FAQs – ERP Advisory Services RFP

January 20, 2021

1. Does the City have a budget for this consulting project? If so, can that information be shared? Yes, the information is available in the 2021-2022 Biennial Budget.

2. Does the City have a desired timeline for certain milestones of this initiative? For example, date the RFP for software is published or when the new software is expected to go live. City staff is working to replace our current software with a new ERP solution – including integration with prioritized ancillary City software – before the 2022-2023 biennial budget process commences in Q2 2022.

3. Will the City accept proposals from firms that have divisions that develop or sell software, or does the City require firms to be independent? The City does not require firms be independent. City staff is looking to employ a consultant who will lead an objective and thorough process, holding the City's interests before all else to identify the best solution for the organization at this moment in time.

4. Does the City expect all work to be facilitated remotely or would the City prefer on-site services when conditions allow? When appropriate, staff anticipates instances when on-site services will be required. For example, when Council meetings transition to in-person per Washington State's safe start plan, the consultant will be needed to attend Council meetings as appropriate.

5. Regarding task 2 in the Scope of Services: does the City have a desired number of processes to be diagrammed? Within the Project Description section of the RFP, page 3 outlines nine different system integrations. The City is also looking to optimize existing staff resources in the areas of budgeting, accounting, financial reporting, accounts payable/receivable, and financial forecasting. The RFP should be considered a starting point for the number of processes to be diagrammed, though more may be required.

6. The City has asked for current business process maps. Does the City also desire future process maps for those processes where potential efficiencies have been identified? Yes, if this proves a critical step in the effort to acquire and implement a new ERP solution.

7. Are there any other City technology initiatives underway that could affect this project? Work is underway to NeoGov's Recruit, Develop, and Manage modules in place of ADP, which previously managed some of the City's core HR functions. Full implementation will be complete by Q3 2021.

8. For references, would it be acceptable to exclude fax number as many of our clients no longer use fax and many are currently working from home due to COVID-19 restrictions? Yes.

9. Given the recent COVID-19 restrictions, will you permit remote meeting access? If so, are there any constraints we should be aware of? Yes, we certainly will permit remote meeting access. Staff use Microsoft Teams and Zoom for remote meetings. There are no constraints.

10. Whom is the product owner/main sponsor of this effort (i.e., CIO – IT, CFO – FIN, etc.)? Is this the same person/department that has budget control for the RFP and Implementation effort? The Finance Department has budget authority and is leading this effort, in partnership with a power user from each City Department.

11. Has the City concluded on whether they are seeking ERP solutions that are on-premise, vendor-hosted or SaaS? No decision has yet been made.

12. Are the City's current business processes mapped and documented (Attachment A references existing "systems", not processes)? Will the awardee be required to map/document current and future state business process to develop gap analysis? No, current/existing business systems and processes are not adequately documented or mapped. The awardee will be expected to facilitate creation of current process maps, which will be used to understand how the organization currently operates and how it will need to change.

13. Has the City concluded on whether they are intending to select the software first and integrator second through separate RFPs or to select a combined software/integrator through one RFP? No decision has yet been made.

14. Is there a target date in which you would like to have the following accomplished?

    a. Start of this RFP effort, once awarded after 3/16/21.

    b. Release of RFP – Q2 2021.

    c. Decision on selected Solution provider(s) – Q3 2021.

    d. Start of system implementation – Q1 2022.

    e. Completion of system implementation – Q3 2022.

15. Due to Covid-19 workplace impacts, will all/part of the work be done remotely with meetings done via web conference? How has the work schedule been impacted by COVID? Can you describe the COVID policy currently in force and expected for the duration of this RFP effort? City staff have successfully transitioned to working remotely. This has resulted in more flexible work schedules as staff cope with different remote work environments and family circumstances. Only City staff whose work must be performed on-site are permitted to do so.

All public meetings are held remotely. Staff anticipates continuing remote work with the selected consultant, until the organization is permitted to return to work per the Governor's Safe Start Plan. When in-person work is again permitted, and it the results are better suited for in-person meeting (i.e., presenting to the City Council), the City would require the Consultant to attend in-person.

    f. If and/or when the work is to be performed on site will the contractor have a dedicated work area? What is the physical address of the main work location? That can be arranged. The address is Mercer Island City Hall, 9611 SE 36th St, Mercer Island, WA 98040.

