rights

The vendor warrants and represents that it has secured all necessary licenses, consents or approvals to use any instrumentality, thing or component as to which any intellectual property right exists, including computer software, used in the rendering of the services and the production of any deliverables or other work projects including the configured software (the products) produced under this Agreement, and that the City has full legal title to and the right to reproduce the products. The Vendor shall defend, indemnify and hold the City, its elected officials, officers, employees, servants, attorneys, designated volunteers, and agents harmless from any loss, claim or liability in any way related to a claim that City’s use of any of the products is violating federal, state or local laws, or any contractual provisions, or any laws relating to trade names, licenses, franchises, copyrights, patents or other means of protecting intellectual property rights and/or interests in products or inventions. The Vendor shall bear all costs arising from the use of patented, copyrighted, trade secret or trademarked documents, materials, equipment, devices or processes in connection with its provision of the services and products produced under this Agreement. In the event the use of any of the products or other deliverables hereunder by the City is held to constitute an infringement and the use of any of the same is enjoined, the Vendor, at its expense, shall: (a) secure for City the right to continue using the products and other deliverables by suspension of any injunction, or (B) by procuring a license or licenses for the City that at a minimum meet all requirements defined in the statement of work and functional requirements; or (c) modify the products and other deliverables so that they become non-infringing while remaining in compliance with the requirements of this Agreement.

## Legal Action

The validity, interpretation, and performance of any agreement resulting from a proposal to this RFP shall be controlled by and construed under the laws of the State of Connecticut.

## Indemnification

Vendor agrees to accept all responsibility for loss or damage to any person or entity, including the City, and to indemnify, hold harmless, and release the City, and the City council, other elected officials, its officers, agents, and employees, from and against any and all losses, penalties, damages, settlements, costs, charges, professional fees, or other expenses or liabilities of every kind and character arising out of or relating to any and all claims, liens, liabilities, demands, obligations, actions, proceedings, or causes of every action of every kind and character in connection with or arising directly or indirectly out of any result agreement and/or the performance thereof. Vendor agrees to provide a complete defense for any claim or action brought against the City based upon a claim relating to Vendor’s performance or obligations under this Agreement. Vendor’s obligations under this Section apply whether or not there is concurrent negligence on the City’s part, but to the extent required by law, excluding liability due to the City’s conduct. The City shall have the right to select its legal counsel at Vendor’s expense, subject to Vendor’s approval, which shall not be unreasonably withheld. This indemnification obligation is not limited in any way by any limitation on the amount or type of damages or compensation payable to or for the Vendor or its agents under workers' compensation acts, disability benefits acts, or other employee benefit acts.

####

## Non-appropriation of Funds

The complete installation of system is contingent on budgetary funding from the annual City budget. Funding may be allocated in phases over several fiscal years. In the event sufficient funds are not appropriated for the payments required to be made under the Agreement in future fiscal years, the City has exhausted all funds legally available for payments to become due under this Agreement, funds which have been appropriated for purposes of this Agreement are withheld and are not made available to City, or an appropriation of funds for the next fiscal years has been made for purposes of this Agreement, but prior to actual release, such appropriation has been withdrawn then the City at its sole discretion may terminate the Agreement at the end of the then current fiscal year, as the case may be without penalty or additional expense of any kind whatsoever. If non-appropriation occurs, the City agrees to deliver written notice to the vendor of such early termination at least 30 days prior to the end of the then current fiscal year.

## Insurance Requirements

The vendor shall procure and maintain at its own expense, and without cost to the City, the following kinds and minimum amounts of insurance for purposes of insuring the liability risks, which the vendor has assumed until the contract has expired or is terminated:

### Workers Compensation: Statutory Limits

### Comprehensive General Liability:

### Bodily Injury: $1,000,000 per occurrence; $2,000,000 aggregate

### Property Damage: $1,000,000 per occurrence; $2,000,000 aggregate

### Professional Liability: $500,000.

### Comprehensive Umbrella/Excess Liability: $5,000,000 (maximum deductible $10,000)

# Attachments

To be submitted with completed proposal.

