



## **Request for Proposals**

### **Enterprise Resource Planning (ERP) Needs Assessment and Vendor Selection Project Manager**

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Date Issued: September 15 2016

Date Due: October 10, 2016



CITY OF HALF MOON BAY

REQUEST FOR PROPOSALS FOR COMPREHENSIVE  
ENTERPRISE RESOURCE PLANNING (ERP) NEEDS ASSESSMENT AND  
VENDOR SELECTION PROJECT MANAGER

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### **I. PROJECT OVERVIEW**

The City of Half Moon Bay (City) is requesting proposals from qualified firms to provide professional project management services and conduct a Comprehensive Needs Assessment related to the functional requirements of a replacement Enterprise Resource Planning (ERP) application, assist with development of a Request for Proposal (RFP) for the future purchase of an ERP system and manage a competitive bid process for selection of the qualified vendor and ERP solution.

### **II. GENERAL REQUIREMENTS AND INFORMATION**

For a PROPOSER to be considered, the City must receive four (4) copies of the proposal by 4:00 pm on October 10, 2016 at the following address:

Finance Department  
City of Half Moon Bay  
501 Main Street  
Half Moon Bay, CA 94019

Or one printable and searchable PDF copy via email, sent to:

[finance@hmbcity.com](mailto:finance@hmbcity.com)

All proposals must be clearly marked: “Sealed Proposal – Comprehensive Enterprise Resource Planning (ERP) Needs Assessment and Vendor Selection Project Manager.”

There is no expressed or implied obligation for the City to reimburse responding PROPOSER for any expenses incurred in preparing proposals in response to this request.

The City reserves the right to retain all proposals submitted, and to use any ideas in a proposal regardless of whether that proposal is selected. Submission of a proposal indicates acceptance by the PROPOSER of the conditions contained in this request for proposal, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City and the PROPOSER selected.

### **III. PROJECT BACKGROUND AND THE CITY**

The City of Half Moon Bay is a general law entity, governed by a council-manager form of government. The City employs 28 full-time employees. Incorporated in 1959, Half Moon Bay has a population of about 12,300 and encompasses approximately 6.5 square miles. Half Moon Bay is nestled on the peninsula between forested hills and the scenic coastlines of San Mateo County, located 28 miles south of San Francisco and 40 miles north of San Jose.

Its historic Downtown is home to numerous shops, art galleries, restaurants, bed and breakfasts, and other businesses. Its celebrated beaches and parks are wonders of nature,

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accessible to pedestrians, bicyclists, and equestrians.

With its many activities and events, beautiful natural scenery, old-city charm, and abundance of retail and commercial services, Half Moon Bay is a regional destination.

Half Moon Bay and its coastside are home to numerous nurseries and farms. The world-famous Pumpkin Festival, held in October, draws hundreds of thousands of people to the coast to enjoy its panoramic vistas, fine cuisine, arts, crafts, and genuine hospitality. Half Moon Bay is proud of its agriculture and floriculture center where roadside stands sell locally grown fruit, artichokes, greens, root vegetables, beans, and herbs. You cannot top the fresh seafood available everywhere in restaurants or to take home and prepare yourself.

The total budget for all funds for fiscal year 2016-17 is \$41.7 million, with General Fund operating expenditures representing approximately \$11.1 million and capital expenditures representing approximately \$16.7 million. The City's major revenue sources are transient occupancy (hotel) tax, followed by property and sales taxes.

The General Fund's appropriations of approximately \$15.1 million support the main operations of the City, including community development services, public works, and parks and recreation services. Law enforcement services are contracted with the San Mateo County Sheriff's Department, and sewer collection and treatment services are provided by the Sewer Authority Mid-Coastside.

The City provides services to the community using a combination of City staff and contract services. The Community Development, Public Works, Engineering, Building, Administrative Services, Finance, City Clerk, and City Manager's Office departments consist primarily of City staff. This work is supplemented by contracts with other government agencies and service providers whom provide the City with animal control, building inspection, building permit processing (including plan check), code enforcement, dispatch, engineering, information technology, janitorial, law enforcement, legal services, library operations, planning, recreation programs, and limited landscaping maintenance services.

