Village of Arlington Heights, IL
Request for Proposal for
Enterprise Software and Implementation Services

Issue Date: June 15th, 2020

Optional ZOOM Video Conference Pre-Proposal Meeting: 2:00 PM Central Time, July 8th, 2020

Deadline for Clarification Questions: 5:00 PM Central Time, July 31st, 2020

Responses to Questions Published: August 6th, 2020

Proposals Due before 5:00pm: August 15th, 2020

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1 Overview

1.1 General Information

The Village of Arlington Heights is an upper middle-class suburban community consisting primarily of single-family residents located 25 miles northwest of Downtown Chicago. The 2010 census reflected a population of 75,101 residents. The Village is a local municipality "home-rule" community as provided under the State of Illinois Constitution.

The Village has approximately 435 positions, which include eleven departments consisting of: Police, Fire, Public Works/Engineering, Integrated Services, Human Resources, Legal, Planning & Community Development, Building & Life Safety, Finance, Health & Human Services/Senior Center. The Village of Arlington Heights provides a full range of services including law enforcement, fire safety, construction and maintenance of roads, official records, elections, document recording, comprehensive planning and growth management, housing and community development programs, social service programs, judicial functions, health services, emergency disaster and response planning, storm water management, environmental protection, and administrative functions. The Library shares our Finance module which includes purchasing, budget/general ledger and payroll, and the Library employs about 242 employees.

1.2 Project Introduction

The Village of Arlington Heights (Village) is seeking to replace several enterprise applications with new solutions that better meet the Village's needs. The Village is interested in Proposals from qualified providers of enterprise software. The successful solution(s) will meet or exceed the current Village functionality and provide a robust system that will support the Village's growth well into the future.

The Village has been running its current cloud-based ERP software, Sungard HTE/Central Square, along with segments of our local Library since 1996. As the Village's technology needs have grown our current software system has not.

The Village intends to procure new Financial, Human Resources, Payroll, Time & Attendance, Utility Billing and Community Development software(s). The full scope is explained in Section 3: Scope of Services.

The Village will:

1. Require both software and implementation services.
2. Consider only a cloud solution.
3. Evaluate proposals for a 10-year total cost of ownership.

It is Village's intent to procure a software solution that meets the long-term business needs of the Village. During the selection process, the Village may decide to purchase a subset of a Proposal's components.

The Village has hired Plante Moran to provide advisory services for the selection of the new Enterprise Software solution(s) proposed.

1.3 Timeframe

All times set forth in this RFP are listed at Village of Arlington Heights, IL local time, which is the Central Time Zone.

1.3.1 Schedule of Events

Milestone	Timeframe
RFP published at:	**June 15th, 2020**
Pre-Proposal Meeting Via Zoom: https://us02web.zoom.us/j/81224094789?pwd=dXo1dU9kMzd2eFBzT1VtWC9vdnk3Zz09 Meeting ID: 812 2409 4789 Password: 772129 +13126266799,,81224094789# US (Chicago) +19294362866,,81224094789# US (New York)	**July 8th, 2020**
Optional Intent to Propose	**July 15th, 2020**
Deadline for clarification questions:	**5:00 PM on July 31st, 2020**
Responses to questions published by:	**August 6th, 2020**
Proposals due:	**5:00 PM on August 15th, 2020**
Three-day demonstrations of software	**September (Tentative)**
Contract Awarded	**Q4 2020**
Implementation Starts	**Q4 2020**

1.4 Definitions

For purposes of this RFP, the words, terms, and phrases set forth below shall have the indicated meanings. Any other terms, words, or phrases herein shall have their ordinary meaning.

1. *RFP* means this "Request for Proposal".
2. *RFP Documents* mean "the RFP, all exhibits, all addenda and any correspondence relative to the statement of work, contract terms and conditions, provisions or other related matters, including, **without** limitation, any modifications or revisions thereto."
3. *Proposal* Documents mean "the Proposal, all attachments, any correspondence relative to the statement of work, associated fees, implementation schedule, proposed modified contract terms and conditions, or other related matters, including, without limitation, any modifications or revisions thereto."
4. *Proposer* means, "any vendor that submits a Proposal."
5. *Successful Proposer* means, "The Proposer or Proposers with which Village negotiates and enters into a contract as a result of the process set forth in this RFP."
6. *Village* means the "Village of Arlington Heights, Illinois."
7. *Enterprise Software and Implementation Services, Project* means, "The system or software solution the Successful Proposer(s) will be responsible for providing."
8. "The Village's team" and "The Proposer's team" refer to the project management team for this Project." The Village's team includes advisory representatives from Plante Moran.
9. *Statement of Work* means, "The business functions, services and modules as defined in the Enterprise Software and Implementation Project that the Successful Proposer is responsible for providing to Village."

1.5 Communications

The Cone of Silence:

1. The Cone of Silence is designed to protect the integrity of the procurement process by shielding it from undue influences.
2. During the period beginning with the issuance of the Request for Proposal through the execution of the award document, proposers are prohibited from communications regarding this request with Village staff, Village consultants, Village legal counsel, Village agents, or elected officials, in any form other than in writing addressed to Paula Kereluk at pkereluk@vah.com.
3. Any attempt by a proposer to influence a member or members of the aforementioned may be grounds to disqualify the proposer from participation in this solicitation.

Exceptions to the Cone of Silence:

1. Written communications directed to Paula Kereluk at pkereluk@vah.com
2. All communications occurring at pre-proposal meetings
3. Oral presentations during demonstrations, finalist interviews, negotiation proceedings, or site visits
4. Oral presentations before publicly noticed committee meetings
5. Contractors already on contract with the Village to perform services for the Village are allowed discussions necessary for the completion of an existing contract.
6. Procurement of goods or services for Emergency situations

1.6 Intent to Propose

Prospective Vendors are encouraged to submit a written intent-to-propose document via email before **July 15th, 2020.** Submitting an intent-to-propose document does not obligate the Vendor to submit a proposal and is not mandatory to submit a proposal. By submitting this document, a prospective Vendor will receive amendments and notices to this RFP. The written intent-to-propose must include the company name, mailing address, phone number and email address of the Vendor's main contact for communications regarding this RFP. Prospective Vendors should **email** this information to the following contact with a subject line of "ERP Software Intent to Propose".

Paula Kereluk

pkereluk@vah.com

Written responses to written questions and requests for clarifications regarding the RFP will be emailed to all Vendors who have submitted an intent-to-propose document and posted on the village website. Late receipt of intent to propose from Vendors will not have any impact on dates, deadlines, or timeframes set forth in this document.

1.7 Statement of No Proposal

If you **DO NOT** intend to bid on this proposal, please complete and return this page as soon as possible. Your response will assist us in evaluating all responses for this important project and improve our bid solicitation process.

____ Specifications too “tight”, i.e. geared toward one brand or manufacturer only (explain below)

____ Specifications are unclear (explain below)

____ We are unable to meet specifications

____ Insufficient time to respond to this request for proposal

____ Our schedule would not permit us to perform the requested services

____ We are unable to meet the bond requirements

____ We are unable to meet the insurance requirements

____ We do not offer a complete solution

____ We do not compete in this geographic area

____ Other: _____

Remarks: _____

_____

_____

_____

Signed: _____ Name: _____

Title: _____ Date: _____

Firm Name: _____

Phone: _____ Fax: _____

Address: _____

1.8 Investigation

1. It shall be the responsibility of the Proposer to make any and all investigations necessary to become thoroughly informed of what is required and specified.
2. It is the responsibility of the Proposer to seek clarification of any requirement that may not be clear. Questions concerning this request shall be submitted via e-mail to Paula Kereluk pkereluk@vah.com by the last date for questions listed in section 1.3.1. A written response to all questions will be released as an addendum.
3. Proposers shall include a signed copy of all addenda within the body of their proposal

1.9 Costs

1. Preparation Costs: The Proposer shall be responsible for all costs or expenses related to investigating, preparing, and submitting their Proposal. Proposers will also be responsible for all costs or expenses related to demonstrations, on site meetings, negotiations and presentation to council during the evaluation and awarding of any contract resulting from this RFP.
2. Pricing Eligibility Period:
    a. All Proposals are required to be offered for a term not less than one hundred eighty (180) calendar days in duration.
3. Taxes
    a. The Village is exempt by law from paying sales tax on goods, equipment, and products permanently incorporated into the project, from State and Village Retailer's Occupation Tax, State Service Occupation Tax, and State Use Tax.
    b. The Village's State Sales Tax Exemption Number is E9998-1981.
    c. The Village's Federal Sales Tax Exemption Number is 36-6005774.

