

# Enterprise Resource Planning System Selection Consultant March 1, 2018

## Purpose

The City of Wauwatosa seeks to engage a consultant to assist in the selection of a new Enterprise Resource Planning System and prepare the City for the implementation of the new system.

## Background

The City of Wauwatosa, WI (pop. 47,102), located immediately west of Milwaukee, is called the “City of Homes,” and is a vibrant, well-established community with magnetic gathering places, walkable retail, restaurants, entertainment and an engaged citizenry with over 20 neighborhood associations. Wauwatosa is part of the “Milwaukee 7” region created in 2005 to create a regional cooperative economic platform for 7-counties in Southeastern Wisconsin.

The City covers 13.2 square miles and is home to the Milwaukee County's Regional Medical Center, which includes the Medical College of Wisconsin, Children's Hospital of Wisconsin, and Froedtert Hospital, one of two level-one trauma centers in the state. The City provides Fire/EMS and inspection services to those facilities under a contract with Milwaukee County. Both Harley Davidson and Briggs and Stratton have major facilities in Wauwatosa. Mayfair Mall, one of the largest indoor malls in Wisconsin, is located in the City, as well as many small and mid-sized business.

The City is a full-service organization providing police, fire, public works, library, health, and water, sanitary and storm utility services. While the City does maintain several parks and parks facilities, recreation programs are provided by the school district. The General Fund is approximately \$60,000,000 and all funds account for approximately \$100,000,000 in expenditures. The City has 438.5 full-time employees. The operations are managed by a full-time City Administrator

The current Enterprise Resource Planning system (GEMS) was implemented in 1998. GEMS is utilized for all general accounting including accounts payable and receivable as well as cash receipting, budgeting and purchasing. Payroll and most human resource processes also are transacted in GEMS. GEMS is also utilized for basic work orders, inventory, utility billing and fleet management.

GEMS is not used for special assessments and property tax billing. It is also not used for time entry, applicant tracking and performance appraisals.

The City's need to select a new system is based, in part, on the fact that the current service provider, MS Govern, has stopped selling this product and is increasingly steering development resources towards another product. In addition, there is key functionality such as a citizen portal that is not available in the current product. While internet-based, the current product maintains an outdated mainframe structure utilizing screen names to navigate, and edit and update reports as the main transaction processing mechanism. Reports are limited and the system is not intuitive for casual end users. Given this, a full system replacement is required.

The goals of replacing this end-of-life system include:

1. Decrease cost and time of transaction processing
2. Improve decision making by providing easy access for end-users to data
3. Increase citizen on-line capabilities including the ability to pay bills, look up information and initiate work orders/requests
4. Reduce risk of errors by eliminating unnecessary duplicative spreadsheets and side-systems
5. Decrease dependency on individual power-users through improved documentation and training and a more intuitive system

The following major businesses applications would likely be included in the system replacement:

1. Financial System
  - a. General Ledger including project and grant accounting
  - b. Accounts Payable
  - c. Cash Receipting
  - d. Budget
  - e. Accounts Receivable and Miscellaneous Billing
  - f. Purchasing and Contracts
  - g. Utility Billing
  - h. Fixed Assets
  - i. Inventory
2. Human Resources and Payroll
  - a. Employee information
  - b. Payroll
  - c. Time and Attendance
3. Fleet Management
4. Work Orders
5. Community Development
  - a. Building Permits
  - b. Code enforcement
  - c. Licenses
6. Citizen Portal
7. Document Management

Depending on interface issues, the following would likely continue to be served using existing third party systems, but some analysis of these functions may be necessary:

1. Tax collection
2. Property assessment
3. Special assessments
4. Applicant tracking
5. Performance Appraisals
6. GIS
7. Use of current credit card payment processor for online payments

The project team is made up of individuals from the City's Finance, Human Resources and Information Technology departments with subject matter experts from all departments. The Finance Director will

serve as the project manager for the system selection. The Project Team is led by a Steering Committee made up of the City Administrator, IT Director, HR Director, Finance Director and PW Director.