### **Project Objectives and Background**

The purpose of this project is to identify and select a professional consulting firm with proven experience in technology consulting, assessment, and enterprise resource planning implementation projects. The PROPOSER will conduct a comprehensive needs assessment, develop and manage the RFP process, and provide assistance with the selection of a vendor and adequate solution for the City's ERP system. The PROPOSER will perform an analysis of the City's current ERP environment, business processes and organizational strategy; evaluate the ERP marketplace; and help the City determine a refreshed vision for the City's ERP needs. The required services and performance conditions are described in the Scope of Services below.

The City's objectives for this project include:

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- Developing a comprehensive understanding of current City enterprise resource planning applications and technologies;
- Developing a comprehensive understanding of current City IT infrastructure; and
- Preparing Needs Assessment Report to allow for the successful completion of a subsequent RFP for a City-wide ERP system, and selection of the qualified vendor and system solution.

The City currently uses Harris Computer Systems (Harris) enterprise resource planning system for its core financials and payroll. Modules currently in use include the following: General Ledger, Accounts Payable, Accounts Receivable, Cash Receipts, Chart of Accounts, Payroll, Bank Reconciliation, Miscellaneous Receivables, Receivables Setup, CSSLIB Modules, User Jobs, and Purchase Orders. Additional systems and web apps currently in use include the following: Smartsheet, Greenvue (code enforcement, plan check and plan view), FacilityDude, San Mateo County GIS, GovClarity, Department of Industrial Relations (for Public Works project registrations), System Award Management System, Adobe Suite (cloud), Granicus, and LaserFiche.

The City has utilized Harris ERP financial modules since 1995. Both business and technology needs have changed dramatically since the current ERP solution was selected and implemented.

Therefore, the City desires to conduct a comprehensive evaluation to determine a solution to reduce IT application and infrastructure support costs; improve flexibility and financial reporting capabilities; implement a human resources management system, project management, and community development permit issuance functions; and increase user friendliness and intuitiveness of the system, facilitate further automation of business processes, and improve quality and reliability of information for decision-making.

#### **IV. PROJECT SCOPE OF WORK**

The PROPOSER will conduct a comprehensive needs assessment, develop a RFP, and assist with selection of the ERP vendor and system solution. The PROPOSER will review relevant documentation to obtain background information on the current and desired ERP environment to identify key strategic options and recommendations. Project tasks shall include, but are not necessarily limited to, the following items listed below. The proposal should include a sufficient level of detail on each task. If the PROPOSER feels that additional tasks are warranted, they must be clearly identified in the proposal.

1. Work and meet with City staff to refine the scope, purpose, uses and goals of the City's ERP Needs Assessment and Selection project to ensure that the solution is both adequate and appropriate to meet the City's needs. Review project schedules and answer any questions pertaining to the review of the scope defined in this RFP. The proposal shall fully identify and describe the City's expectations for this project and provide an adequate solution.

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2. Review relevant documentation to assess and document the City's current technology infrastructure, conduct extensive departmental and cross-functional interviews as needed to gain an understanding of the City's business processes and operations, identify the strengths and limitations in existing systems, any gaps of required functionality and reporting needs, and impact of change.
3. Develop an ERP Needs Assessment Report, including, but not limited to, the following:
  - a. Identify effectiveness, weaknesses or inefficiencies of the current process and existing system in meeting the business needs of the City. Offer options and alternatives for the City to consider and whether they would allow responding quickly and cost-effectively to changing business and technical needs.
  - b. Evaluate the pros and cons of the current system hardware (servers, backup appliance and firewall); propose opportunities for improvement if needed.
  - c. Benchmark project budget, support and on-going maintenance costs to similar-sized municipal entities.
  - d. Assist the City in developing a refreshed vision for the City's ERP and business-related mobile technology strategies for both the current- and long-term as they relate to Permit Issuance, General Ledger, Inventory and Fixed Assets, Accounts Payable and Receivable, Procurement, Payroll, Time and Labor, Year-End Reporting, Cost Allocation, Operating and Capital Budget, Project Management, Position Control, Personnel Management and Benefit Administration, Records Management, Statutory and Other Reporting Needs, etc.
  - e. Provide recommendation on next steps, such as preparation of an ERP RFP, etc. These services should be identified and costed separately in the proposal.
4. Present the Needs Assessment Report to the City's management group and make necessary adjustments as requested.
5. Prepare and deliver presentation to the management team and City Council to facilitate their understanding of the ERP needs and implications to the City.
6. Provide the City with an electronic copy of the final comprehensive Needs Assessment Report, including related schedules and cost documentation in a format that can be edited (add or delete) and updated by City. The assessment should also include an estimate of how much initial and future customization will be necessary as well as how it can be achieved.
7. Compare proposed ERP solution with existing service level. This should include any current service areas, as well as areas of needs, including comparison to technology solution by function in similar sized and/or neighboring cities, including cost analysis (initial, ongoing, maintenance and support/training).