1.10 Confidential Information

Information contained in the Vendor's proposal that is company confidential must be clearly identified. The Village will be free to use all information in the Vendor's proposal for its purposes. Vendor proposals shall remain confidential until the Village's selection committee makes its recommendation to Village council. The Vendor understands that material supplied to the Village may be subject to public disclosure under the Freedom of Information Act.

1.11 Requirements for Contract Award

Contracts:

1. The successful Proposer is required to enter into a contract with the Village incorporating all matters set forth in the solicitation document, addenda and clarification process.
2. The successful Proposers submission will be incorporated into the final contract.
3. Contract must be fully executed by the proposer prior to submittal for Village Council approval.

Insurance:

1. The successful Proposer will be required to carry insurance acceptable to the Village.
2. Certificates of Insurance, Endorsements, and a Waiver of Subrogation must be submitted with the signed execution page of the contract.
3. The Proposers obligation to purchase stated insurance cannot be waived by the Village's action or inaction.

2 Proposal Requirements

2.1 Signatures as Offer

1. Under the conditions of the Uniform Commercial Code, the signing of the proposal by the proposer constitutes an offer. If accepted by the Village, the offer becomes part of the contract.
2. Each Proposer, by submitting a Proposal, represents that the RFP Documents have been read and are fully understood.

2.2 Proposal Structure

1. Proposals not complying with the requirements of the RFP may be considered non-responsive and may be rejected as non-responsive and removed from consideration.
2. The Proposer must provide ONE (1) original proposal and ONE (1) electronic copy on a USB flash drive. Proposers must also submit FIVE (5) copies. The file formats are specified for each attachment. Both the original and electronic copy should be in a sealed envelope.

Attachment Name	Attachment Detail	Attachment Format
Proposer Attachment 1	Proposer Form Submission	MS Word
Proposer Attachment 2	Use Cases, Functional, Technical, and Reporting Requirements	MS Excel
Proposer Attachment 3	Pricing Proposal (NOTE: Proposers must submit their costs in the appropriate form for each scope option, so some proposers may be required to submit multiple versions of attachment 3. See section 3.1 for details).	MS Excel
Proposer Attachment 4	Village and Proposer Staffing Resources by Implementation Phase (NOTE: Proposers must submit a separate copy for each scope option. See section 3.1 for details).	MS Excel
Proposer Attachment 5	Standard Terms and Conditions	MS Word

2.3 Proposal Submission and Delivery

1. **Deliver to:**

Paula Kereluk, Purchasing Coordinator
Finance Department
Village of Arlington Heights
33 S. Arlington Heights Rd.
Arlington Heights, IL 60005

2. Proposals must be received before the designated time. Proposals will be received during regular business hours, 8:00 a.m. to 4:30 p.m., Monday through Friday, excluding recognized holidays.
3. Offers must be labeled RFP Enterprise Software and Implementation Services
4. Proposers may submit their Proposal by way of hand-delivery, express mail or similar type of service.
5. Proposals submitted after the deadline will be returned unopened and will not be considered.

2.4 Number of Submissions

1. Proposers may only submit one proposal. Alternate proposals with differences in scope will not be accepted. Therefore, proposers are encouraged to submit the proposal they feel best meets the needs of the Village.

2.5 Withdrawal of Submissions

1. Proposals may be withdrawn at any time prior to the due date. Requests to withdraw an offer shall be in writing, properly signed, and sent to pkereluk@vah.com prior to the due date.
2. Offers may not be withdrawn after the due date.

3 Scope of Services

3.1 Solution Capabilities and Expected Scope

The scope of the Project is to replace legacy system applications with enterprise technology spanning multiple service areas. Proposers are expected to provide the solution(s) and implementation services to include configuration, testing, conversion, training, reporting, stakeholder change management, and coordinate all communications throughout the Project. In addition, the resulting Project implementation is expected to deploy “best practices” of the latest application release.

The Successful Proposer shall plan and lead the Project and report to a Village-defined steering committee, meeting key deliverables as described in this section, along with directing a Village team who will be assigned to work as internal team leads and subject matter experts throughout the enterprise technology implementation. It is expected that the Successful Proposer will also plan and support culture change management efforts, including team/employee training and knowledge transfer to ensure the Village team will be able to fully support the on-going functionality/technologies identified in this RFP.

Proposers must respond to one of the scope options listed below. Proposers responding to Option 1: Core ERP are encouraged to partner with another vendor to provide the expanded module functionality, but the village will also consider proposals that are just Utility Billing and / or Community Development solutions (Scope Options 2 and 3). The Village expects best-of-breed solutions to integrate with the core modules and will expect evidence of prior integrations achieved with previous client ERP systems.

The Village is only considering a vendor hosted solution. On-premise proposals will not be considered.

Proposals with multiple partners will be evaluated on their approach to integrate the core and expanded scopes using modern system integration capabilities available in SaaS platform architectures.

Proposals containing multiple software solutions should complete a separate response to the Technical Requirements in Attachment 2 all proposed solutions.

Proposers must complete the Pricing Proposal – Attachment 3 associated with each option. For example, a proposer submitting a response for Core ERP, Community Development, and Utility Billing will submit three (3) versions of Attachment 3. All costs should be contained in the respective form, so the Village will know the cost of just that specific scope option.

Proposers must submit a separate Attachment 4 – Implementation Staffing Resources for each scope option. For example, a proposer submitting a response for Core ERP, Community Development, and Utility Billing will submit three (3) versions of Attachment 4.

Option 1: Core ERP

The Proposer must include responses to the following module specifications:
• Accounts Payable
• Budget
• Cash Receipting
• Fixed Assets
• General Ledger
• Grants and Project Accounting
• Human Resources
  ○ Benefits Management
  ○ Core HR

    - Leave / Scheduling Management
    - Performance Management
    - Recruiting
    - Tuition Reimbursement
- Inventory
- Misc. Billing and Accounts Receivable
- Payroll
- Purchasing
- Time and Attendance
- Treasury and Bank Reconciliation
- General and Technical

Option 1 Expanded Scope Options:

The Proposer may optionally respond to the following module specifications:

- Utility Billing
    - Backflow Management
    - Bill Management
    - Customer Account Management
    - Meter Reading and Management
    - Refuse Collection
    - Service Order Management
- Community Development:
    - Address Management
    - Cashiering
    - Cost Accounting
    - Licensing
    - Permitting
    - Planning and Zoning
    - Property Code and Health Code Enforcement
    - Special Events
    - Vehicle Stickers

Option 2: Utility Billing

The Proposer shall include responses to the following module specifications:

- Utility Billing
    - Backflow Management
    - Bill Management
    - Customer Account Management
    - Meter Reading and Management
    - Refuse Collection
    - Service Order Management
- General and Technical

Option 3: Community Development

The Proposer shall include responses to the following module specifications:

- Community Development:
    - Address Management
    - Cashiering
    - Cost Accounting
    - Licensing
    - Permitting
    - Planning and Zoning
    - Property Code and Health Code Enforcement
    - Special Events
    - Vehicle Stickers
- General and Technical

Professional Implementation Services for Any/All Options		
Project Management	Hardware Design and Installation Consulting	Software Installation
Data Conversion	Report Development	Integration and Interface Development
Software Modifications	Implementation and Training Services	Testing
Knowledge Transfer to Staff	System Documentation Development	Operational Redesign Assistance
Ongoing Support and Maintenance Services	Hosting Services	Change Management

3.2 Current Technical Standards

The following table lists the Village's current technical standards. Vendors should include any potential conflicts with their proposed solution in their proposal response.