The City would like to execute a contract for a new system by November 2018 so that it can be live with a new system by January 1, 2020.

## Scope of Work

The scope of work includes working collaboratively with the Project Team to execute a procurement strategy for a new ERP system that achieves the system replacement goals. This includes providing process change recommendations, developing a Request for Proposal document, facilitating the system selection, assisting with contract negotiations and providing an implementation readiness assessment. The engagement is intended to end with the execution of a contract with the selected system provider. Implementation advisory services are not included in this scope.

## Deliverables

Progress payments under the contract will be based on timely delivery of each of the following:

1. Ten “as is” process maps using standard process mapping techniques developed through an inclusive and collaborative process with City staff. These processes tentatively include:
  - a. Requisition to Purchase Order to Check
  - b. Time entry to payroll electronic funds transfer
  - c. Misc. invoice creation to aging and write-off
  - d. Water Meter life cycle – from purchase to retirement including service calls
  - e. Work order – service calls to billing (when applicable)
  - f. Fleet inventory – from stocking to charging a department including conducting a physical inventory count
  - g. Position requisition to hire (including benefit enrollment)
  - h. Water billing – from meter read to payment processing (including electronic/online payments)
  - i. Cash receipting from the collecting department to posting to the GL
  - j. Budgeting – from payroll simulation to budget adoption and carryovers (including fund transfers)
2. Written recommendations for process changes based on the “as-is” state that are aligned with the project goals, prioritized, specific, assigned to individuals and whose completion is easily verifiable.
3. A listing of functional requirements organized by module that can easily be tracked during the selection process and incorporated into the contract. An emphasis should be placed on requirements that truly differentiate products as opposed to ones that are standard in the market place. Sufficient requirements should still be developed to hold the software provider accountable for delivering a functioning product.
4. A Request for Proposal document based on an agreed to procurement strategy that incorporates the functional requirements
5. An evaluation plan and criteria that is then used to facilitate the selection process.
6. A written summary of the strengths and weaknesses of the proposals based on the evaluation plan.

7. Written demo scripts that focus on comparing and differentiating vendors based on current functionality.
8. A written comparison of the vendors based on the demo process.
9. Development and review of the proposed contract which should include specific and measurable service level guarantees and performance metrics.
10. A written assessment of the city's implementation readiness including prioritized, specific steps the City should take to minimize risk during the implementation and ensure the City fully achieves its system replacement goals.

For efficient use of time, "written" deliverables do not need to be in a report format. More action-orientated memos, check-lists and presentations are acceptable as long as they are specific to Wauwatosa and not boiler plate documents.

## Submittal Requirements

Submittals **must** include sections numbered and titled based on the following:

1. **Firm Overview:** Description of the firm and relevant experience with an emphasis on similar scope of work with similarly sized clients
2. **ERP Market Knowledge:** Demonstration of knowledge of public sector ERP marketplace and how firm stays current with market trends
3. **Staff Bios:** Professional background of staff to be assigned to the project. If a specific project manager cannot be committed to the project at this point, then please include background of project managers who will be considered for the project.
4. **Process Mapping Methodology:** Overview of process mapping and improvement recommendation methodology and support for why your methodology is effective.
5. **System Selection Methodology:** Overview of system selection methodology and support for why your methodology is effective. Would you recommend any changes to the scope or deliverables as described earlier in this RFP based on your experience?
6. **Timeline.**
7. **References.** Please include contact information and a description of three (3) projects of similar scope and size that your organization led to a successful completion.
8. **Contract terms.** Are there any terms or conditions included below or attached that your firm can not meet or agree to?
9. **Total cost.** The cost of the engagement should be presented on a time and materials basis with a not-to-exceed total. Please include the hourly billable rates for staff who will be assigned to the project and an estimate of expenses to be covered. Please indicate at which project milestones payments will be due.

Concise responses are preferred over marketing material.