## Attachment 1 (RFP Submittal Checklist)

| **Proposal Section & Attachments** | **Submitted?** |
| --- | --- |
| **Title Page*** Title page
* City of Stamford RFP Number
* Vendor name, address, telephone number and email
* Vendor’s Proposal Contact name, signature, title, email and date
 |  |
| **Section 1.0 Executive Summary and Proposer Submission Materials** * Attachment 1 (RFP Submittal Checklist)
* Attachment 14 (Non-Collusion Affidavit, Non-Debarment Affidavit, Employment Eligibility Verification, Non-Discrimination Commitment Form)
 |  |
| **Section 2.0 Scope of Services** * Complete F.3 Attachment 3 (Scope of Proposal)
* For each firm identified on F.3 Attachment 3 (Scope of Proposal),
	+ F.4 Attachment 4 (Company Information)
	+ F.5 Attachment 5 (Customer reference form)
 |  |
| **Section 3.0 Functional Requirements** * Attachment 9 (Functional Requirements)
 |  |
| **Section 4.0 Technical Requirements and Information Requests**F.6 Attachment 6 (Information Technology Requirements and Information Requests) |  |
| **Section 5.0 Business Process / Software Considerations** * F.11 Attachment 11 (Data Conversion)
* F.12 Attachment 12 (Interface Requirements)
 |  |
| **Section 6.0 Implementation Approach, Plan and Deliverables*** F.8 Attachment 8 (Staffing)
 |  |
| **Section 7.0 Post-Implementation Support Services*** F.7 Attachment 7 (Maintenance & Support)
 |  |
| **Section 8.0 Pricing (submit under separate cover)*** F.10 Attachment 10 (Cost)
 |  |
| **Section 9.0 Exceptions**  |  |
| **Section 10.0 Sample Documents** |  |
| **Proposal Documents** | Submitted? |
| **Contractor’s Statement** |  |
| **Non-Collusion Affidavit** |  |
| **City of Stamford State of Connecticut Contractor Verification (in accordance with Public Act 16-67) Compliance Affidavit (For all school projects)** |  |
| **A Certificate of Corporate Resolution signed by the Secretary of your firm, authorizing you to execute a contract.****Or****A Certification as to Contract Signatory for Limited Liability Companies (LLCs) signed by the Secretary of your firm, authorizing you to execute a contract.** |  |
| **Proposer’s Information and Acknowledgement Form** |  |
| **Department of the Treasury Internal Revenue Service Form W-9** |  |
| **Commission on Human Rights and Opportunities Contract Compliance Regulations Notification to Bidders Form** |  |

## F.2 Attachment 2 (Signature Page)

The undersigned proposer having examined this RFP and having full knowledge of the condition under which the work described herein must be performed, hereby proposes that the proposer will fulfill the obligations contained herein in accordance with all instructions, terms, conditions, and specifications set forth; and that the proposer will furnish all required products/services and pay all incidental costs in strict conformity with these documents, for the stated prices as proposed.

Submitting Firm: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

City: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_State: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Zip: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**By signing below, I certify that:**

I am authorized to propose on my company’s behalf.

I am not currently an employee of the City of Stamford.

None of my employees or agents is currently an employee of the City of Stamford.

I am not related to any City of Stamford employee or Elected Official.

Authorized Representative (print): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Authorized Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Note: If you cannot certify the above statements, please explain in a statement of explanation**.**

**Contact Information:**

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

City: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_State: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Zip: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Phone: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Company Website: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Alternate Phone: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Software Demonstrations:**

Software demonstrations are targeted for the following dates. Please indicate your availability and date preference to provide software demonstrations in the event your proposal is elevated to software demonstrations. Elevated proposers will be notified of the scheduled demonstrate date when elevated.

|  |  |  |
| --- | --- | --- |
| **Week** | **Availability (Y/N)** | **Preference (1, 2, 3, No Preference)** |
| May 24 – May 25 |  |  |
| May 27 – May 28 |  |  |
| June 1 – June 2 (if necessary) |  |  |
| June 7 – June 8 (if necessary) |  |  |

##

## F.3 Attachment 3 (Scope of Proposal)

Identify the scope of the proposal and if the proposal contains software and services for each scope option. Scope options are defined in the RFP in section A and Section C.

**Software and Implementation Services:**

|  |  |
| --- | --- |
| [ ]  | Proposed |
| [ ]  | Not Proposed |

*Primary Software Firm* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Software Product Proposed*  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Version \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Primary Implementation Firm* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Technology Services:**

|  |  |
| --- | --- |
| [ ]  | Hosting Services Proposed |
| [ ]  | Software as a Service Proposed |
| [ ]  | Not Proposed |

*Hosting Provider:*  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Third Party Products/Services**

|  |  |
| --- | --- |
| [ ]  | Third Party Products/Services Proposed |
| [ ]  | No Third Party Products/Services Proposed |

*Firm*  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*Purpose* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Firm*  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*Purpose* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Firm*  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*Purpose* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Firm*  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*Purpose* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Firm*  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*Purpose* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Firm*  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*Purpose* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Name of Individual / Firm Submitting Proposal: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Signature of Proposer: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

## F.4 Attachment 4 (Company Information)

Complete one form for each firm included in the proposal and include a **copy of financial statements for last 3 years**.