Technology Standards	Current
Technical Standards	Data Sharing Standard, VPN Access Standard, File Naming Standard, Hardware Standard
Backup solution	Veeam
Business application environment	IDM AS400 (HTE), Microsoft Office Suite
Desktop hardware	Dell
Desktop operating system	Windows 10 and 7
Email system	Microsoft Exchange Online
Firewall	Cisco
Geographic information system (GIS)	GIS Consortium - Esri Product Line
Handheld devices	iOS and Android Mobile Devices
Imaging/content management system	Laserfiche
Interactive voice response system	N/A
Internet browser	Edge, Chrome
Network operating system	Cisco
Proxy server	Cisco Web Proxy
Relational databases	SQL, IBM AS400
Remote access	Vmware Horizon View, NetMotion
Report writer	IBM Cognos
Server hardware	Dell
Server operating system	Windows 2012, 2016 & 2019
Server virtualization	Vmware
User authentication	Active Directory
Virus scanning software	Symantec EndPoint
Web server software	IIS

3.3 Other Planned Technology Initiatives

The village is considering purchasing a new DACRA system for records requests, parking tickets, fines, hearings, violations.

3.4 Current Enterprise Application Environment

The following enterprise applications represent in-scope systems for potential replacement as part of the scope for this procurement. The Village is at a strategic crossroads as it seeks to modernize and strategically position its technology investments to meet its anticipated future needs.

System	Description	Future Disposition
HTE Version 9.1.19.3.0 AS400 Database Vendor Supported Schema not available	Financial system of record, used for GL, Purchasing, AP, AR, Cash Receipting, and Budgeting.	Replace
Tracker	Investment Management System	Replace or Interface
Cognos	Reporting system that pulls data from HTE	Replace or Interface
PassPort	Mobile payments for parking	Interface
Paymentus	Online payment processor	Replace or Interface
BMO Credit Card	Bank account / portal connected to village credit cards.	Interface
Vehicle Sticker and Dog License Database (Microsoft Access)	Track payments for vehicle stickers and dog licenses.	Replace
Payments by Type Spreadsheet (Microsoft Excel)	Track AR payments by type	Replace
Bidders List (Microsoft Word)	Track vendors for use in future solicitations.	Replace
Laserfiche	Document management	Interface
Microsoft Excel	Department purchasing/contract tracking, Fixed asset depreciation tracking	Replace
Sierra	Book purchases	Interface
JP Morgan	Wire Transfers	Interface
Adobe Acrobat	Publishing of the budget	Replace or Interface
Cityworks Version 15.5.2 MS SQL 2014 Database Vendor Supported Schema Available	Capital Project Tracking, overtime tracking for public works	Interface
Access	Capital Improvement Plan	Replace
Dacra	Potential purchase - records requests, parking tickets, fines, hearings, violations	Interface
Lexus Nexus	Potential purchase - accidents, tickets	Interface
Andre's Medical Billing	3rd party ambulance billing	Interface
Image Trend	EMS / Fire reports	Maintain
Volunteer Database (Access)	Personal information, demographics, etc. of volunteers - Medical reserve corp	Replace or Maintain
Volgistics	Senior Care Center Volunteer Database	Replace or Maintain

System	Description	Future Disposition
HRIS	HCM System stores employee information	Replace
Target Solutions	Training System	Replace or Interface
Guardian	Background checks for Police and Fire	Interface
Kronos Workforce Telestaff Version 6.7.2 MS SQL 2016 Database Vendor Supported Schema Available	Timekeeping system for Fire	Replace or Interface
VCS POSS	Timekeeping system for Police	Replace or Interface
Timeclock Plus	Timekeeping system for Public Works	Replace or Interface
Microsoft Access	Benefits database, timesheets, time off tracking	Replace
Microsoft Excel	Applicant tracking police, workers comp, insurance billing, life insurance, FMLA, incident tracking, position control	Replace
Microsoft Word	Retirement letter, hire letter, HR checklists	Replace
Fuel Master	Utilized to capture outside agencies fuel use	Interface
ArcGIS Server for Enterprise 10.6 or later	Data management	Interface
Sebis	Web portal water billing & penalty notices	Replace or Maintain
MVRS (Itron) Version 8.5 Pervasive PSQL v11 Workgroup (32-bit) SP3 database Vendor Supported Schema Not Available	Water meter reading system	Interface
Clover – PNC Merch Services	Credit Card Payments	Interface
XC2	Backflow prevention system	Interface or Maintain
Microsoft Access	Final utility bill creation	Replace
MS Outlook	Utility service order appointments	Replace
Microsoft Excel	Meter information, refuse citizen list	Replace
Executime 2018 Hosted Database Vendor Supported	Time recording for payroll	Replace or Interface
Microsoft Outlook	Communication and organizing a daily schedule for parts delivery, etc.	Replace
Water Meter Database	Database for water meters and backflow devices, externally managed	Replace
Microsoft Excel	Fuel consumption reporting, employee contact phone numbers, contract management	Replace
Microsoft Word	Damaged property invoices, memos for plan commission reviews	Replace
MS Access	Overtime Tracking	Replace
CDP Inspection Software	Creating and storing inspections for food, pools, day cares	Interface

System	Description	Future Disposition
Microsoft Excel	Track plan commission reviews, MWRD permits, contribution ordinances, daily correspondence with contractors and residents	Replace
MS Access	Property Code Enforcement	Replace
Click2Gov	Online customer portal for HTE Naviline	Replace
Naviline	User password reset, user output queues, Purchasing	Replace
CivicLive	Web-based VAH.com and Discover Arlington Website	Interface
MS Access	Elevator periodic inspection program	Replace
Brycer	Fire Alarm / sprinkler System Report Status	Replace
Mobile Eyes	Office of the State Fire Marshal's public school inspection reporting system	Replace or Maintain

3.5 Project Business Drivers

The Village's strategy involves a migration of its current solutions to vendor-supported, commercial-off-the-shelf (COTS) packages. This will ensure the Village's capacity to sustain these applications as private sector software firms responsively support evolving technologies adopted by public stakeholders. The Village has identified key business drivers for this project including:

- **Inadequate, Outdated Legacy System** – The Village has been running Sungard HTE/ Central Square ERP since 1996. Replacing existing system will modernize Village's procedures, processes and technology.
- **Enhanced Reporting**- Currently the Village is finding inefficiencies in existing system. Reports cannot be viewed on-screen and cannot be exported to another document. Currently, all reports must be printed. Reports are also inflexible and have caused the Village to procure work around 3rd party solutions.
- **Integrated Core Financial System** – The Village is maintaining decentralized modules causing inadequate reporting, dual entry, separated databases. The new system must provide better module to module integration and improve and expedite processes between departments.
- **Discontinued Support of Legacy System** – Existing cloud provider's service and support has declined in recent years leading the Village to question if service and support will terminate in near future.

