Fishers Enterprise Financial Software System
Request for Proposal (RFP)

Date Issued	**August 18, 2017**
Responses Due	**September 8, 2017**
City Contact	**Elliott Hultgren**

Table of Contents

Table of Contents

Table of Contents **2**

Introduction **3**
- **Statement of Intent and Project Overview** **3**
- **The City of Fishers** **3**
- **Background and Goals of the Project** **4**
- **Project Specifications** **5**
  - Project Overview 5
  - Requirements 5
  - Responsibilities of the Vendor 5
- **Overview of the Procurement Process** **5**
- **City's Reserved Rights** **5**

Procurement Process **7**
- **RFP Requirements** **7**
  - Deadline 7
  - Delivery of Response 7
- **Questions and Requests for Clarification** **8**
- **Addenda to the RFP** **8**
- **Modification and Withdrawl of RFP Responses** **8**

Format and Content of RFP Response **9**
- **Format** **9**
- **Organization** **9**
- **Content of Response** **9**
  - Business Structure and History 9
  - Experience and Expertise 10
  - Business Financials 11
  - Approach 11
  - Confidential Information 12
  - Cost Model 13
  - Legal Requirements 13

Evaluation and Selection **14**
- **Responsiveness/Minimum Qualifications** **14**
- **Content of Proposal** **14**

Exhibits **15**
- **Exhibit A – Enterprise Financial Software System Requirements** **16**
- **Exhibit B - Outline of RFP Response** **17**

Appendices **18**
- **Appendix A - Transmittal Letter** **19**
- **Appendix B - Non-Collusion Affidavit** **20**
- **Appendix C - No Default, Breach or Bankruptcy** **21**

Introduction

Statement of Intent and Project Overview

The City of Fishers, Hamilton County, Indiana, an Indiana municipality duly organized pursuant to the laws of the State of Indiana ("City"), issues this Request for Proposal ("RFP") to prospective entities interested in submitting a proposal ("Offerors") to a) provide an enterprise financial software system ("System"); and b) implement the System (collectively, the "Project") as more particularly defined herein, all pursuant to Ind. Code §5-22-9 et seq., (the "Act").

The City of Fishers

Over the past thirty years, the City has experienced tremendous growth, from a population of 8,000 in 1980 to the sixth largest municipality in Indiana in 2013, and reaching a size of nearly 90,000 as of the census completed in 2016. As the City plans for its future of continued growth it is actively working to modernize its business application technology to help ensure continued operational scalability, efficiency and effectiveness.

Background and Goals of the Project

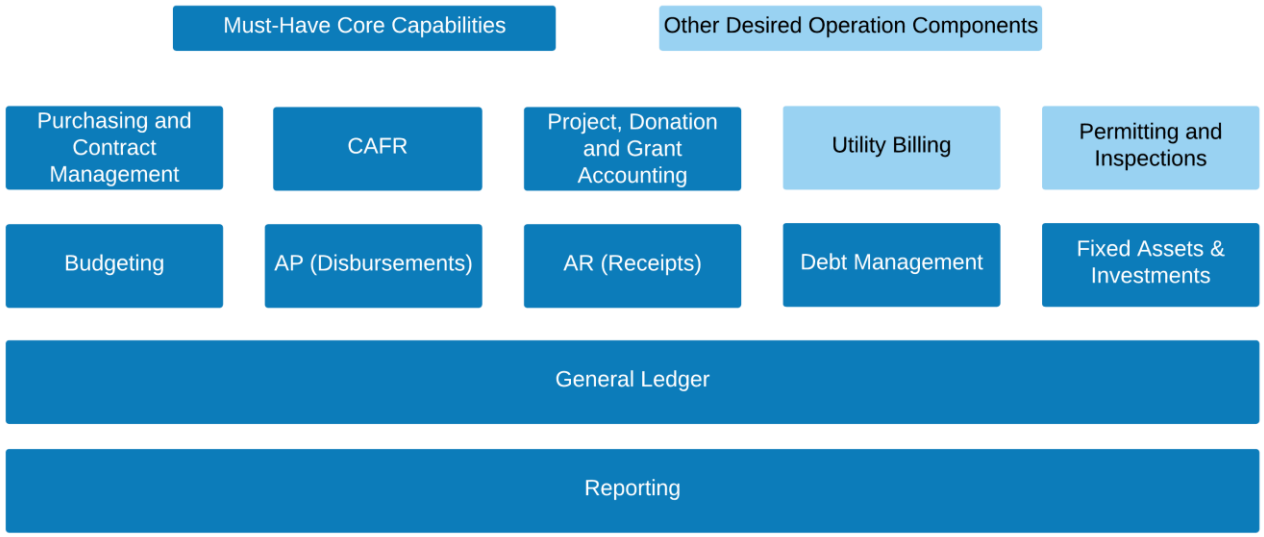
Today, the City uses a legacy financial software system called Key-Fund from Boyce Technologies, along with a Utility Billing system from the same vendor called Key Utilities. The City has outgrown this software from both a functional and technical standpoint which has led to the City experiencing inefficiency, ineffectiveness and the burden of legacy technology. Examples of some of the challenges that City currently faces are outlined in the table below.