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8. Prepare a RFP for a purchase of the City-wide ERP system that would adequately address the City's needs and timeframe for system selection and implementation, and make necessary adjustments as requested. The RFP should include any current service areas, as well as areas of needs. This detailed comparison should include, but is not limited to, hardware, software, services, infrastructure (hardware, hosting, networking, data center, disaster recovery, backups, security, etc.), flexibility, ease of customization, etc. Service levels, support (internal and external), hosting, scalability, availability, performance (speed/user experience) and day-to-day performance (speed/user experience) of main use-cases should be among the elements covered.
9. Manage the RFP process and vendor/system solution selection. This task should include, but is not limited to, scheduling pre-RFP meetings with prospective vendors, preparing detailed answers to any questions pertaining to the review of the scope and terms defined in the RFP, developing evaluation and selection criteria and methodology, forming and chairing the ERP Selection Committee, etc.
10. Assist the City with negotiating the cost, scope, and terms of the contract with the selected vendor. The PROPOSER will take the leading role in contract negotiation, which will include but will not be limited to answering questions, reviewing proposal variations, meeting with the City staff and vendor to ensure that the negotiated contract meets the City's requirements and service level and cost objectives for this project.
11. Consult with City staff should the need arise to defend the proposed Needs Assessment Analysis and ERP solution selection as a result of public records requests, audits, or other challenges.
12. Report on other matters that come to your attention during the course of your evaluation that in your professional opinion the City should consider.

### **V. PROJECT CONTACT**

The City invites you to submit a proposal in accordance with the terms, conditions, and specifications contained in this document. Please provide the information requested by Monday, October 10, 2016 as instructed in SECTION VII and submit it no later than 4:00 p.m. Questions about the project may be directed to:

City of Half Moon Bay - Finance Department  
[finance@hmbcity.com](mailto:finance@hmbcity.com)

The PROPOSER is responsible for ensuring that the email was successfully received. Questions and requests for clarification and/or additional information should be directed via email to the contact above. All responses to questions/clarifications will be posted on the City's website and emailed to consultants as an addendum to this RFP (see Section VI – Project Schedule).

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### VI. PROJECT SCHEDULE

The following is a tentative time schedule related to the requested ERP Needs Assessment project:

Date	Activity
September 15, 2016	RFP release
September 26, 2016	RFP written questions deadline
October 3, 2016	RFP answers & clarifications available
October 10, 2016	Proposals Due (by 4:00 pm)
Week of October 17, 2016 (tentative)	Optional interviews with final candidates
Week of October 31, 2016	Contract awarded, work begins
Week of December 12, 2016 (tentative)	Consultant presents draft assessment report to the City
Week of December 19, 2016 (tentative)	Consultant presents final assessment report to the City
January 20, 2017	Consultant submits draft RFP for ERP Solution
January 30, 2017	RFP for ERP Solution is published
Week of February 27, 2017 (tentative)	ERP Solution Proposals are due
Week of April 10, 2017 (tentative)	ERP vendor is selected, project completed

### VII. PROPOSAL REQUIREMENTS

The Proposal should include the minimum information requested below in the order listed. Emphasis should be on completeness and clarity of content. Please do not include sales and marketing brochures. Additional information, if provided, should be separately identified in the proposal.