3.5.1 Legacy Environment Challenges

- Many of the Village's aging business systems present situations creating inefficient processes. Additionally, many legacy systems require expertise that is very limited or could be unavailable to sustain the organization's core business systems. Many of these involve manual paper-based processing with an emphasis on on-site customer transactions in lieu of automated options (e.g., online payment, kiosk self-service centers, and online application submissions).
- The Village has developed and relied upon shadow systems to fulfill functional gaps in the Village's enterprise systems. Over time, these sources of data must be synchronized, sometimes resulting in multiple sources or instances of information. This makes it difficult to portray a uniform understanding of the organization's business activities at any point in time.

Utility Billing/CIS: The Village is primarily using HTE and Cityworks for their Utility Billing/CIS functions which lack key integration, automation and reporting. Integration would allow for one source of truth and eliminate many manual processes. Furthermore, unifying all utility billing service requests in the ERP's utility billing system of record would ensure customer service staff have the most recent and accurate information. This would help to increase the level of service the Village can provide, enhance reporting capabilities, and enable the collection of real-time usage information, among many other customer benefits.

Themes of Current Business Needs	Expected Future ERP Benefits
Capturing relevant data and having the ability to search on the data in the current system is lacking.	Modern ERP utility billing capabilities allow for enhanced data capture in Village configured fields and search on the data.
Service orders are created outside the utility billing system of record in Cityworks.	In lieu of synchronizing service orders in multiple systems, consider consolidating all utility billing service requests in the ERP's utility billing system of record. Field staff would also have the ability to also access this information via mobile devices in real-time as they engage the public.
The Village does not currently have e-billing functionality.	Simplify billing administration by leveraging the future utility billing system to offer capabilities for delivering bills (e.g. e-bill, email, printed, multiple receivers, etc.).
Reporting is very slow and cumbersome. Much time is spent waiting for reports, in order to continue the work process.	Current ERP systems offer standard billing and payment reports that can be customized by staff to support the typical reporting needs the Village requires.
There is currently no notification when the MVRS information has been loaded to the shared drive and can be uploaded to HTE.	System integration between the future UB system and meters would allow the meter information to update in real time.

Core Financial Systems: The Village is using HTE as their core financial system. The system lacks basic functionality, such as self-service capabilities and user-friendly reporting, found in modern systems. Opportunities for improvement include streamlining the budget creation process, implementing robust approval workflows, allowing users to perform ad-hoc analysis, and using vendor self-service capabilities. Moving to a modern system will allow the Village to store electronic documents instead of printing and storing documents in filing cabinets, move data from disparate systems into one system of record, and take advantage of continued vendor support and updates to the system.

Themes of Current Business Needs	Expected Future ERP Benefits
Staff cannot easily create reports or perform ad-hoc analysis of financial data.	Users will have configurable dashboards and pre-made reports.
Contracts are not tracked in a system of record	Contracts will be maintained in a central system and tied to supporting documents and future transactions.
Budget creation is done via a series of Excel spreadsheets	Departments can submit budget requests for review and approval via the ERP system. They will also have easy access to previous years' data.
Paper copies of documents are retained by the village because the system does not have robust document management capabilities.	Electronic copies of documents can be stored in the ERP system and tied to specific transactions.
The Village does not use modern purchasing functionality such as vendor self-service, tracking vendor performance, and using commodity codes.	Purchasing transactions will be linked through the entire process, from creating a solicitation to paying for the purchase. Having all of the data in a structured format in one system will allow the Village to perform analysis and support future decision-making processes.

HR/Payroll: The Village currently utilizes HTE in combination with HRIS for Human Resources functions. However, there is no integration between the two systems which causes duplicate entry in both systems in order to accomplish many tasks. This causes time consuming and manual intervention in many of the HR related processes. In many cases, the Village utilizes paper and shadow systems such as excel in order to conduct recruitment, manage benefits, personnel actions, performance evaluations, and more. Most processes are extremely manual, requiring paper forms, multiple approvals and dual entry into the various systems even if it's something as simple as an address change. Neither employees or managers have an easy way to access information about positions, benefits, etc. for themselves or their staff which is why self-service capabilities should be explored in a future ERP system. This would allow for one system of truth when it comes to employee information.

As for payroll, there are also a variety of systems and shadow systems used. Scheduling and time are tracked separately by various areas of the organization. Police, fire, public works, library and the rest of the Village all use separate time tracking mechanisms as there is no centralized time keeping system. Regardless of how they track their time, all departments are still required to convert the time data into the Village wide paper form which causes manual intervention and dual entry of critical information that could impact pay. Overtime and accruals are also not tracked consistently across all departments currently, which could cause inaccurate payment of overtime or time off, potentially putting the Village at risk. In order to consistently track time worked, time accruals and overtime, the Village is looking to standardize the system(s) used for timekeeping and payroll.

Themes of Current Business Needs	Expected Future ERP Benefits
The recruiting process is a manual and time consuming, which could cause a loss of quality candidates in the Village, Police and Fire dept.	Utilize applicant tracking and recruitment modules in a future ERP system to streamline the process to recruit and retain quality candidates.
There is duplication of efforts for most HR related processes due to the lack of integration with HTE and HRIS requiring manual intervention for all personnel related changes.	Employee and manager self service will allow staff to initiate changes with appropriate workflow in a future ERP system, and all information will be tracked in a single system of truth. Utilize an ERP system to manage all employee information, changes and processes.
Many spreadsheets exist to track the benefits enrollment and management process, which proves to be very time consuming.	Utilize an ERP system for open enrollment, benefits management and benefits billing.
Leave time and overtime are not consistently tracked across the organization, exposing the Village to risk of overpaying.	Utilize the ERP system to consistently track all types of time in a single system of truth in the future for accountability and consistency.
There are various scheduling and timekeeping systems utilized across the organization, all of which are required to manually input their time exception information on a paper timesheet for payroll processing.	Utilize a consistent process for scheduling, timekeeping and payroll. Consider utilizing a single timekeeping system across the organization or interfacing the solutions to eliminate manual intervention.

Community Development: The Village is currently using H.T.E. Naviline to manage their building permits and Cityworks to manage their Engineering permits & inspections. In general, the overall land management processes from entitlement to construction through C of O issuance is manual and paper based, with the Village relying heavily on external spreadsheets and physical paper filing systems to track and manage project activity. Additionally, the Village spends a great deal of time fielding calls from customers who are confused on what permits are needed, where to find them, and the expected timeline for having their permits approved. Applications are submitted as hardcopy paper versions and must be manually re-entered back into the system. Plan reviews are conducted by hand and requires manual coordination at multiple levels to consolidated comments which then must be manually entered back in

the system. There is also a manual coordination required between departments to clarify contradictory comments and present the Village review back to the customer in a uniform consistent manner. Correspondence between departments and the customer occurs outside of the system of record, generally by phone/e-mail.

A future ERP system with permitting, inspection and electronic plan review capabilities will be beneficial to Village operations and ultimately provide efficient and consistent customer service to their citizens. A summary of high-level benefits gained from an integrated ERP system can be found in the table below:

Themes of Current Business Needs	Expected Future ERP Benefits
Customers must submit hard copy applications, with no ability to pay application/permit/inspection fees online.	Applicants can leverage the online customer portal to find required project information and submit their applications for a permit/license online. Summary of fees can be totaled based on application/project type and be paid directly to the Village online.
Village staff must hand-key information into the system of record from the physical application.	With the ability to submit applications online through the customer portal, information will feed directly into the system of record and initiate the review workflow, eliminating the need to manually re-enter application information back into the system. Additionally, the portal can automatically vet submissions to ensure all required information and copies are included with each submission.
Village review of applications and plan sets are managed through external spreadsheets and hard copy tracking papers. Reviews must be manually coordinated across departments.	A consolidated system with electronic plan review capability offers a centralized review workflow, where all parties can review plans concurrently, and comments/mark-ups can be viewed in real-time. All correspondence related to a project can be documented in the system of record.
Scheduling of inspections is a manual process with limited transparency of inspection time to the applicant. Additionally, it is possible to schedule final inspections before all required conditions or fees have been paid.	Modern ERP systems with inspection functionality will allow the Village to automate inspection scheduling through a customer portal, and only allow inspections to be scheduled once all necessary requisites have been met and required fees have been paid.
Cityworks, used for Engineering permits/projects and enterprise asset management, is not interfaced to the current system of record. Information for work orders, permits, building projects, etc. is not easily shared and is often duplicated in both systems.	A future ERP system will be interfaced to the Cityworks system to coordinate permit and inspection activity with enterprise asset management processes with permit closure/acceptance. All activities related to the entitlement, permitting and construction of new development will be managed in the future ERP system. Specifically, all ROW, engineering and third party (MWRD permits) activity should be managed in the future ERP's permitting system.

