



City of Norwich

Department of Finance – Purchasing Agent
100 Broadway, Room No. 105
Norwich, CT 06360

Phone: (860)823-3706
Fax: (860)823-3812
E-mail: whathaway@cityofnorwich.org

REQUEST FOR PROPOSALS

RFP No.: 20-11

Opening Date and Time: January 9, 2020 at 2:00 pm EST

Title: Absence and Substitute Management Software

Special Instructions: None.

The following information must appear in the lower left hand corner of the envelope:

Sealed Proposal No.: 20-11
Not to be opened until January 9, 2020 at 2:00 pm EST

Return Proposals to:

William R. Hathaway, Purchasing Agent
City of Norwich
100 Broadway, Room 105
Norwich, CT 06360-4431



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PLEASE RETURN THIS FORM IMMEDIATELY!

Acknowledgement: Receipt of RFP Documents

RFP No.: 20-11

Title: **Absence and Substitute Management Software Software**

Please take a moment to acknowledge receipt of the attached documents. Your compliance with this request will help the City of Norwich to maintain proper follow-up procedures and will ensure that your firm will receive any addendum that may be issued.

Date Issued: November 27, 2019

Date Documents Received: _____ / _____ / _____

Do you plan to submit a response? _____ Yes _____ No

Print or type the following information:

Company Name: _____

Address: _____

Telephone: _____ Fax: _____

E-mail Address: _____

Received by: _____

Note: Faxed or e-mailed acknowledgements are requested.

Fax No.: (860)823-3812

E-mail: whathaway@cityofnorwich.org

Fax or e-mail this sheet only. A cover sheet is not required.

DO NOT FAX OR E-MAIL YOUR RESPONSE TO THIS RFP

Purpose

The City of Norwich ("City") is soliciting proposals from qualified firms to provide cloud-hosted, web-based Absence and Substitute Management Software for Norwich Public Schools and possibly other departments. It is intended that the term of the contract will run from the date a contract is executed through June 30, 2025, subject to a satisfactory annual review.

Background

General

The City serves an area of 27.1 square miles with a population of 40,000. The City's fiscal year begins on July 1 and ends on June 30. The City provides the following services to its citizens: Police, Fire Protection, Animal Control, Ambulance, Street Lights, Emergency Management, Road Repair, Snow Removal, Refuse Removal, Recycling, Human Services, Recreation, Education (Norwich Public Schools), Waste Treatment, Public Utilities and General Government Service.

Norwich Public Schools has a total payroll of \$37 million covering 760 employees.

You can find more detailed background information in these documents available online.

- Adopted Budgets - <http://norwichct.org/Archive.aspx?AMID=41>
- Comprehensive Annual Financial Reports - <http://norwichct.org/Archive.aspx?AMID=38>

Current Environment

A list of the City's software applications which may directly or tangentially be involved with absence and substitute management.

Office(s)	Name of Software	Platform	Brief Description
Adult Education	CourseStorm	SaaS	Online class registration software
Finance	MUNIS Version 11.3	SaaS	Financial management software (accounting, human resources, payroll, purchasing, accounts payable, accounts receivable, general billing)
Finance	CivicPlus	SaaS	Website content management system
Human Resources	CivicHR	SaaS	Employment application tracking
Recreation	Vermont Systems, Inc. RecTrac	Server	Recreation & On-Line Registration program management software
Senior Center	MySeniorCenter	SaaS	Senior center program management software

The City is also currently seeking proposals for program and facilities management software for its Recreation and possibly other departments. Based on the results of the program and facilities management software request for proposals, the City may consider changing software vendors for Adult Education and the Senior Center in addition to Recreation.

Norwich Public Schools Staffing Summary

Group	Number of Employees	Approximate Number in Substitute Pool	Requires substitutes when absent?
Certified Teachers	309	24	Usually
Certified Administrators	20	0	Sometimes
Facilities	20	3	Usually
Nurses	15	6	Usually
Food Services	28	2	Sometimes
Paraeducators	159	5	Usually
Interventionalists	149	0	Never
Adult Education	21	0	Sometimes
Safety Officers	3	0	Never
Financial Services & Administrative Assistants	36	5	Usually (Admin Assistants in schools)
Total Norwich Public Schools Staff	760		

Scope of Services

Mandatory

The services detailed below are those services expected to be provided by the Firm pertaining to the provision, implementation, and maintenance of Absence and Substitute Management Software.