Inefficiency Examples	Ineffectiveness Examples	Legacy Technology Burden Examples
No workflow automation	Lack of built-in reporting	Outdated user experience and user interface
Gaps in system capabilities filled by Excel spreadsheets	Lack of ad-hoc reporting	System performance – latency, scalability and concurrency
Highly paper based processes	Missing real-time sense understanding and insight into budget vs. actuals	Lack of interoperability

To address this challenge the City has the goal of implementing a more robust and modern enterprise financial software system that will allow it to operate more efficiently and effectively. Specific goals for this Project include:

- Support for accrual based accounting
- Delivering new efficiencies
- Creating more effectiveness
- Providing robust reporting capabilities
- Establishing a modern and interoperable technical foundation

Component view of the functional areas of how the City envisions the system is reflected below:



Project Specifications

Project Overview

The Project is for the City's purchase and implementation of an enterprise financial software system that will fully replace its current financial software system. The software selection will be completed by the end of calendar year 2017 and implementation will begin in 2018.

Requirements

The City has undertaken an extensive discovery and requirements gathering effort resulting in a comprehensive requirements document spanning both functional and technical requirements (see Exhibit A.).

Responsibilities of the Vendor

The responsibilities of the vendor include providing the enterprise financial system software as well as the implementation services.

Overview of the Procurement Process

The City is using the RFP approach to procurement which encompasses the following steps:

RFP Process Step	Date
RFP Issued	August 18, 2017
Deadline for questions from Offeror(s) regarding the RFP	August 25, 2017
Answers provided by City to Offeror(s) questions	September 1, 2017
RFP Responses Due	**September 8, 2017**
City completion of response reviews and choose finalists	September 15, 2017
Completion of chosen finalists' software demonstrations	October 6, 2017
Decision made and awardee notified	**October 20, 2017**
Obtain approval of decision from Board of Public Works & Safety	**October 30, 2017**
Contract finalized	**December 1, 2017**

The Act authorizes the City to solicit requests for proposals, conduct discussions with Offerors for the purpose of clarification to assure full understanding of and responsiveness to the solicitation requirements, and to negotiate the best and final offers with responsible Offerors who submit proposals that are determined to be reasonably susceptible of being selected.

City's Reserved Rights

The City reserves, at all times in connection with this procurement, all rights available to it under the Act and applicable law, including without limitation, with or without cause and with or without notice, the right to the following: (1) terminate this RFP in whole or in part, (2) issue a subsequent RFP after the withdrawal of this RFP for the Project or any part of the Project, (3) reject any and all RFP Responses, (4) terminate, suspend, or elect not to proceed in negotiations with Offeror(s) at any time, and (5) waive any deficiencies, nonconformities, irregularities, and/or apparent clerical mistakes in the RFP.

The issuance of this RFP does not commit or bind the City to enter into a contract or proceed with the procurement process. Unless otherwise stated herein, the City assumes no obligations, responsibilities, or liabilities to reimburse all or part of the costs incurred by parties responding to this RFP, which shall be borne solely and exclusively by each Offeror.

At all stages, the City reserves the right to discuss this RFP with Offerors to clarify the Offerors' understanding of and responsiveness to the solicitation requirements and to negotiate with Offerors. Further, at all times, the City reserves the right, in its sole discretion, to terminate the process without making a recommendation to the Board or awarding a software Agreement.