16. Has any benchmark study been completed including any outside vendor assessment recommending an ERP? If so, can this be shared with us? No such study has been completed.

17. For each of the systems identified in the RFP, (1) are these systems being used cloud based, on premise, or hybrid, (2) whom is the system owner (department), and (3) will the new ERP system be required to integrate with said systems and/or if the new ERP system has this functionality, be replaced by the new ERP?

    g. One Solution – Finance Department, on-premise, replace functionality.

    h. NEOGOV – HR Department, SAAS, integration.

    i. CityWorks – Public Works Department, on-premise, integration.

    j. Enhance – Finance Department, on-premise, integration.

    k. KEYSTROKE – Retail Thrift Shop Point-of-Sale, on-premise, integrate/replace option open.

    l. Trakit – Community Planning and Development Department, on-premise, open to integrate/replace.

    m. SCADA – Public Works Department, on-premise, integrate.

    n. Invoice Cloud – Finance Department & Planning & Development, SAAS, open to replace/integrate.

    o. Perfect Mind – Parks and Recreation Department, SAAS, integration.

    p. Washington State BLS – Finance Department, SAAS, integration.

The City does not anticipate integrations with all these systems at the onset of a new ERP. However, the ability to integrate at a later point is desired. City staff will likely prioritize the most important revenue generating systems to have integrations built out by the winning bidder, and then have the groundwork laid to integrate with others as time/budget permits.

18. Are there other top-level initiatives that might impede resource bandwidth for this effort? Other than day-to-day management, no other major initiatives.

19. What is the estimated length of contract for this RFP effort? Until the ERP is selected and implemented, ideally by Q2 2022.

20. Has the City previewed any future state ERP technology solution, either formally or informally, to date? This would be in the form of trade shows, emails, advertising, sales solicitation, demos, or other material that would cause the ERP solution to be considered in the future state RFP? If so, which ones and at what depth? No.

21. Has the City established any budget, formal or informal, as the cost of the RFP effort and any subsequent future state ERP solution implementation? This would be inclusive of any software licensing, implementation costs (labor), monthly costs, maintenance, etc. Yes, as outlined in the 2021-2022 biennial budget.

22. Does the City currently have a requirements management tool of choice or will the awardee need to provide? N/A.

23. Has any of the work included in this work effort started? If yes, please explain. No.

24. Does the City have a preferred project management methodology? If so, what is the City's allocated team familiarity with said methods? Other than payments that correspond with completion of agreed upon project phases, no.

25. Has the City identified a City Project team dedicated to this work effort with SMEs from each system? Has the "Power User" committee been created? If so, what is their expected allocation to the project? The committee has not yet been created but will be in place upon award of the consulting contract. This group is an integral part of the selection and implementation process.

26. Does this work effort included performing Market Research? Potentially.

27. Task #3 states "Based on the results of the Needs Assessment and Gap Analysis, prepare an RFP to be issued by the City for new ERP software and implementation services.". Will the contractor be responsible for posting the RFP and receiving the vendor proposals or will this process be part of the City's normal procurement process? Part of the City's normal procurement process, with consultant expected to assist in review of proposals and determining responsiveness of replies.

28. Since NEOGOV is being recently implemented, for the scope of a new ERP system, are the requirements to be only centered on FIN and Integration needs, not HR? In other words, any new

ERP system will not be required to have HR capabilities since they are covered by the NEOGOV application? No other HR features should be considered (i.e., performance, recruiting/onboarding, time/attendance, org design, etc.)? Correct.

29. Task #7 does not identify who is responsible for the execution of training. Who is developing all training content and delivering said training? The selected vendor, in conjunction with the consultant and City Staff.

30. We have also identified there is not specific task associated with Organizational Change Management (OCM) (aside from train the trainer training). Whom will be responsible for all OCM type deliverables (i.e., change communications, non-train the trainer training, organizational changes (pre/post implementation, sustainment), coordination of vendor training, etc.)? City staff.