

Town of Ledyard
741 Colonel Ledyard Highway
Ledyard, Connecticut 06339-1511
860-464-8740

September 29, 2010

**Request for Proposals RFP 2011-02
Financial Software System Consulting Services**

The Town of Ledyard, Connecticut is soliciting proposals from independent Professional Services firms with proven experience in technology selection and implementation projects for municipalities of similar size and business processes as the Town, for management of a project to source, select, and potentially manage the implementation of a new financial system software solution for the Town and School District.

INSTRUCTIONS FOR PARTICIPANTS

Responses to this RFP should include electronic files on one CD/DVD, six printed copies of proposal in a sealed envelope clearly marked "Financial Software System Consulting Services RFP 2011-02", must be submitted to the Director of Finance, 741 Colonel Ledyard Highway, Ledyard, Connecticut 06339-1511. Deadline for submission is 2:00 p.m., October 20, 2010. Full specifications and project definition are contained on the accompanying documents and can be found on the Ledyard web site, www.town.ledyard.ct.us

Rejection of Proposals

The Town of Ledyard may reject any or all of the proposals on any basis and without disclosure of a reason. The failure to make such a disclosure shall not result in accrual of any right, claim or cause of action by any unsuccessful participant against the Town of Ledyard.

Other Proposal Conditions

The Town of Ledyard assumes no liability for the payment of costs and expenses incurred by any bidder in responding to this RFP. All proposals become the sole property of the Town of Ledyard. This RFP is not a contract and alone shall not be interpreted as such but rather serves as an instrument through which proposals are solicited.

Revisions

The Town of Ledyard reserves the right to revise the scope & deliverables of one or more project phases (or phase tasks or activities) at its sole discretion prior to awarding any contract for that particular phase. In such a case these revisions shall be negotiated between the Town and the contractor to reconcile any changes on pricing and performance. Changes after awarding a contract shall be governed by the terms of that agreement.

Deadlines and Proposal Presentation

- Deadline for receipt of sealed proposals is ***Wednesday, October 20, 2010, at 2:00 p.m.***
- The Town reserves the right to request one or more participants to make an on-site presentation of their proposal subsequent to bid submission, and to answer questions regarding their proposal and qualifications to Town of Ledyard staff and project team members.

The successful contractor will be required to provide insurance coverage as follows with the Town of Ledyard named as an additional insured:

General Liability:	\$1,000,000 per occurrence; \$2,000,000 aggregate
Automobile Liability:	\$1,000,000 Combined single limit
Workers' Compensation:	Per State of Connecticut Statute
Professional Liability:	\$1,000,000

Respectfully,

Marcia Hancock
Director of Finance

Town of Ledyard Consultant RFP

Town of Ledyard Request for Proposal for a Consultant to Assist in the Requirements Definition, Software Selection, and Implementation of an ERP System for the Town of Ledyard

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I. OVERVIEW OF THE FINANCIAL SOFTWARE SYSTEM PROJECT AND PURPOSE OF THE RFP

A. The Town of Ledyard

Ledyard operates under a home rule charter adopted on November 2, 1971, and revised in 1973, 1979, 1985 and 2002. The charter established a Mayor-Council form of Government. The Mayor is the full-time Administrator and Chief Executive elected to a four year term. The nine-member Council and seven-member Board of Education are elected for two year terms in accordance with state statutes.

B. Project Description

The Town of Ledyard, Connecticut is soliciting proposals from independent Professional Services firms with proven experience in technology selection and implementation projects for municipalities of similar size and business processes as the Town, for management of a project to source, select, and manage the implementation of a new Municipal financial system software solution for the Town and School District. Outlined below is a brief overview of the project requirements.

Phase 1: Requirements Definition/Software Selection

Upon selection and award of a contract the selected bidder will assist the Town and School District by:

- Performing a Needs Assessment to create a written Requirements Definition set for the new financial software system
- Developing a software vendor list
- Assisting the Town and School District in development of an RFP document
- Facilitating and leading the financial software system selection process
- Developing a comparison matrix and evaluating technical architecture alternatives
- Recommending a vendor short list to the Town
- Managing presentations by the three (3) vendors recommended on the short list
- Recommending a vendor application and architecture in a written report containing the decision matrix, the pros and cons of the three finalists and the rationale for selecting the recommended provider
- Assisting with contract negotiations
- Developing a project plan for the next phase.

Phase 2: System Implementation Management

At its discretion, the Town may exercise the option to have the selected bidder actively participate in System Implementation as the Town's and School District's partner in project management oversight and quality assurance, and as an authorized representative to system implementers and software vendors for Phase 2. Notwithstanding, the Town reserves the right to select a separate vendor for Phase 2.

Note: The Town reserves the right to change the scope of the project and/or proposal and renegotiate with the selected bidder prior to awarding the contract.