Procurement Process

RFP Requirements

Deadline

RFP Responses must be received by the City at the address provided below **no later than September 8, 2017 at 4:30 p.m. EST** (the "Submission Deadline"). Only complete RFP Responses delivered before the Submission Deadline will be accepted by the City. RFP Responses delivered after the RFP Submission Deadline will be automatically rejected and returned unopened to the Offeror. The City will not accept facsimile or e-mail submission of RFP Responses.

Delivery of Response

All RFP Responses shall be delivered to the following person ("City Contact"):

Elliott Hultgren, Chief Information Officer
City of Fishers
One Municipal Drive
Fishers, IN 46038

Offerors shall submit one (1) original and three (3) complete copies of the original.

Offerors shall submit one (1) electronic copy on CD or DVD or USB flash drive. The sealed package containing the RFP Responses must have the following information written on the outside of the package:

SEALED PROPOSALS – DO NOT OPEN
City of Fishers
c/o Elliott Hultgren
One Municipal Drive
Fishers, IN 46038

(Name of Offeror)
(Name of Offeror's Duly Appointed Representative)
(Mailing Address of Offeror)
(Telephone Number of Offeror)
(E-Mail Address of Offeror) City of Fishers RFP

An RFP Response need not be accompanied by a certified check. As provided herein, Offeror shall provide the City with information relative to its financial responsibility.

Questions and Requests for Clarification

Offerors must refrain from communicating with any City official, employee, agent, or representative regarding the Project. All communication and requests for information and clarifications shall be made via e-mail correspondence to the following address: hultgrene@fishers.in.us. No oral requests will be considered. No requests for additional information or clarification to any person other than the e-mail address provided in this section will be considered.

If Offeror considers any of its questions or request for clarifications to be confidential in nature, it must specifically state the reasons for why it believes the information to be confidential. The City intends to respond individually to those questions identified by Offeror and deemed by City, in its sole discretion, as containing confidential information relating to Offeror's Response. The City reserves the right to disagree with Offeror's assessment regarding confidentiality in order to comply with applicable law. In the event the City disagrees with Offeror's confidential assessment, the City may allow Offeror to withdraw the question, rephrase the question, or have the question answered non-confidentially.

All questions and requests for clarification **must be submitted on or before August 25, 2017 at 4:30 p.m. EST**. Answers to questions deemed appropriate for response by the City, in its sole discretion, will be provided within a reasonable time by disclosing the question(s) and answer(s) on the City's website. Offerors shall be responsible for checking the City website. The City may rephrase questions as it deems appropriate and may consolidate similar questions.

Addenda to the RFP

The City reserves the right to issue written addenda to this RFP (each, an "**Addendum**" or "**Addenda**") at any time before the RFP Submission Deadline and will post any addenda on its Website. These Addenda will be numbered consecutively. Any Addenda shall constitute a part of this RFP. All RFP Responses shall be prepared with full consideration of the Addenda issued prior to the RFP Submission Deadline. Each Offeror is solely responsible to ensure that it has received all Addenda issued by the City. Offerors should monitor the City Website for information concerning this procurement.

Modification and Withdrawal of RFP Responses

RFP Responses may be modified or withdrawn in writing to the City Contact, if received prior to the RFP Submission Deadline. Any modification to an RFP Response received by the City after the RFP Submission Deadline will not be considered by the City. The Offeror may also withdraw its RFP in person at any time before the Submission Deadline.

Format and Content of RFP Response

Format

The RFP Response shall be bound and typed, single or double sided, on 8 1/2" x 11" paper in English using no less than 11-point font with 1" margins on all sides. The Response shall include a table of contents, which identifies the major Response sections as outlined herein, and any illustrations, tables, charts, graphics or exhibits included in the Response.

Offerors shall submit one (1) original and three (3) complete copies of the original.

Offerors shall submit one (1) electronic copy on CD, DVD, or USB flash drive in searchable and printable format.

Organization

Offerors must organize their RFP Response in the order set forth in Exhibit B attached hereto and incorporated herein. If an Offeror elects to include additional material to the information specifically requested, Offeror shall append that material to the end of the most appropriate defined section of the outline.

Content of Response

Offerors must provide the appropriate information in accordance with the content and format requirements set out in each of the following categories:

Business Structure and History

This section of the Response should be dedicated to providing the City with information relative to the Offeror's overall business structure including a description of its members (LLC) or Shareholders, officers, team members, organizational and management structure, and proposed contractual relationship among team members. Offeror shall provide information relevant to qualifications of Offeror, its equity members and other team members. Offeror shall provide information relevant to its management structure and how it is best suited to meet the requirements of the Project.