Implementation & Transition

- Project management
- Implementation & training
- Data conversion, migration, merging (if advantageous)
- Interface development, testing, and implementation
- Operational design assistance
- System documentation
- Hosting
- Ongoing support & maintenance

System Reliability, Integrity and Security

The Firm and/or its system must:

1. Enforce security of information and prevent unauthorized access to the system.
2. Have backup procedures for use when the system malfunctions.
3. Maintain multiple redundant operation sites to mirror functions of primary site, to take over full system operation in the event of malfunction at primary site with no interruption of service.
4. Provide active notification of system performance issues.
5. Allow capacity to place many calls simultaneously. The proposed system must be expandable to provide for future growth. Document how calls are placed and prioritized, and discuss the impact this situation would have on scalability for future growth.
6. Provide secure access through internet with a minimum of two identifiers. Document how this is accomplished. Telephone system must require a secure PIN for user to log on. Both internet and phone access must be available 24/7, and internet access must not require any software other than an internet browser.
7. Restrict site administrators to their own location. However, for their location, site administrators must also be able to manage a list of substitutes who work at their location, including priority calling information and the ability to exclude/include specific substitutes at their location.
8. Allow for multiple administrators at the central office and at each individual school to have custom security profiles to govern everyone's access to the system.

Functionality

The Firm and/or its system must:

1. Allow authorized administrators to set substitute preference lists.
2. Allow a search for an appropriate substitute randomly or by predefined priority.
3. Be able to cancel a previous absence notification by teacher and or administrator.
4. Permit substitutes to change their personal information and preferences.
5. Provide the capability for substitutes to provide feedback to absent employees for whom they have worked, and absent employees to provide feedback to school administrators on the performance of particular substitutes.
6. Provide the option to send (or not send) email notifications in the following scenarios:
 - a. Remind substitutes of jobs for which, they are scheduled.
 - b. Send daily absence summaries to building administrators.
7. Be able to customize the emails employees received under unique circumstances such as when a job has changed or been canceled.
8. Provide the capability to allow employees to obtain approval from one or more designated supervisors depending upon the absence reason. System shall allow for absence to be 'held' or 'not held' pending approval(s).
9. Allow for prearranged substitutions. The system must define specific substitute requirements, specific sites in which the substitute is willing to work, and the ability for substitutes to modify their own availability and contact information. The system must also allow for individual employee and site substitute preference lists and exclusion lists.

10. Allow substitutes to cancel after accepting a job.
11. Automatically match substitutes based on skill set and allow for manual over-ride by employee and/or administrator to select a substitute of their choosing.
12. Allow for choosing a specific substitute by the teacher and/or authorized site/building/central office administrator. Administration must have the ability to override a teacher's substitute preference.
13. Enable central personnel to search and view all substitute information in multiple search orders. The ability to set up calling methods, times, dates and block substitute calling on holidays must be provided.
14. Generate reports without interruption of other operations and system functions. Substitute reporting for the purpose of documenting information applicable to unemployment claims must be provided.

Support, Training and Updates

The Firm and/or its system must provide:

1. Free software upgrades during the term of the contract.
2. Telephone, email, and web portal system support.
3. Training and/or training resources for each group involved with the system (i.e., administrators, substitutes, teachers)
4. Ongoing online training for all user types

Interface with Other Systems

The Firm and/or its system must:

1. Provide an import and export feature to enable uploading personnel information and exporting personnel and absence / assignment info.
2. Exports must be available in commonly used formats such as excel or comma separated text.
3. The system must allow import and export of user defined fields
4. The system must be able to recognize and calculate unpaid time during the work day, such as lunches, when calculating and reporting absences and/or time worked to the payroll system.
5. We must have a means to access the database for reporting purposes or ability to replicate the data to our own site on a nightly basis.