3.6 Summary of Key Transaction Volumes

A summary of key transaction, operating volumes, and standards is included below. These volumes and standards reflect actual and estimated amounts for the current environment.

Operating Volumes/Standards	Current
Village of Arlington Heights	
Population	75,249
Form of Government	Village
Jurisdictional Area (Square Miles)	16
Residential Units	32,345
Number of Departments	10
Budget (General Fund)	78,436,500
Budget (Utilities)	23,760,000
Budget (Central IT)	2,490,600
Budget (All Funds)	177,184,200
Total Staff (Full time: 1FTE)	419 ; 2020 Budget – VAH only (not including library)
Total Staff (Part time: 0.5 FTE)	17 ; 2020 Budget – VAH only (not including library)
Number of IT users	426
Number of ERP System Users (Total Current)	147
Number of ERP System Users (Anticipated Future)	426
Number of Concurrent ERP System Users (Current)	~60
Number of Users (Anticipated Future) Per Area	
Accounts Receivable	30
Occupational Licenses	70
Purchasing/Inventory	425
Payroll/Personnel	100
Planning and Engineering	60
Year End Processing	70
General Ledger/Bank Reconciliation	
Chart of Accounts Structure	111-2233-445.66-77
Chart Segment One Name/Account Mask	1-Fund
Chart Segment Two Name/Account Mask	2-Department
Chart Segment Three Name/Account Mask	3-Division
Chart Segment Four Name/Account Mask	4-Activity
Chart Segment Five Name/Account Mask	5-Sub-activity
Chart Segment Six Name/Account Mask	6-Element
Chart Segment Seven Name/Account Mask	7-Object
Fiscal Year End	December 31
Number of Funds	42
Number of Department Codes	30
Number of Balance Sheet Accounts	689
Number of Expense Accounts	450
Number of Revenue Accounts	482
Number of Project numbers	136

Operating Volumes/Standards	Current
Number of Work Order numbers	N/A
Number of Manual Journal Entries (Monthly)	25-30
Number of Cash Accounts	40
Number of Bank Accounts	25
Number of annual Check Voids	130
Budgeting	
Pre-Encumbrance Controls?	Yes
Encumbrance Controls?	Yes
Position Control?	-
Budget Entry Model (Centralized or Decentralized):	Centralized
Number of Approval Levels	-
Budget Frequency	Annually
Number of Funds Budgeted	19
Fixed Assets	
Number of Capitalized Fixed Assets	1500
Fixed asset tagging?	Yes
Fixed Asset Capitalization Threshold (Current)	10,000
Tracking / Reporting of Non-depreciable Assets?	Yes
Project/Grant Accounting	
Do Projects/Grants Cross Funds?	Yes
Do Projects/Grants Cross Departments?	Yes
Purchasing/Contract Management/Inventory	
Use of NIGP/Commodity Codes?	YES
Number of Requisitions per Month	482
Number of Purchase Orders per Month	482
Number of Blanket Purchase Orders per Month	20 annual
Number of Invoices Without a Purchase Orders per Month	20
Number of Vendors in Purchasing System	68,000 (Shared across Purchasing and Accounts payable)
Use of Inventory Item Codes?	YES
Number of Item ship to Locations	15
Average Frequency of Physical Inventories	Bi-Weekly
Accounts Payable	
Number of Vendors Maintained in Accounts Payable System	68000 (Shared across Purchasing and Accounts payable)
Number of Invoices Input Annually	11,000
Frequency of Check Runs	Twice a month
Check Signature Method	Printed on checks by system

Operating Volumes/Standards	Current
Payments Types Supported	Check, Wire Transfer (manual check number entry)
Number of 1099s Processed Annually	Average of 50 per year
Cash Receipting	
Receipting Model (Centralized or Decentralized)	Decentralized
Number of Cash Registers / POS Terminals	4
Human Resources and Payroll	
Number of Permanent Employees	419 ; 2020 Budget – VAH only (not including library)
Number of Part-Time Employees	17 ; 2020 Budget – VAH only (not including library)
Number of Seasonal Employees	50 (estimate)
Number of Bargaining Units	2; Police & Fire
Number of Applicants (Annually)	2000 (avg annually)
Payroll Frequency	Bi-Weekly
Licensing	
Number of Business License Holders	1,642
Number of Annual Business License Applications	139
Facilities Management	
Number of Buildings Managed	28
Number of Facility Equipment Managed	Do not track
Fleet & Equipment	
Number of Vehicles and Equipment Managed	327
FTE Focused on Servicing Fleet & Equipment	10
Number of Annual Fleet Additions	39
Number of Annual Fleet Dispositions	23
Permitting	
Number of Annual Inspections	17760 (code Insp) + 2691 (Fire Insp) + 644 (Elevator Insp)
Number of Annual Permits	7,136
Utility Billing	
Major services billed	Water
Read Method	AMR - Electronic Meter Reading
Number of Electric Utility Accounts	None
Frequency of Billing	Weekly
Number of Billing Cycles	8 per month
Number of Annual Bills	Approx. 10,000 per month
Number of Annual Late Reminders/Notices	11,500
Number of Annual Shut Offs	1,800

3.7 Implementation Services

The Successful Proposer shall provide whatever is necessary (project teams, tools and templates, methods, frameworks, and other capabilities) to support the services required to complete the Project, receive Village acceptance signoff, and ensure a successful implementation (see Attachment 2 – Use Cases, Functional, Technical, and Reporting Requirements).

The Village requires proposers to submit their implementation approach with an estimated timeframe of implementation phases from the kickoff date. Total hours and onsite hours by implementation phase shall be detailed in the Proposer Attachment 4 - Village and Proposer Staffing Resources by Implementation Phase.

The Successful Proposer may propose a phased implementation approach. The Successful Proposer should plan for an appropriate post go-live support timeframe not to exceed three (3) months in duration for each of the major go-live rollouts that the Successful Proposer recommends.

If the Proposer recommends a phased approach, each phase should include a unique Project plan, timeline, scope, and deliverable milestones. Each phase should be priced as separate components of the whole. Phases can be implemented with parallel or overlapping timeframes.

The Village and the Successful Proposer shall develop a Statement of Work ("SOW") to implement the Successful Proposer's solution. The SOW will provide a detailed and comprehensive set of business, technical, and functional requirements. This SOW shall serve as the scope for the implementation phases of the Project. The SOW, along with a finalized multi-phased Project timeline, including deliverables for each phase and a breakdown of the requirements, shall be completed in each deliverable and shall be the contracted basis for Village's acceptance of the Successful Proposer's work and delivery of Proposer payments.

3.7.1 Initiation and Design Phases

Project Management Services

The Village expects the Successful Proposer to utilize project management skills, expertise, and experience to execute the Successful Proposer's project management methodology. The Village is looking for the Successful Proposer to provide project management leadership covering the full range of services including project plan development, issue management, risk management, and change management. The Successful Proposer shall have a project management team comprised of a qualified and experienced project manager and anyone deemed necessary to execute the Proposer's project management methodology. The Successful Proposer is fully responsible for all sub-contracted services including all subcontractor personnel. The Successful Proposer shall provide, develop, manage, maintain, and communicate status of all project management deliverables. Such project management deliverables should include, at a minimum, those listed in *Section 3 Scope of Services* in this RFP.