## Questions

All questions must be submitted via e-mail to the contact person under the subject line "Questions/Clarifications ERP-System Selection Consultant:" no later than 12 PM on March 14, 2018. When deemed relevant by the Director, responses to questions will be emailed to all consultants listed on the distribution list by 2:00 PM on March 16, 2018 to ensure uniformity. Consultants are not permitted

to contact individual City Council members or other City staff for clarification of the RFP. Any such contact may disqualify the consultant from evaluation. All inquiries and questions for clarification concerning this RFP should be directed to the following contact person:

Name: Laurel Schleimer  
City of Wauwatosa  
Purchasing Department  
7725 W. North Avenue, Wauwatosa, WI 53213  
E-mail: lschleimer@wauwatosa.net

### Insurance Requirements

INSURANCE. Unless otherwise specified in this Agreement, the Contractor shall, at its sole expense, maintain in effect at all time during the performance of the Work, adequate Liability, Property Damage and Worker’s Compensation Insurance. Certificates verifying this coverage, any required endorsements (including errors and omissions), and the amounts indicated shall be furnished to the City before work commences on this project.

All policies for insurance must be endorsed to contain a provision giving the City at least ten (10) days prior written notice of any cancellation of the policy or material change in coverage.

(a) The successful responder shall be bonded or insured, as appropriate, in the amount of \$1,000,000. Bonding/Insuring is the responsibility of the successful responder.

(b) Worker’s Compensation Insurance: Statutory coverage as required by Chapter 102 of the Statutes of the State of Wisconsin, as revised, and all acts amendatory thereof and supplementary thereto, and for all employees of the Contractor and his subcontractors.

(c) Comprehensive General Liability and Property Damage Insurance: Coverage to include premises and operations subject to the following limits:

Bodily Injury.....	\$1,000,000 per occurrence \$1,000,000 aggregate
Property Damage...	\$ 500,000 per occurrence \$ 500,000 aggregate

(d) Comprehensive Automobile Liability and Property Damage: Operators of owner, hired and non-owned motor vehicles.

Bodily Injury .....	\$ 500,000 per person \$ 1,000,000 per occurrence
Property Damage....	\$ 500,000 per occurrence

NOTE: The required limits of liability may be obtained with primary liability policies or in combination with an umbrella excess third party liability policy.

**Proposal Time Schedule:** Listed below are estimated dates and times of actions related to this RFP:

March 2, 2018	RFP Release Date
12 PM on March 14, 2018	Submission deadline for written questions
2 PM on March 16, 2018	Response issued to submitted questions
2 PM on March 28, 2018	Deadline to submit proposals
May 1, 2018	Tentative Contract Inception Date

**Notification of Award:** The City of Wauwatosa plans to select a consultant by April 18, 2018. Should either party fail to execute a contract within 30 days of notification of award, the City reserves the right to rescind the award and select services from another interested firm.

**Number of Proposals to Submit; Deadline, Mail, and Hand Delivery Addresses**

**One (1) unbound original, one (1) bound copy and one (1) electronic version** of the proposal must be submitted by **2:00 p.m. CST on March 28, 2017.**

The mailing and hand delivery address is:

**City of Wauwatosa  
Purchasing Department  
7725 W. North Avenue  
Wauwatosa, Wisconsin 53213**

The City of Wauwatosa shall not be liable for any costs incurred by a consultant in responding to this request for proposals or for any costs associated with discussions required for clarification of items related to this proposal.

**Attachments**

1. City of Wauwatosa proposed Terms and Conditions

City of Wauwatosa

GENERAL TERMS AND CONDITIONS for attachment to Purchase Order (# \_\_\_\_\_) for:

\_\_\_\_\_  
Provided by: \_\_\_\_\_  
(Contractor Name)

These GENERAL TERMS AND CONDITIONS are intended to apply as an appendix to the Purchase Order for \_\_\_\_\_ to be provided by the Contractor and to which these GENERAL TERMS AND CONDITIONS are attached, and shall apply to said transaction as though fully set forth therein.