|  | **Information Request** | **Proposer Response** |
| --- | --- | --- |
|  | **Vendor Experience** |
| **0** | Name of firm  |  |
| **1** | Number of years in business: |  |
| **2** | Number of years providing systems/services to public sector: |  |
|  | **Current Customers** |
| **3** | Number of clients using proposed software/services |  |
| **4** | Number of new customers in past 3 years |  |
| **5** | Average size of the customers using solution proposed, e.g. Number of users, Annual budget, revenues, expenses, Employee count Annual payroll amount |  |
| **6** | List clients in Connecticut and product(s) used and whether public or private sector clients |  |
|  | **If not Primary Vendor** |
| **7** | Number of past projects partnering with primary proposer |  |
| **8** | Official Partnership status/certification (if applicable) |  |
|  | **About the Company** |  |
| **9** | Number of Employees: Full-time? Part-time? Contract? |  |
| **10** | Number of Employees Providing Implementation Services (if applicable) |  |
| **11** | Number of Employees Supporting Product (Maintenance and Support) (if applicable) |  |
| **12** | Number of Employees Dedicated to Product Development (if applicable) |  |
| **13** | Describe your company’s corporate structure, e.g. public, private, governance, etc. |  |
| **14** | Company’s annual sales revenue and net income (loss) for the past 5 years?  |  |
| **15** | What percentage of each year’s sales revenue comes from customers using the solution proposed in this response? |  |
| **16** | What percentage of past five years’ and current year’s sales revenue is allocated to Research and Development? |  |
|  | **Information Request** | **Proposer Response** |
| **17** | Are there any outstanding lawsuits against your company? If so, please describe and explain what impact an unfavorable outcome would have on the company |  |
| **18** | Is your company currently involved in any discussions or negotiations to be acquired by another firm? If yes, please describe the status of the discussions / negotiations. If your company is actively engaged in being acquired, please describe the targeted timeframes related to the acquisition. |  |

## F.5 Attachment 5 (Customer Reference Form)

Using the following form, please provide at least three (3) and no more than five (5) references that match the following criteria:

* Public sector customers
* Customers using the solution and version(s) proposed for the City of Stamford.

**GENERAL BACKGROUND**

**Name of Customer**:

**Contact Name:** **Title:**

**Phone:** **E-mail:**

**Solution components in use / version:**

**Summary of Project:**

**Number of Customer Employees:**  **Size of Operating Budget:**

**PROJECT SCOPE**

|  |  |  |  |
| --- | --- | --- | --- |
| [ ]  | Financials | [ ]  | Purchasing |
| [ ]  | Budgeting | [ ]  | Other (please specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

**TECHNOLOGY INFORMATION**

**Externally hosted / SaaS? Yes\_\_\_\_\_\_\_ No\_\_\_\_\_\_\_\_ If yes, hosting provider\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**IMPLEMENTATION INFORMATION**

**Project Duration (months):**

**Initial Go-Live date:**

**Describe Role on Project:**

**Project Challenges:**

**Major Accomplishments:**

**Integration of any of the systems listed on F.12 Attachment 12 (Interface Requirements):**

**­­­­­­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Add lines if needed

## F.6 Attachment 6 (Technical Requirements and Information Requests)

The City currently supports a variety of platforms and applications, though the majority of servers are MS Windows Server, Windows 7 and 10. We support MS SQL databases and we utilize SharePoint and other MS Office applications.