Project Kick-Off

Successful Proposer shall conduct the Project Kick-Off and create a corresponding presentation in collaboration with the Village to communicate to stakeholders the Project team's roles and responsibilities, governance elements, project plan and deliverables, team member expectations, implementation approach, and success measures.

Project Charter

Successful Proposer shall create, with input from the Village, the Project Charter which shall include a vision statement, Project purpose, guiding principles, Project scope, Project objectives, governance structure, roles and responsibilities.

Technical Charter

Successful Proposer shall create, with input from the Village, the Technical Charter which shall include detail environment definitions and strategies, documentation and development standards, migration/version control strategy, patch and fix strategy, batch processing strategy, architecture diagrams, and data integration maps.

Issues Log

Successful Proposer shall track issues log, risk management plan, responsibility matrix and their corresponding resolutions on a project collaboration site.

Project Plan

Successful Proposer shall create, with input from the Village, a plan which shall define all of the activities, resources and investment required to complete the Project implementation. This detailed Project Plan shall then be managed by the Successful Proposer with Village staff guidance and acceptance. The Project Plan will clearly delineate milestones and phases as appropriate. Successful Proposer should also include a detailed staffing proposal listing consulting resources by title and role, and the required corresponding Village staff to best assist in implementation.

Joint Culture Change Management Services

Successful Proposer shall create, with Village's input, a Joint Culture Change Management Plan that will outline the change management purpose, scope and approach for the Project, identification of stakeholders, communication, training planning, team/employee training, knowledge transfer and post-implementation strategies. Successful Proposer shall be responsible for plan execution and management of the joint culture change management plan.

Risk Management

Successful Proposer shall create and maintain a Risk Management log for the overall Project and subprojects, which should include identification and classification of risk, probability of risk occurrence, and formulate and communicate a risk mitigation plan for each risk. Successful Proposer should consider scheduled risks that may include Village moratoriums (e.g. Fiscal year end general ledger closing and reporting, calendar year end payroll closing and reporting, annual budget development) for system changes and emergency management events.

3.7.2 Solution Delivery and Post-Implementation Support Services

Proposer Implementation Activities
Data Conversion: Successful Proposer to participate in data mapping and developing cross-walk tables, extraction of data, executing conversion processes developed by Proposer and Proposer will manage the reconciliation, and validation of converted data for the Village.
Report Design: Successful Proposer will be responsible
Workflow Configuration/Testing: Successful Proposer will be responsible
Forms: Successful Proposer will be responsible
Customizations: Successful Proposer will be responsible
Interfaces: Successful Proposer will be responsible for its side of all interfaces which includes two-way information exchange with non-Proposer applications
Training/Change Management: Successful Proposer will be responsible for training plans, training materials, development and conducting end-user trainer sessions

Proposer Implementation Activities
Business analysis and process design: Successful Proposer will be responsible
Project management and facilitation: Successful Proposer will be responsible
Communication: Successful Proposer will be responsible for developing all communication plans and ensuring timely delivery of communication and knowledge transfer
Documentation and record management: Successful Proposer will be responsible
Technical/Security configuration: Successful Proposer will be responsible
Testing: Successful Proposer will be responsible for developing and ensuring test plans are adequate for pre and post go-live updates

Configuration Services

Successful Proposer shall design and configure reports, workflows, forms, approval processes, dashboards, and self-service features along with all processes to fulfill the required functionality detailed in Proposer Attachment 2 – Use Cases, Functional, Technical, and Reporting Requirements.

Successful Proposer shall be responsible for and shall conduct the process of setting up and testing its solution parameters and codes for all its solutions in scope. This process includes the creation of a Configuration Workbook for each product module, documenting Village system configuration.

Customization Services (Optional)

Successful Proposer shall design, develop and configure customizations according to the Proposer Attachment 2 – Use Cases, Functional, Technical, and Reporting Requirements, including non-standard reports, workflows, software modifications, software extensions, forms, approval processes, dashboards, and self-service features.

Data Conversion Services

The Village shall be responsible for developing extracts from legacy systems. Successful Proposer shall lead and develop the data conversion tasks and work with the Village to properly map and convert information to the data model of the Proposer's solution. Village expects the vendor to take responsibility for 60% or more of the data conversion work. These data conversions and interfaces are represented in Section 3.5 Key Business System Integration Outcomes for applications designated for replacement.

Successful Proposer shall work with the Village to plan specific details of historic data conversion and ensure compliance with best practices and record retention policies/legal requirements. While the Village will be responsible for extracting and scrubbing legacy data for conversion, the Successful Proposer shall be responsible for converting the scrubbed data into its data model. Based upon the volume of data being considered, Successful Proposer shall provide the data conversion methodologies, processes, conversion programs, and any third-party data conversion tools to the Village.

Successful Proposer shall provide technical design documentation for all its conversions developed. For purposes of determining level of effort for data conversion, assume the Village wishes to convert the data (likely to be accomplished in various phases) as indicated.

Area	Requested Conversion Item	Years of Data
Accounts Payable	Checks	Seven

Area	Requested Conversion Item	Years of Data
Accounts Payable	Invoices	Seven
Accounts Payable	Vendor File (complete)	Seven
Budgeting	Current adopted budget amounts by line items	Five
Budgeting	Current amended budget amounts by line item	Five
Budgeting	Current actual amounts by line item	Five
Budgeting	Budget and actual amount by line item for all funds	Five
Business License	Business licenses, liquor licenses, charges and receipts, and classification codes	Five
Cash Receipts	History of payment data including payment amounts for specific accounts (utility, ARs, GMs, etc.), check numbers or reference numbers, project codes, payment type codes, user ids, batch numbers, batch types, etc.	Three
Capital Assets	Asset files (codes, master information, transaction, summaries, journal transactions, funding sources, etc.)	Seven
General Ledger	All chart of account codes, accounts, and descriptions	Seven
General Ledger	Ending balances, project, work order, job #	Seven
General Ledger	Detailed information by Project ID number for all open projects including funding, status, tasks, and maps	Three
Human Resources	Human Resources Master Records	Full History
Human Resources	Employee Requisition & Applicant Records	Full History
Human Resources	Employee Status History	Full History
Human Resources	Position Tables & Allocation Information	Full History
Inspections & Code Enforcement	All active cases, case actions, case violation information, generic inspections information, case cash receipts information, user setup and code files.	*100% migrated to new system*
Inspections & Code Enforcement	All completed cases, case actions, case violation information, generic inspections information, case cash receipts information, user setup and code files.	Ten
Inventory	Detailed information by ID number	Current inventory
Misc. Billing & Accounts Receivable	Revenue types, billing history, payment history, customer master records, and automatic charge codes (recurring charges).	Seven
Payroll	Employee position and demographics	Seven
Payroll	Accrual balances (Current, MTD, QTD, YTD, FYTD)	Seven
Payroll	Add pays, adjustments before taxes, tax, deductions, benefits	Seven
Payroll	Check History	Seven
Payroll	Earnings/Deductions History	Seven
Payroll	Personnel Action History	Seven
Payroll	Time and Attendance History	Seven
Permitting	All active Building Permits with associated information including general permit information, application names, miscellaneous information , structure setup, application	100% migrated to new system

Area	Requested Conversion Item	Years of Data
	tracking, permit setup, cash receipts & charges, application fees, application documents, inspection results.	
Permitting	All completed Building Permits with associated information including general permit information, application names, miscellaneous information , structure setup, application tracking, permit setup, cash receipts & charges, application fees, application documents, inspection results.	100% migrated to new system
Planning & Engineering	Project information (including letter document attachments); project/location cross reference; planning action information; key date, project letter, and meeting document information; zoning, allowable use, and project receipt information; and code information.	100% migrated to new system
Purchasing	Accounts files, bid files, inventory item transactions, item files, purchase order files, purchase requisition files, stock requisition files, and vendor files.	Vendor Master File: All vendors Purchase Orders: seven years
Utility Billing	Customer account history; miscellaneous information; billing, payment, adjustment history; reading/consumption history; meter inventory; directions to meter and read sequence information.	Three years of detail and seven for summary.