1. INDEPENDENT CONTRACTOR. Subject to the terms and conditions of this Agreement, the City hereby engages the Contractor as an independent contractor to perform the \_\_\_\_\_ services set forth in the City's Request for Proposal dated \_\_\_\_\_ 2017 \_\_ and the Contractor hereby accepts such engagement.
2. DUTIES, TERM, and COMPENSATION. The Contractor's duties, term of engagement, compensation and provisions for payment thereof shall be as set forth in the Proposal previously provided to the City by the Contractor and which is attached to and included with this Purchase Order, which may be amended in writing from time to time, or supplemented with subsequent estimates for manufacturing services to be rendered by the Contractor and agreed to by the City, and which collectively are hereby incorporated by reference.
3. EXPENSES. During the term of this Agreement, the Contractor shall bill and the City shall reimburse the Contractor for all reasonable and approved out of pocket expenses which are incurred in connection with the performance of the duties hereunder. Notwithstanding the foregoing, unless otherwise stated in the Proposal, expenses for the time spent by the Contractor in traveling to and from the facilities shall not be reimbursable.
4. DELIVERABLES PER THE RFP. The Contractor will perform all \_\_\_\_\_ services (and provide reports if required) as detailed in City's Request for Proposal dated \_\_\_\_\_ 2017 \_\_ and your quote/response dated \_\_\_\_\_ 2017 \_\_. Payments will be \_\_\_\_\_.
5. CONFLICTS OF INTEREST. The Contractor represents that they are free to enter into this Agreement, and that this engagement does not violate the terms of any agreement between the Contractor and any third party. Further, the Contractor, in rendering their duties shall not utilize any discovery, development, improvement, innovation, or trade secret in which they do not have a proprietary interest. During the term of this Agreement, the Contractor shall devote as much of their productive time, energy and abilities to the performance of Contractors duties here under as is necessary to perform the required duties in a timely and productive manner. The Contractor is expressly free to perform services for other parties while performing \_\_\_\_\_ for the City.
6. TERMINATION. Unless otherwise stated in the RFP or Proposal, the City may terminate this Agreement at any time by providing thirty (30) days written notice to the Contractor. In addition, if the Contractor is convicted of any crime or offense, fails or refuses to comply with

the written policies or reasonable directive of the City, is guilty of serious misconduct in connection with performance hereunder, or materially breaches provisions of this Agreement, the City at any time may terminate the engagement of the Contractor immediately and without prior written notice to the Contractor.

7. INTELLECTUAL PROPERTY. Any and all intellectual property created or invented by Contractor in performance of this contract shall become the property of the City, along with any associated rights appertaining thereto.
8. PUBLIC RECORDS. Contractor understands that, as this is a contract for \_\_\_\_\_ services provided to a public agency in the State of Wisconsin, all records and documents associated with or created as part of the performance of this contract are subject to compliance with the Wisconsin Public Records Law, which requires that records be maintained in an accessible format, and in appropriate circumstances, such documents may be required to be released upon request by a member of the public. Contractor agrees that any records it maintains on behalf of the City shall be maintained and shall be made available upon request as required by the Wisconsin Public Records Law.
9. INSURANCE. Unless otherwise specified in this Agreement, the Contractor shall, at its sole expense, maintain in effect at all time during the performance of the Work, adequate Liability, Property Damage and Worker’s Compensation Insurance. Certificates verifying this coverage, any required endorsements (including errors and omissions), and the amounts indicated shall be furnished to the City before work commences on this project.  
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- (a) The successful responder shall be bonded or insured, as appropriate, in the amount of \$1,000,000. Bonding/Insuring is the responsibility of the successful responder.
- (b) Worker’s Compensation Insurance: Statutory coverage as required by Chapter 102 of the Statutes of the State of Wisconsin, as revised, and all acts amendatory thereof and supplementary thereto, and for all employees of the Contractor and his subcontractors.
- (c) Comprehensive General Liability and Property Damage Insurance: Coverage to include premises and operations subject to the following limits:

Bodily Injury.....	\$1,000,000 per occurrence \$1,000,000 aggregate
Property Damage...	\$ 500,000 per occurrence \$ 500,000 aggregate



(d) Comprehensive Automobile Liability and Property Damage:  
Operators of owner, hired and non-owned motor vehicles.