Data Collection

The Firm and/or its system must:

1. Maintain history of substitute assignments
2. Record teachers' reasons for absence.
3. Have calendar function to designate days for which substitutes are not required and days for which no absences should be reported.
4. Automatically call the selected substitutes and offer jobs and document reply.
5. Maintain a record of substitutes response to job offers.
6. Provide status reports containing information about absences at a location on specific days, but identified individual and the substitute assigned to fill the job. This must be available to school secretaries, building principals, and central office staff per district preference, and changeable by the District.
7. Have ability to store and access multiple positions, pay codes and hours absent for each employee.
8. Be able to provide absence reason balance reports that can be filtered or sorted by school/location/job code and association affiliation.
9. Have ability to record absences by days, half days and custom hours.
10. Have ability to include user-defined fields on records.
11. Retain data for multiple years and allow reporting across years with not fee to access data.
12. Provide an interface for a time and attendance solution, if the City implements one at a later date.

User Interface

The Firm and/or its system must:

1. Be easy to use and intuitive while requiring minimal end user training.

2. Allow all substitutes who work in multiple districts, to log in to all their districts at once with single login for the districts that are using the same substitute placement system.
3. Post all available jobs simultaneously on the web and the phone for substitutes to access and accept.
4. Provide simultaneous access to individual job postings via telephone and internet. For example, if the system is making outbound calls to find a substitute to fill a position, another substitute must be able to see and accept the same job online during automated outbound calling if the job has not been accepted via phone call.
5. Permit the called substitute to accept or reject the job.
6. Provide the teacher a means of leaving notes, and a lesson plan if desired for the substitute assigned.
7. Allow teachers to upload and attach files for the substitute such as pdf and PowerPoint documents.
8. Allow substitute to specify dates and times when that substitute is not available.

Optional

If the Firm offers absence and substitute management software for other municipal operations, such as police and fire, it may provide pricing, references, and other documentation similar to the response required for Mandatory items.

Proposed Selection Schedule

The following table is the estimated schedule for this project:

Description	Date & Time	Location
RFP Issued	November 27, 2019	http://www.norwichct.org/Bids.aspx
Requests for Information (RFI)	December 13, 2019 at 4:00 pm	City Hall Purchasing Agent Room 105
Responses to RFI Posted	December 20, 2019	http://www.norwichct.org/Bids.aspx
RFP Due Date/ Opening	January 9, 2020 at 2:00 pm EST	City Hall Room 319
Finalist Presentations	Tentatively scheduled January 23, 2020 9:00 am to Noon	City Hall Room 335
Award recommendation	Tentatively scheduled for January 27, 2020	

Requests for Information

All questions or requests for information or clarification must be submitted in writing to William R. Hathaway no later than 4:00 pm on December 13, 2019. No oral interpretation will be made to any proposer as to the meaning of the proposal specifications or any part thereof. Questions may be submitted by email to whathaway@cityofnorwich.org, by fax to (860)823-3812 or by U.S. Mail to 100 Broadway, Room 105, Norwich, CT 06360.

A summary of all questions and answers will be made available by addendum to this RFP.

Addenda

If it becomes necessary to revise any part of this request or if additional data is necessary to enable interpretation of provisions of this document, revisions or addenda will be provided to all prospective firms that receive this document. Such revisions or addenda will additionally be posted on the following websites:

<http://www.norwichct.org>
<http://das.ct.gov>

This document includes an acknowledgement page which must be faxed or e-mailed to the Purchasing Agent in order to ensure proper notification of changes to the published documents. The City does not assume responsibility for any vendor that does not receive revisions or addenda, where the vendor has not acknowledged receipt of the proposal documents.

Instructions for Submission

Responses must be submitted in sealed envelopes and clearly marked with the RFP reference title, number, due date, and time. The Proposer's name and address must appear on the envelope.