Data Archival Services

Successful Proposer shall propose methodologies, designs, plans, and solutions to permit the Village to retain access to the data required to support historical functions (i.e. legal inquiries, audits) while the Village sunsets the current systems after go-live. Creative plans shall include recommendations, plans, and costs to convert more historical data than what is listed in the above table in order to limit or eliminate expensive or unreasonable data archival requirements.

Interface Services

For required ongoing interfaces, the Successful Proposer shall be responsible for designing and developing all integration “To/From” the Successful Proposer’s platform.

The list of current Village systems required to interface with current applications to perform daily business functions is provided in Attachment 3 – Pricing Proposal.

Some interfaces may be temporary and will no longer be needed once the Successful Proposer’s system is fully implemented. Successful Proposer shall design and create the required permanent and temporary interfaces. Successful Proposer shall also provide the technical design documentation for all developed interfaces as part of the Village’s acceptance. It is expected that the Successful Proposer shall be responsible for designing and developing all integration “To/From” the enterprise technology platform for required ongoing interfaces. It is expected that the Successful Proposer will work with Village or third-party Proposers who will be responsible for the non-Proposer side of all interfaces.

Testing Services

Successful Proposer shall be responsible for and will conduct the process of planning and documenting its system test approach (Conference Room Pilots, State Environment Testing, User Acceptance, Performance, and Final Acceptance Testing). After the test plans are developed, Successful Proposer shall lead the execution of the testing activities. Successful Proposer shall develop and execute a test plan that at a minimum includes:

- Unit testing

- Integration testing
- User Acceptance Testing (UAT) - should include all test case scenarios/scripts and predecessor/successor events and predecessor/successor batches to be used in pre-production batch testing. It will occur after development is complete (or substantially complete, as agreed to by the Village.
- Performance and stress testing
- System testing
- Security role testing
- Other types of testing (i.e. workflow testing)
- The participating departments shall be the final approval and acceptance authority for the test results prior to being moved into the production environment
- Post go-live verification/acceptance

Reports and Workflows

Successful Proposer shall design, develop and provide the reports and workflow processes as listed in Proposer Attachment 2 – Use Cases, Functional, Technical, and Reporting Requirements as defined in the Initiation and Design Phase of the Project.

Go-Live Cutover Approach

Successful Proposer shall create, manage, and execute an operational system cutover plan to enable the Village to Go-Live with all its systems at mutually agreeable Project milestones. Successful Proposer shall consider operational impacts when establishing recommended cutover plan and go-live dates (e.g. moratorium, annual budget, etc.). It is expected that various milestones may have different go-live dates based on the implementation approach for modules/functionality.

Post-Implementation Support / Documentation

Successful Proposer shall propose functional and technical post-implementation support services. These shall include but are not limited to functional help desk services and assistance with key functional tasks at the request of business users. Successful Proposer shall provide a dedicated resource for post-production support not to exceed three (3) months in duration for each Project milestone go-live date (i.e. Roll out) that the Successful Proposer recommends. In addition, the Successful Proposer should develop planning that includes key support for the execution of first-time business processes that may occur beyond the post go-live support of the major go-live(s). Upon completion of the support period, Successful Proposer shall produce a summary report to document any outstanding tasks and recommendations for resolution. Moreover, Successful Proposer shall create a plan to transition production support to Village's long-term production support model during this period.

3.7.3 Modifications, Customizations, and Enhancements Approach

The goal of the implementation is to utilize standard solution configuration functionality wherever possible to fulfill expected outcomes. This would alleviate the need for most customizations and modifications of the Proposer's environment. The Successful Proposer will adopt this approach and work collaboratively with the Village from a functional and technical perspective to identify acceptable alternatives to customizations.

3.7.4 Employee Training / Knowledge Transfer Approach

Successful Proposer shall design, promote, and employ the tools, classes, and methods necessary to ensure the complete knowledge transfer, employee training activities, and system documentation as

needed during and by the completion of each phase of the enterprise technology software solution implementation for both business and technical staff.

The Village expects its project staff resources to assist the Successful Proposer's implementation team with the deployment of communications and training approach. However, it is expected the Successful Proposer will lead and manage these Project components throughout the Project timeline. The Village expects the Project Management Office for the Project implementation (expected to be staffed by both Successful Proposer and Village staff) will manage all Project communications.

3.7.5 Village Implementation Roles

Successful Proposer shall prepare a staffing plan for all of the Village's expected implementation staff and Project roles, clearly identifying the role expectation, time requirement and duration, and expected number of persons per role (hours) to be detailed in *Proposer Attachment 4 – Village and Proposer Staffing Resources by Implementation Phase*. The Village fully understands the importance of the roles that Village staff plays as part of the Project team and expects that key team leads from Successful Proposer will be paired with Village leads to ensure knowledge transfer and ongoing supportability in the Successful Proposer's platform and Village business processes.

The Village acknowledges that new roles may be needed to support the Successful Proposer's platform and as such, shall identify and recommend any additional roles to be incorporated into *Proposer Attachment 4 - Village and Proposer Staffing Resources by Implementation Phase*.

Successful Proposer is expected to take on full responsibility for implementation services in both functional and technical areas; however, the Village expects that to ensure appropriate knowledge transfer, Village team members will participate in the implementation assuming various roles. Proposer Attachment 4 requests proposers to specify the balance of expected balance of workload between the proposer's implementation team and the Village's implementation team including the following activities in the table below.

Village Role	Responsibilities
Implementation Steering Committee	Meet with Project Manager (PM) to be informed of Project progress. Ultimate arbiter to resolve conflicts. Ensure that Village resources needed to be successful are available. Encourage the change of business processes where efficiencies can be gained, and/or best practices can be adopted. Promote organizational and cultural change to take advantage of the benefits provided by the software and enable the Project to be a success.
Village Project Manager	Coordinate tasks and resources throughout all Village areas. Work closely with Successful Proposer's PM on scope, schedule development, and status reporting. Manage Village spending on the Project. Approve deliverables.
Functional Business Leads	Supply business expertise of current systems and processes for key business areas. Coordinate the need for subject matter experts and assign tasks. Participate in cross-functional to-be process sessions, approve process redesign and system configuration decisions. Document reporting requirements. Identify security needs. Review and approve test scripts. Oversee all rounds of testing and confirm results. Approve converted data. Report to PM on Project progress, identify problems / risks / concerns and assist with change management efforts.