#### **Section One – Transmittal Letter**

- A cover letter signed by an official authorized to solicit business and enter into contracts for the PROPOSER. The cover letter should introduce your firm and summarize general qualifications, including the firm's legal entity name, address, email address, phone number of contact person, and short synopsis of the proposal and credentials to deliver the services sought under the RFP.

#### **Section Two – Experience and Qualifications**

- A description summarizing the PROPOSER's experience over the past five years in performing similar services as listed in this RFP to municipal clients. Please include the year, key scope objective(s), and ERP solution that your firm recommended and why, include the names of the project manager, team members and their roles.

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- Demonstrate PROPOSER's successful track record in managing ERP process and system implementation in an event of subsequent project to establish the PROPOSER's qualifications for the scope of services listed in this RFP and, potentially, for a subsequent City-wide ERP system implementation project. Please include the year, key scope objectives and the ERP solution that you implemented, include the names of the project manager, team members and their roles.
- A statement identifying the names of key personnel that will be assigned to this project, including their titles, length of relevant experience and qualifications (attach resumes as appropriate). Please include the PROPOSER's ability to adequately and consistently staff the project with the same team.
- The firm's ability to complete the work specified in this RFP and produce the required products in a timely fashion and the ability to present any necessary reports and recommendations to City staff, elected officials and/or the general public. This section should contain the description of three (3) successfully completed projects in the last two (2) to three (3) years, including the name of agency for which work was performed, general description of the scope of work, budget, name and contact information of agency representative responsible for the project.

### **Section Three – Outline Strategies and Options**

- Outline methodology, planning and design strategies that will result in the development of recommendations that are practical to the City. Include a detailed plan for the services to be provided, along with deliverables to be provided at each step, with a corresponding timeline, including meetings with City staff and City Council. The work plan should be consistent with the scope of work presented above, however, the PROPOSER may suggest changes where appropriate.

### **Section Four – References**

- Provide a minimum of five (5) references from five different clients from within the past five (5) years, preferably of a local government/city similar in size to Half Moon Bay. Include the entity name and website URL, and title, email address and telephone number for a contact person from each reference, as well as scope of work and project start/end dates.

### **Section Five – Estimated Project Timeline and Pricing**

- Provide an estimated project timeline required to conduct a comprehensive ERP needs assessment. Provide pricing estimates that include planning, development, and delivery services.
- Project budgets should include:
  - i. A project schedule for each activity, milestone, and deliverable, and
  - ii. Project budget defined, at minimum, as follows:

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- By task with a collective total by milestone and deliverable;
  - Project responsibilities and estimated amount of time expected for each task, expressed in person-hours;
  - Hourly rates for all project team members;
  - Costs for any other expenses such as printing, travel and attendance at meetings, etc.
- The PROPOSER shall present a specific “not to exceed” fixed fee, including associated administrative fees (i.e., printing costs, attendance at meetings, travel). A requested payment schedule should accompany the work schedule. Each phase of work should have an itemized budget including labor costs and expenses for each piece of work.

### **Available Budget/Contract**

The City wishes to negotiate a fixed price contract with a “not to exceed” dollar total based on a clearly defined scope of work. It should be noted that the selected consultant(s) shall be required to carry Workers’ Compensation, employer’s liability, commercial general liability, owned and non-owned and hired automobile liability, and professional liability insurance in the amount as identified in the City’s Standard Agreement for Professional Services.

Selected prospective consultant shall be required to participate in negotiations with City staff and execute a contract for professional services. A copy of the City’s Standard Agreement for Professional Services is available upon request.

All proposal responses must be received by **4:00 pm on October, 10, 2016** for a PROPOSER to be considered. The City reserves the right to reject all proposals.

### **VIII. SELECTION CRITERIA**

The City will select the successful proposal based upon several evaluation factors; including features as outlined in the RFP Scope of Work; completeness of the proposal; project approach; qualifications, demonstrated knowledge and experience of personnel; and price. The selection of finalists and the final award will be decided based on the proposal submitted by a qualified vendor that best meets the needs of the City as determined by the City. Contract award may be subject to the approval of the City Council.