The following is a list of recommended items to be included in any Response:

- Legal name of Offeror
- Nature and History of Organization
    - Identify the legal structure and name of Offeror's organization
    - Mission of organization
    - When was organization created
    - Location of organization
    - Number of employees
    - Operations (if any) within the State of Indiana
- Describe the management structure of Offeror's organization
    - A brief description of the company's size and organization
    - Allocation of roles and responsibilities
    - Provide an organizational chart

- Identification of key members within the organization
    - List the equity members in the organization
        - Position of each equity member within the organization
        - Background/expertise of each equity member
        - Percentage of ownership in the organization
    - List other important team leaders
        - Position of each member within the organization
        - Background of each member
        - Number of support personnel
- Identify a contact person for the Offeror
    - Provide his/her name, title, address, telephone number and e-mail address
- Describe how Offeror's overall business structure is well suited to complete all tasks contemplated by the Project
- Describe the financial condition of your company and if there are any issues or threats that may put it in jeopardy?
    - Is there any outstanding litigation or threat of litigation?
        - Affirmation that Offeror is not currently and has not been for a period of (3) years subject to litigation, including without limitation threatened litigation. If such an affirmation cannot be made, a full description of all such litigation or threatened litigation.

Experience and Expertise

Offeror shall provide the City with information relative to Offeror's relevant experience in providing its software and the implementation of that software in a manner similar to this Project. The Offeror shall provide information detailing its experience working with public entities, scheduling and budgeting complex projects, managing costs, changes, and compliance with established budgets and schedules.

The following is a list of recommended items to be included in any Response:

- Project Management
    - Experience in managing similar projects to the City's Project
    - Experience working with public entities
    - Experience in scheduling and budgeting complex projects
    - Experience in managing costs, changes, and compliance with established budgets and schedules
    - Ability to effectively manage risk
- Project Related Experience
    - A description of other projects performed by Offeror that demonstrates Offeror's experience in similar projects. Each response should include but not be limited to the following information:
        - A general description and depiction of the project
        - Offeror's role in the project
        - Work performed by Offeror
        - Provide references and contact information

Please provide a list of municipalities (preferably 3-5 municipalities that are similar in size to the City) that use your system, along with names and phone numbers of responsible individuals who can be contacted.

Business Financials

Offeror shall provide the City with sufficient information necessary to enable the City to evaluate Offeror's financial strength. Offeror shall include information demonstrating that it has sufficient financial stability and capacity to meet the objectives of the Project. Offeror shall provide the City with Offeror's legal standing with regard to other projects.

The following is a list of recommended items to be included in any Response:

- Financial Statements for Offeror
- Balance sheet
- Income statement
- Details of any bankruptcy, insolvency, company creditor arrangements or other insolvency litigation or threatened litigation in the last three (3) years

Approach

Offeror shall provide the City with information regarding its proposed approach to this Project and how it believes its approach will best accomplish the City's goals for the Project. Offeror shall provide the City with a project implementation plan to deliver the Project. Offeror shall additionally provide information regarding how it anticipates allocating responsibilities amongst its team members. Offeror shall provide the City with innovative concepts that reduce costs and accelerate the delivery of the Project.

The following is a list of recommended items to be included in any Response:

- Ability to achieve the Project Objectives
- Overview of Offeror's general approach to the Project
    - Allocation of responsibilities among team members
    - Project oversight
    - List of anticipated timelines and milestones to obtain financial commitments and close project financing
    - Innovative ideas to reduce overall costs of the Project
    - Innovative ideas to accelerate the delivery of the Project
- Relationship with City and Other Parties and ability to work with City to meet its specific needs of the Project
- Software, Deployment Models and Security
    - Which software module(s) will be needed
    - What deployment model(s) are available (e.g. cloud/vendor hosted or on-premise)
        - What differences (if any) are there between the deployment models from functional, technical, configurability, customization, extensibility and system administrative standpoint?
    - Security
        - Please provide a brief description of your organization's process and operations in the following areas:

            - Physical security (including access to your data center)
            - Incident Response
            - Risk Management
            - Network Security and Design
            - Business Continuity and Disaster Recovery
    - Software System Documentation
        - Do you provide system documentation manuals for the software as a whole and for each module?
        - What format(s) and delivery medium(s) do you use?
        - How often is documentation updated?
- Implementation
    - If your firm is selected for the Project, what is your estimated timeframe for implementation of your system?
    - A list of any sub-contractors the firm proposes to use
- Training and Support
    - Do you provide detailed onsite training, documentation, and support?
    - Describe the support model that will be available post implementation
    - What qualifications are required of all technical support personnel

Confidential Information

This section shall include any confidential and proprietary information that the Offeror claims should be exempt from public disclosure. Offeror is solely responsible for reviewing the Act, Indiana's Public Records Act, and applicable law requiring disclosure. Under no circumstances will the City be responsible or liable to Offeror/Developer or any other party as a result of disclosing materials that it determines, in its sole discretion, is not protected by the Act and/or Indiana's Public Records Act, including, without limitation, materials marked "Confidential".

Cost Model

Provide a cost model spanning software licensing, professional services for implementation and post-implementation support using the following framework:

- Software licensing cost broken out by module for:
  - Year 1 cost (calendar year 2018)
  - Annual ongoing cost (calendar year 2019 and beyond)
- Implementation costs by phases
- Post implementation support cost (if relevant) by year

Legal Requirements

This section shall include responses to the following documents:

Transmittal Letter. The Responses must include one fully-executed Transmittal Letter, in accordance with the form of Transmittal Letter set out in Appendix C, attached hereto and incorporated herein, from the Offeror acknowledging that the Offeror has fully reviewed and understands and agrees to be bound by the terms and requirements of this RFP and procurement process. The Transmittal Letter must be executed by a duly authorized representative of Offeror.

Non-Collusion Affidavit. Each Offeror must certify that it has not participated in collusion or other anticompetitive practices in connection with its RFP Response or this procurement process by executing and returning with its RFP Response the Non-Collusion Affidavit provided in Appendix B, attached hereto and incorporated herein.

No Default, Breach, or Bankruptcy. The RFP Response must include an affidavit, as provided in Appendix C, attached hereto and incorporated herein, of the Offeror's authorized representative affirming that the Offeror and/or its affiliates (a) are not involved in any current or pending litigation or legal disputes with any governmental entity; (b) are not in arrears to any governmental entity for any debt or contract; (c) are not a defaulter as surety or other obligation upon any governmental entity or (d) have not failed to perform faithfully in any previous contract with a governmental entity within the last five (5) years, and (e) have not, within the last five (5) years, voluntarily or involuntarily filed for bankruptcy or other similar insolvency proceeding. In the event Offeror cannot affirm representations (a)-(e), it must sufficiently detail the reasons why and provide the City with sufficient detail surrounding the event or proceedings.

Evaluation and Selection

Responsiveness/Minimum Qualifications

In accordance with Ind. Code §5-22-9 *et seq*., the City will evaluate the RFP Responses to determine whether the RFP Response is complete and responsive. Only those timely submitted RFP Responses that are complete and responsive will be evaluated by the City.

Content of Proposal

The City will evaluate RFP Responses based upon the following areas:

- **Ability of Offeror's Software to Meet City's Requirements: 40%**
- **Offeror's Business Experience & Expertise: 20%**
- **Offeror's Approach to the Project: 20%**
- **Project Cost: 15%**
- **Offeror's Business Structure: 5%**

Although the overall Project costs are important to the City in its selection of an Offeror, the City is also placing a heightened emphasis on the Offeror's prior business experience, expertise, ability of software to meet requirements, approach and financial stability.

The City, in its sole discretion, may, at any time, exclude an Offeror from further participation in the negotiation process if it determines that such Offeror is failing to progress in the negotiations or if the terms of its RFP Response are less advantageous than those of other RFP Responses. The City reserves the right to conduct clarifications to resolve minor issues. The City retains sole authority to determine whether contact with the Offeror(s) is for clarification purposes.

Exhibits

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Exhibit A – Enterprise Financial Software System Requirements

The City has outlined the functional and technical requirements for its enterprise financial software system in the Excel document titled Fishers Enterprise Financial Software System Requirements.xls that has been published with this RFP.

Offeror must complete the *Vendor Response* column in the .xls for all requirements listed and if desired can optionally can add comments in the *Additional Comments* column for each requirement.