Village Role	Responsibilities
Subject Matter Experts	Supply business expertise of current systems and processes. Participate in cross-functional to-be process sessions. Complete testing as required and document results. Conduct end-user training.
Business Integration Lead	Define and recommend business process flow integrations and workflows spanning the Proposer's application and non-Proposer applications to ensure streamlined and efficient business processes.
IT Service Management Lead / Help Desk	Oversee all Village technical activities including obtaining resources as needed, assigning project tasks, and reporting status. Advise Village PM and Successful Proposer's PM of technical standards, processes, and issues that impact the Project. Review technical designs, architecture and documentation presented by Successful Proposer. Coordinate the acquisition of any new infrastructure that may be needed by the Project. Ensure Village technical staff receives enough knowledge transfer to maintain system after Project ends.
System Technical Administrator	Oversees the management of the Successful Proposer's solution environments. Oversee the operational start/stop of its solution services. Manage process to refresh non-prod environments. Patch and migration control. First point of contact to troubleshoot system performance issues. Coordinate with database administrator, system security administrators on change management and problem resolution. Report to technical lead on Project progress and issues. Creation of database instances. Manage database security. Apply database specific patches. Assist in resolving performance issues. Scheduling and control of database backups. Report to technical lead on Project progress and issues.
System Permissions/Roles Administrator	Manage application security to include the development and maintenance of user permission lists and roles; creating users and assigning roles to users. Report to technical lead on Project progress and issues. Granting and disabling access to users.
System Security Administrator	Manages all security aspects of the application environment, network communications / firewalls, solution environment backups supporting disaster recovery and business continuity responsibilities.

3.7.6 Proposer Implementation Roles

The Successful Proposer's expected implementation roles provided are intended to be generic and are to be used in classifying the hours by Project phase as represented in *Proposer Attachment 4 – Village and Proposer Staffing Resources by Implementation Phase*.

Successful Proposer Role	Responsibilities
Implementation Director / Delivery Assurance Director	• Provides clear direction for Successful Proposer's staff on executing the Project deliverables to align with satisfying Village's overall organizational strategy. • Authorizes required Project resources • Resolves all decisions and/or issues not resolved at the implementation management level as part of the escalation process

Successful Proposer Role	Responsibilities
	• Offers additional support to the Project team and can work with other Successful Proposer department managers in order to escalate and facilitate implementation Project tasks and decisions • Acts as the counterpart to Village's implementation steering committee and sponsor. • Monitors Project progress includes progress towards agreed-upon goals and objectives.
Project Manager	Provides oversight of the Project, coordination of resources between departments, management of the Project budget and schedule, effective risk and issue management, and is the primary point of contact for all Project related activities and deliverables.
Implementation Consultant	• Completes tasks as assigned by the Project Manager • Performs problem solving and troubleshooting • Follows up on issues identified during sessions • Documents activities for onsite services • Provides conversion validation and error resolution assistance • Recommends guidance for testing forms and reports • Tests software functionality with Village following configuration • Assists during production cutover process and provides production support until Village transitions to support • Provides product related education • Effectively facilitates training sessions and discussions • Conducts training (configuration, process, conversion Validation) for end users • Clearly documents Village tasks with specific due dates and owners, supporting and reconciling with the final Project plan • Project Manager proactively apprised of any and all issues which may result in the need for additional training, change in schedule, change in process decisions, or which have the potential to adversely impact the success of the Project prior to acting
Customer Support Lead	• Manages incoming client issues via phone, email, and online customer incident portal • Documents and prioritizes issues • Provides issue analysis and general product guidance • Tracks issues and tickets to timely and effective resolution • Identifies options for resolving reported issues • Reports and escalates defects to development • Communicates with Village on the status and resolution of reported issues

3.7.7 Additional Service(s) Hourly Rates

Service(s) Hourly Rates are to be provided, by role/title, for any potential and approved work beyond the Scope, agreed upon within the contract. Hourly rates are to be classified as staff augmentation where Village accepts the responsibility for project management, change management and risk mitigation for the work of the resource; or classified as managed services which includes consultant work, project management, change management and risk managed by Successful Proposer. Hourly rates are to be further classified as onsite (all-inclusive including time, travel and related expenses), and remote onshore/offshore (not including travel costs). Such Service(s) Hourly Rates should be included in the pricing form at Proposer Attachment #3 – Pricing Proposal.

4 Evaluation Process

4.1 Overall Evaluation Process

Responses to this RFP will be evaluated by a committee consisting of various process owners within the Village. The Village's intent is to acquire the solution that provides the best value to the Village and meets or exceeds both the functional and technical requirements identified in this RFP.

The village will be using the following process to reach a finalist Vendor decision:

1. **Minimum Criteria:** As part of the Vendor's RFP response, the following minimum criteria must be met for a proposal to be considered for further evaluation. Failure to meet all of these criteria will automatically disqualify the Vendor's response from further consideration:
   - **Minimum Client Software Installations**
     Must have provided software for at least one previous client using the same major version of the software proposed for the Village.
   - **RFP Response**
     RFP response is submitted by the due date and time.
   - **Response Authorization**
     The RFP response is signed by an authorized company officer.
   - **Response Completeness**
     Vendor complied with all instructions in the RFP and provided a response to all items requested with sufficient detail, which provides for the proposal to be properly evaluated. Any deficiencies in this regard will be determined by the village's Purchasing Director to be either a defect that the Director will waive or that the proposal can be sufficiently modified to meet the requirements of the RFP.
   - **PCI Compliance**
     Where applicable, the Vendor shall certify in its Proposal that it meets Payment Card Industry (PCI) Data Security Standards (DSS), and if recommended for award, shall illustrate compliance.
2. **Round 2 Evaluation:** For those Vendors whose proposals pass the minimum criteria, the following categories of criteria will be used to further evaluate the proposals in the following order of preference from high to low:

General Vendor:	**100**
- Financial stability	15
- Number of municipal installations	15
- Comparable size of installations	20
- Quality and clarity of proposal presentation	25
- Completeness of solution	25
Functional Requirements:	**400**
-Compliance to functional requirements	300
- Reporting	80

- Product direction	20
Technical Requirements:	**200**
- Current technology	60
- Use of industry standard tools	60
- Compatibility with existing infrastructure	80
Implementation Requirements:	**200**
- Implementation approach (including amount and type of support)	50
- Vendor staffing provided on the project	40
- Completeness of work plan	20
- Training approach	30
- Change management approach	30
- Project management approach	30
Cost:	**100**
- Initial Costs	40
- 5 and 10 year total cost of ownership	60
Total	**1000**

Round 3 Evaluation: The top Vendors in the second-round evaluation will then proceed to an additional level of due diligence that may include the following activities:

- Follow-up questions and answers with the Vendors.
- Requesting information proving vendor's financial stability.
- On-site Vendor demonstrations to include module/functionality demonstrations, technical demonstrations, service presentation, and other due diligence.
- Reference checking with comparable entities using the Vendor's product.
- Potential site visits to comparable entities using the Vendor's product.

The Village may request to record demonstrations conducted during Round 3 Evaluation.

At any point in time during the third round of evaluation, a Vendor may be excluded from further consideration. At the conclusion of the round three activities, the finalist Vendors will be judged on all information collected to date against the following criteria in order of preference:

Functionality and Usability	**400**
Service and Support	**250**
Investment and costs	**200**
Technical Requirements	**150**
Total	**1000**

The village will then enter into contract negotiations with the Vendor whose overall solution best meets the needs of the village over the long-term.

4.2 Negotiation and Award of Contract

The evaluation team will select the finalist proposer and initiate contract negations with the intent to award. If both parties fail to complete a satisfactory negotiation within what the Village defines as a reasonable time, the evaluation team may initiate negotiations with another proposer.

Such process may continue until a contract has been successfully negotiated between the Village and a Successful Proposer or until there are no remaining Proposers the Village deems qualified.

1. Negotiations shall cover such terms, provisions, conditions, scope of services and other matters as the parties deem appropriate to best meet the needs of the Village. The resulting contract, negotiated between Village and the Successful Proposer, shall only become effective when the terms, conditions, provisions, and services negotiated between Village and the Successful Proposer have been reduced to a written contract, signed by the Successful Proposer, and then, once submitted to the Village's Board, receive formal approval. Once the Village's Board has approved the award and executed a resolution, the formal contract will be signed by the Village and forwarded to the Successful Proposer.
2. The Village may choose to award parts of the desired solution to multiple vendors if they determine it is in their best interest.