C. Project Approach

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The Town's financial software system project will have two phases. The first phase of this project Requirements Definition/Software Selection (Phase 1) is the primary focus for the award of this contract. The objective for this project will be to select the financial software solution that best meets the Town and School District's needs, and to plan for the implementation of that selected solution. The Town will need the assistance of a consultant in both the Requirements Definition/Software Selection Phase and the System Implementation Phase of this Town-wide financial software system project.

Phase 1 Activities: the selected bidder will assist the Town in

- Defining software and hardware requirements for a financial software system (needs analysis & system requirements specification) – e.g. what systems components are required, how to prioritize them for budgeting and scheduling, what form & level of integration is necessary with existing applications and processes, etc.
- Defining an approach for addressing business process change within the financial software system implementation
- Developing an RFP for a financial software system
- Developing a process for and evaluating, and selecting the software
- Conducting contract negotiations
- Managing the Requirements Definition/Software Selection Phase of the financial software system project
- Developing a project plan for the implementation phase of the project and a corresponding cost estimate to complete the implementation.

Phase 2 Activities: At the Town's option, the selected bidder will assist, as the Town's partner and designated project management agent, in all project management activities necessary during the system implementation phase.

The second phase of the Town's financial software system project will include all work activities required to complete the implementation of the new system and to bring it into stable production mode. In this RFP the Town is requesting bidders to highlight their experience and capabilities to apply an appropriate implementation methodology, and to define the major tasks required to implement the financial software system.

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Selection Process:

The Town's planned approach to the acquisition of consulting services, software, and hardware is as follows:

1. The Town issues an RFP (i.e. this document) to select a consulting partner to provide the Town consulting services for Phase 1, Requirements Definition/Software Selection, and to propose project management services during Phase 2, System Implementation.
2. In the Requirements Definition/Software Selection Phase, the consultant selected will work with the Town to draft an RFP for a financial software system solution, which will require RFP responses to include software and requisite hardware. The consultant will assist the Town in selecting the appropriate financial software system products. The Town reserves the right to accept or decline any recommendation or proposal.
3. The consultant will assist the Town in negotiating required contracts for financial software system products.
4. Once Phase 1 is completed, the Town and the consultant(s) will enter into negotiations for a contract for project management oversight and quality assurance services for the System Implementation Phase. *However, the Town reserves the right to elect not to enter into negotiations with the consultant from the Requirements Definition/Software Selection Phase.*
5. Phase 2 shall begin once in-house staff, or a contractor for project management services during the System Implementation Phase has been selected, and all appropriate financial software system products and implementation partners have been selected and contracted.

D. Project Objectives

The Town and School District are currently using two separate and distinct financial software solutions. The key goal and objective of this project is to select an optimal financial software solution that both the Town and School District can utilize and jointly manage.

II. PROPOSAL REQUIREMENTS AND PROCESS

A. Proposal Format

For consistency and to facilitate evaluation of all responses, bidders must organize their proposals as defined below.

1. Transmittal Letter

The letter should contain a brief statement of the proposer's understanding of the work to be done. The letter should also identify any requirements that the proposer has not addressed in the proposal and the justification. The letter should also indicate the name, title, address, e-mail address, fax number, and telephone number of the proposer's primary contact for the project and be signed by an individual authorized to commit the company to a project of this scope.

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2. Table of Contents

Provide a table of contents listing each section of the proposal, including the attachments specified in this RFP and any additional materials submitted.

3. Executive Summary

The executive summary should provide a concise summarization of the services being offered to meet the Town and School District's needs, the proposer's approach to providing the services, and why it recommends this approach. Similarly, the proposer should summarize their qualifications to assist the Town in the selection and implementation of financial software, and why the proposer is best qualified to perform this engagement.

4. Project Work Plan for the Requirements Definition/Software Selection Phase

The proposer should provide a high-level project plan for the Requirements Definition/Software Selection Phase of the project that specifies the tasks that will be performed to complete the scope of work. Identify any assumptions made in determining project or task timeframes.

5. Outline of Project Methodology

The bidder should propose a process to be employed by the project team to define the Town and School District's business requirements and to select a proven financial software system solution (or suite of product solutions) that best meet those requirements. The bidder will also assist the Town in defining the steps necessary to prepare for an financial software system implementation and in performing those tasks. Bidder's response should specifically address the following:

- a. Specify an overall approach or methodology for the Requirements Definition/Software Selection process including, software/hardware requirement definition, business process change analysis, RFP creation and software evaluation.
- b. Identify major risks that will be faced in implementing a financial software system and how they should be mitigated.