Bodily Injury ..... \$ 500,000 per person  
\$ 1,000,000 per occurrence  
Property Damage.... \$ 500,000 per occurrence

(e) Professional Liability

A. Limits

- (1) \$1,000,000 each claim
- (2) \$1,000,000 annual aggregate

B. Must continue coverage for two (2) years after final acceptance of service/job/work.

NOTE: The required limits of liability may be obtained with primary liability policies or in combination with an umbrella excess third party liability policy.

**INDEMNIFICATION.** \_\_\_\_\_ hereby agrees to indemnify, defend and hold harmless the City of Wauwatosa, its elected and appointed officials, officers, employees, agents, representatives and volunteers, and each of them, from and against any and all suits, actions, legal or administrative proceedings, claims, demands, damages, liabilities, interest, attorneys' fees, costs, and expenses of whatsoever kind or nature in any manner directly or indirectly caused, occasioned, or contributed to in whole or in part or claimed to be caused, occasioned, or contributed to in whole or in part, by reason of any act, omission, fault, or negligence, whether active or passive, of \_\_\_\_\_ or of anyone acting under its direction or control or on its behalf, even if liability is also sought to be imposed on City of Wauwatosa, its elected and appointed officials, officers, employees, agents, representatives and volunteers. The obligation to indemnify, defend and hold harmless the City of Wauwatosa, its elected and appointed officials, officers, employees, agents, representatives and volunteers, and each of them, shall be applicable unless liability results from the sole negligence of the City of Wauwatosa, its elected and appointed officials, officers, employees, agents, representatives and volunteers.

\_\_\_\_\_ shall reimburse the City of Wauwatosa, its elected and appointed officials, officers, employees, agent or authorized representatives or volunteers for any and all legal expenses and costs incurred by each of them in connection therewith or in enforcing the indemnity herein provided.

In the event that \_\_\_\_\_ employs other persons, firms, corporations or entities (sub-contractor) as part of the work covered by this Agreement, it shall be \_\_\_\_\_ responsibility to require and confirm that each sub-contractor enters into an Indemnity Agreement in favor of the City of Wauwatosa, its elected and appointed officials, officers, employees, agents, representatives and volunteers, which is identical to this Indemnity Agreement. This indemnity provision shall survive the termination or expiration of this Agreement.

10. CHOICE OF LAW AND VENUE. The laws of the State of Wisconsin shall govern the validity of this Agreement, the construction of its terms and the interpretation of the rights and duties of the parties thereto, and venue for resolution of any disputes or actions regarding this Agreement shall be in a tribunal having physical jurisdiction over the City of Wauwatosa, Milwaukee County, Wisconsin.
11. WAIVER. Waiver by one party hereto of breach of any provision of this Agreement by the other shall not operate or be construed as a continuing waiver.
12. ASSIGNMENT. The Contractor shall not assign any of their rights under this Agreement, or delegate the performance of any of Contractor's duties hereunder, without the prior written consent of the City.
13. MODIFICATION OR AMENDMENT. No amendment, change or modification of this Agreement shall be valid unless in writing signed by the parties hereto.
14. ENTIRE UNDERSTANDING. This document and any Exhibit attached constitute the entire understanding and agreement of the parties, any and all prior agreements, understandings, and representations are hereby terminated and canceled in their entirety and are of no further force and effect.
15. UNENFORCEABILITY OF PROVISIONS. If any provision of this Agreement, or any portion thereof, is held to be invalid and unenforceable, then the remainder of this Agreement shall nevertheless remain in full force and effect.

IN WITNESS WHEREOF the undersigned have executed this Agreement as of the day and year first written above. The parties hereto agree that facsimile signatures shall be as effective as if originals.

City of Wauwatosa

BY: \_\_\_\_\_

IT's \_\_\_\_\_

Contractor

BY: \_\_\_\_\_

IT's \_\_\_\_\_

Reviewed as to form by:

Wauwatosa City Attorney

By: \_\_\_\_\_

Dated: \_\_\_\_\_

Dated: \_\_\_\_\_

Dated: \_\_\_\_\_