| **Ref #** | **Technical Requirement / Information request** | **Proposer Response** |
| --- | --- | --- |
|  | **Hosted / SaaS Options** |
|  | Is system available through hosted model (City owns license; system hosted by vendor) | Yes/No |
|  | Is the system available through SaaS model (City pays monthly service fee) | Yes/No |
|  | Is the system available through a managed services model (City owns and hosts system; vendor maintains system) | Yes/No |
|  | Where is the data center and disaster recovery data center located? |  |
|  | Describe your business continuity and disaster recovery plans, including recovery point objectives and recovery time objectives. |  |
|  | What are your experiences as a SaaS provider? e.g. Number of clients; longest and average time providing services to a client; largest and average client size, client industries, etc. |  |
|  | In the event your company is acquired or ceases operation, what is the procedure and timeframe for returning Stamford’s data and in what format would the City’s data be returned? |  |
|  | Describe your procedures for providing your customers advance notification of major upgrades or system changes. What process do you use to schedule implementation of the upgrades or changes to minimize operational disruption? |  |
|  | If data centers are physically secured, explain the method / technology used. |  |
|  | Please detail data center and security certifications held by your company, specifically certification title, description, issuing organization, frequency of renewal, most recent issue date of the certification.  |  |
|  | Has your company experienced any breach in data center, network, database, and / or application security in the past three years? If yes, please describe each incident – date, nature of the incident, vendor’s response, customer communications and result. |  |
|  | Describe how you monitor network usage and your procedure for increasing and / or allocating network resources to meet increased usage. |  |
|  | What are your proposed operational Service Level standards? How do you monitor Service Levels and how often to you report Service Level results to customers? |  |
|  | What are the results of your Service Level Standards for the past two years, i.e. lowest, highest and average per metric? |  |
|  | In the past 3 years, have you reimbursed any customer(s) due to failure to meet contractual Service Levels? If yes, what was the amount and date of your last incident?  |  |
|  | What is the expected average downtime per week for Vendor-controlled reasons, e.g. backups, patches, upgrades, etc.? |  |
|  | What business continuity procedures and policies are implemented to protect City data, including data back-up and recovery?Where does your backup data reside? |  |
|  | Please provide the dates of your last business continuity / disaster recovery tests and the results of each test; also provide data recovery turn-around time standards. |  |
|  | Please provide information on the hiring and oversight of privileged administrators, and the controls over their access to customer data. |  |
|  | Describe your process and procedures for segregating customer data at rest.  |  |
|  | What change management processes are implemented to protect City data and system availability? |  |
|  | What configuration management processes are implemented to protect City data and system availability? |  |
|  | Please describe your technology control standards and audit processes related to data security and operational integrity. Indicate what industry standard(s) you comply with and provide a copy of latest audit reports, e.g. SSAE 16, COSO, SOX, etc. |  |
|  | What encryption methods are provided within the application in order to encrypt data across non-secure portions of a network? If your application does not provide application-level encryption, explain how you will accomplish this and any requirements for City necessary to implement the solution. |  |
|  | Describe your process / methods for encrypting data in transit to protect it from being read or modified as it traverses external networks. Also describe any standard protocols and / or algorithms you leverage, e.g., TLS and IPsec, AES. |  |
|  | If you use encryption as a data security method, provide information regarding the design and testing of the encryption schemes / methods. Also answer, is data encrypted while at rest? |  |
|  | Does your application allow for any data deletion by end-users? If so, describe what happens to the deleted data? |  |
|  | In addition to user IDs and passwords, describe the standards and other methods used to authenticate users, e.g. LDAP, certificates and tokens.  |  |
|  | What are the internet bandwidth requirements for optimal performance? |  |
|  | Describe any minimum contract periods  |  |
|  | After contract period, is it possible to transition to self-hosted model? Describe what is required for transition and cost |  |
|  | How is performance against service levels reported to the City |  |
|  | Describe process for City reporting issue to the vendor |  |

If hosting / SaaS services are proposed, please submit the standard Service Level Agreement (SLA). If the following information is not covered in the agreement, please provide information in the table provided. Also if not in the standard Service Level Agreement provided, please describe remedies proposed for failure to meet SLAs.

| **Service** | **Metric** | **Requirement/ Guarantee** | **Remedy if Not Met** |
| --- | --- | --- | --- |
| System Availability (Unscheduled Downtime) |  |  |  |
| Scheduled Maintenance Window |  |  |  |
| System Response (Performance) |  |  |  |
| Issue Response Time |  |  |  |
| Issue Resolution Time |  |  |  |
| System Data Restore |  |  |  |
| Implementation of System Patches |  |  |  |
| Notification of Security Breach |  |  |  |
| Please list other proposed service levels |  |  |  |

## F.7 Attachment 7 (Maintenance and Support)

| **Proposed Maintenance and Support** |
| --- |
| **Post-implementation Support:** |
| Days of on-site support after go-live (consistent with the “live test” described in Section E.4.2. |  |
| Other on-site support after go-live (month end, quarter end, year-end, etc.) |  |
| How many versions are currently supported? |  |
| With what frequency does the vendor conduct health/functionality checks with its clients after go-live? |  |
| **On-line Support:** |
| Days / Hours available (and time zone) |  |
| Problem Reporting and Resolution Procedures |  |
| Severity definitions and response time for levels of severity |  |
| **Telephone Support:** |
| Days / Hours available (and time zone) |  |
| Problem Reporting and Resolution Procedures |  |
| Severity definitions and response time for levels of severity |  |
| **User Groups:** |
| Local and/or National User Group |  |
| User Group Members (number) |  |
| **Third Parties:** |
| Support provided for third party products? |  |

## Additional Attachments

## F.8 Attachment 8 (Staffing)

## F.9 Attachment 9 (Functional Requirements)

## F.10 Attachment 10 (Cost)

## F.11 Attachment 11 (Data Conversion)

## F.12 Attachment 12 (Interface Requirements)