Exhibit B - Outline of RFP Response

Offerors should organize their response using the following 7 sections and sequence:

1. Executive Summary
2. Business:
    a. Business Background
    b. Business Structure
    c. Business Financials
3. Experience and Expertise
4. Approach
5. Requirements Alignment
    a. (this includes completing Exhibit A. via the instructions outlined in Exhibit A.)
6. Project Cost
7. Legal (see Appendices)

Appendices

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Appendix A - Transmittal Letter

TRANSMITTAL LETTER
Offeror: _____

City of Fishers
c/o Elliott Hultgren
One Municipal Drive
Fishers, IN 46038

The undersigned ("Offeror") submits this proposal in response to the Request for Proposal dated August 18, 2017,, ("RFP"), issued by the City of Fishers, Hamilton County, Indiana ("City") to develop, design, construct, project manage, finance, operate, and maintain the Project, as defined in the RFP. Offeror represents and warrants that is has read the RFP and any addenda issued by the City, and agrees to abide by the contents and terms of the RFP.

Offeror understands that the City is not bound to negotiate with any Offeror and may reject each response that it receives. Offeror further understands that all costs and expenses incurred by it in preparing this RFP Response and participating in the procurement process will be borne solely by Offeror, except as specifically provided in the RFP. Offeror understands that any documents, work product, or proprietary information submitted to the City in response to this RFP or throughout the procurement process shall become the sole and exclusive property of the City.

Offeror acknowledges and agrees that the City reserves, at all times in connection with this procurement, all rights available to it under the Act and applicable law, including without limitation, with or without cause and with or without notice, the right to the following: (1) terminate this RFP in whole or in part at any time prior to the execution of the Agreement, (2) issue a subsequent RFP after the withdrawal of this RFP for the Project or any part of the Project, (3) reject any and all RFP Responses, (4) terminate, suspend, or elect not to proceed in negotiations with Offeror(s) at any time, and (5) waive any deficiencies, nonconformities, irregularities, and/or apparent clerical mistakes in an RFP Response. Offeror acknowledges and agrees that the issuance of this RFP does not commit or bind the City to enter into a contract or proceed with the procurement process.

Offeror acknowledges and agrees that this RFP and all aspects of the procurement process shall be governed by and construed according to the laws of the State of Indiana.

By: _____ Date: _____
Its: _____

Appendix B - Non-Collusion Affidavit

Affidavit document can be found and downloaded here http://www.fishers.in.us/documentcenter/view/10174 and it has also been posted as a separate document with this RFP packet. Please refer to last page for this document.

Appendix C - No Default, Breach or Bankruptcy

Offeror: _____

City of Fishers
c/o Elliott Hultgren
One Municipal Drive
Fishers, IN 46038

The undersigned ("Offeror") hereby affirms that the Offeror and/or its affiliates (a) are not involved in or threatened with any current or pending litigation or legal disputes with any federal, state, or local governmental entity; (b) are not in arrears to any federal, state, or local governmental entity of any debt or contract; (c) are not a defaulter as surety or other obligation upon any federal, state, or local governmental entity or (d) have not failed to perform faithfully in any previous contract with a federal, state, or local governmental entity within the last five (5) years.

Offeror hereby affirms that the Offeror and/or its affiliates are currently solvent, and have not within the last five (5) years, voluntarily or involuntarily filed for bankruptcy or other similar insolvency proceeding.

By: _____ Date: _____
Its: _____

NON-COLLUSION AFFIDAVIT

State Form 4391 (R4 / 1-00)

STATE OF: _____

COUNTY OF _____ } SS:

The undersigned, being duly sworn on oath says, that he is the contracting party, or that he is the representative, agent, member, or officer of the contracting party, that he has not, nor has any other member, employee, representative, agent or officer of the firm, company, corporation or partnership represented by him, directly or indirectly , entered into or offered to enter into any combination, collusion or agreement to receive or pay, and that he has not received or paid, any sum of money or other consideration for the execution of the annexed contract other than that which appears upon the face of the contract.

Signature
Printed name
Title
Company

Before me, a Notary Public in and for said County and State personally appeared, _____ ,

who acknowledged the truth of the statements in the foregoing affidavit on this _____ day of _____, 20 ___ .

		Signature of Notary Public
County of residence	Commission expiration date	Printed or typed name of Notary Public