6. Development of RFP Preparation and Software Selection

Under the supervision of the Town project team, the consultant will have primary responsibility for developing the RFP for the software and technology solution. The consultant will also assist the Town in contract negotiations with the appropriate solution OEMs and vendors. As part of this section the Bidder's response should specifically address the following:

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- a. Define a software selection approach or strategy, including the tasks to be performed to complete the RFP preparation and software evaluation as described above.
- b. Identify the factors critical to determining which solution is the best fit for the Town and School District of Ledyard.
- c. Describe the assistance provided to the Town in analyzing how well each of the software packages meets the Town's needs.
- d. Identify the deliverables that will be completed as part of the RFP preparation and software evaluations activities
- e. Describe the assistance that can be provided to the Town in negotiating a contract with the software vendor.

7. Proposed Project Team

The Bidder's response, should specifically address the following:

- a. Identify the project team firm will assign to the Requirements Definition/Software Selection Phase of this project, if awarded the contract. Define specific roles and responsibilities for each person assigned to the project.
- b. Provide resumes for the proposed project leader, project managers and senior analysts, and other staff to be assigned full time to the Requirements Definition/Software Selection Phase of the project, as well as for others who will play substantive advisory or consulting roles in this phase. The resumes should clearly identify the qualifications, capabilities, and experience relevant to this project.
- c. Address firm's capabilities to fully staff the System Implementation Phase of the project. Provide resumes of likely participants, including project managers and staff with implementation experience with the major financial software system packages.

8. Qualifications

The Bidder's response, should specifically address the following:

- a. Provide a description of company including the scope of the business, organizational structure, office locations, personnel, company history, and financial information to establish company's financial viability.
- b. List at least four engagements (Connecticut clients preferred), performed in the last three years, where the firm has assisted a local government and/or local school district client of similar size in defining requirements, developing an RFP, and selecting a financial software solution.
- c. List at least two engagements performed in the last five years where the firm has assisted in the selection of an ERP system for a combined Town/School District implementation.
- d. List at least four engagements where the firm has been the primary implementation services provider for an enterprise-wide implementation of a financial software

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package. Describe the project, start and end dates, the functions/modules implemented, firm's role, and the outcome.

- e. Provide the names of three references from each project listed in (b) above, and the names of three references for each project listed in (c) above. Provide the person's title, address, phone number, e-mail address, and role performed on the project.

9. Cost Proposal

The cost proposal requested is for the work to be performed in the Requirements Definition/Software Selection phase of this project (Phase 1). A separate cost proposal will be required after the selection of a financial system software solution.

All activities and tasks for Phase 1 should be bid on a fixed fee basis. The proposer must provide a total dollar cost bid which includes all bidder staff being proposed to perform the services identified in this RFP. The total dollar cost bid shall constitute a not-to-exceed (NTE) guarantee by the bidder. Rates must also cover all expenses, such as travel, lodging and meals that may be incurred by the bidder's project team for the duration of the project.

10. Bidder's proposed additional terms and conditions

Bidder should provide any specific contract terms that it would request be included in the Town of Ledyard's Standard Form of Agreement, as well as a rationale for that change.

11. Attachments

Any other attachments provided for the Town's consideration, including those specifically requested in the RFP. Attachments shall include at least one sample of recent comparable work to include scope of work, project team and roles, reports, forms, questionnaires, checklists, etc. provided and/or developed.

III. PROPOSAL EVALUATION AND BIDDER SELECTION

A. Oral Presentations

Oral presentations by selected bidders may be required at a place and time designated by the Town and School District. Each selected bidder will be contacted by the Town at the appropriate time to discuss logistics and scheduling of these presentations. At this time, the Town anticipates scheduling in person interviews during the third week of October, subject to change by the Town. Note: Remote presentations or webinars will not be accepted in lieu of on-site attendance.

B. Proposal Evaluation

During evaluation of bidders' proposals, the Town, at its discretion, may obtain technical support from outside sources. Each consultant will agree to fully cooperate with the personnel of any such organization.

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The following factors will be used by the evaluation team to evaluate the proposals and to determine the best proposer:

- The degree to which the proposal for the Requirements Definition/Software Selection Phase is complete, comprehensive, detailed and accurate.
- The proposed project team's qualifications for conducting an ERP requirement definition and software selection for a municipal client.
- Company experience with both Town and School District within Connecticut, financial software system requirement definition and software selection projects.
- Extent of overall company experience with implementing financial software system packages.
- Cost proposal for the Requirements Definition/Software Selection Phase

The order in which the above factors are presented is no indication of the relative weight the factors have been assigned in the evaluation methodology.

C. Submission of Bidder Questions

Prior to submitting a proposal a bidder may submit any questions in writing via email to the Director of Finance of the Town no later than **Wednesday October 13, 2010 by 4:00 PM**. Responses will be posted to the Towns' website as a formal RFP addendum by **Thursday, October 14, 2010**. Requests for e-mail distribution of responses must be made by **Thursday, October 14, 2010, 4:00 PM**.

Marcia Hancock mthan@town.ledyard.ct.us