Please submit one original (clearly marked) and five copies of your proposal, along with one electronic copy on a flash drive. **Do not use 3-ring binders.**

Your proposal must be submitted in a sealed envelope as instructed above and must be received no later than January 9, 2020 at 2:00 pm EST at the offices of:

William R. Hathaway, Purchasing Agent
City of Norwich
100 Broadway, Room 105
Norwich, CT 06360-4431

Format of Proposal

Submittals shall consist of the following:

1. A transmittal letter signed by the appropriate officer of the firm which, at a minimum, includes statements:
 - a. Agreeing to provide all items in the Scope of Services
 - b. Offering the proposal and certifying that the proposal and any cost projection included will remain in effect for 120 days after the due date
 - c. That the firm will comply with all of the Contract Considerations of RFP 20-11
 - d. That the firm accepts the City's standard agreement for professional services in Appendix A
2. Fee Proposal Form
3. Completed Questionnaire
4. Non-Collusion Affidavit

Firm Interviews

Interviews are tentatively scheduled for January 23, 2020 between 9:00 am and 12:00 pm Room 335 of Norwich City Hall, 100 Broadway, Norwich, CT 06360. Selected finalists will be given as much advance notice as possible, and should be available to attend on the above date.

Selection Criteria

Responses to this RFP will be evaluated by an evaluation committee consisting of various stakeholders within the City. The City's intent is to acquire the solution or solutions that provide the best value to the City and meets or exceeds both the functional and technical requirements identified in this RFP.

Phase 1 Minimum Criteria

As part of the firm's RFP response, the following minimal criteria must be met for a proposal to be considered for further evaluation. Failure to meet all of these criteria will automatically disqualify the firm's response from further consideration:

Response Timeliness

RFP response is submitted by the due date and time.

Response Authorization

The RFP response contains an original signature signed by a company officer on the transmittal letter.

Response Completeness

Firm complied with all instructions in the RFP and provided a response to all items requested with sufficient detail that provides for the proposal to be properly evaluated. Response Completeness will include all required forms. Firms who do not submit sufficient information to have their proposal evaluated as stated herein may have their proposal rejected as non-responsive. The result of any deficiencies in this regard will be determined by the Purchasing Agent to be either a defect that may be waived or that the proposal can be sufficiently modified to meet the requirements of the RFP.

Relevance of Solution

Minimum of five current implementations of their software with clients of similar size and complexity of the City with a minimum of one for a local government agency utilizing TylerTech's MUNIS software as its ERP.

Price

While price is not a primary consideration, if a firm's proposed one-time and/or annual costs are clearly more than what the City can sustain, such firm may be excluded from further consideration.

Phase 2 Evaluation

For those firms whose proposals pass the minimal criteria, the City will evaluate the firms by comparing the information the City requested in this RFP to what was provided by the firms, questioning references, interviewing firms, and viewing demos of the software.

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

Contract Considerations

Equal Opportunity – Affirmative Action

The Firm shall comply with all aspects of the Equal Employment Opportunity Act.

A firm with 15 or more employees shall be required to have an Affirmative Action Plan which declares that the firm does not discriminate on the basis of race, color, religion, gender, national origin, age or gender stereotyping, and which specifies goals and target dates to ensure the implementation of equal employment.

A firm with fewer than 15 employees shall be required to have a written equal employment opportunity policy statement declaring that it does not discriminate on the basis of race, color, religion, gender, national origin, age or gender stereotyping.

Findings of noncompliance with State and/or Federal equal employment opportunity laws and regulations could be sufficient cause for revocation or cancellation of any contract that results from this RFP.

Indemnification

The Firm shall indemnify, defend, and save harmless, the City, its officers, agents and employees from any and all claims and losses to the extent caused by the negligence, error or omission of the awarded firm in the performance of this work, except to the caused by the negligent acts of the City or its officers, agents or employees.

Insurance

The City is requiring insurance coverage as listed below for this work.

Note: The term "Firm" shall also include their respective agents, representatives, employees or subcontractors; and the term "City" shall include their respective officers, agents, officials, employees, volunteers, boards and commissions of the City of Norwich, Norwich Public Schools, and Norwich Public Utilities. The insurance required shall be written for not less than the scope and limits of insurance specified hereunder, or required by applicable federal, state and/or municipal

law, regulation or requirement, whichever coverage requirement is greater. It is agreed and understood that the scope and limits of insurance specified hereunder are minimum requirements and shall in no way limit or exclude the City from additional limits and coverage provided under the Firm's policies.

All policies shall include a waiver of subrogation

Worker's Compensation Insurance

With respect to all operations the Firm performs the Firm shall carry worker's compensation insurance in accordance with the requirements of the laws of the State of Connecticut. The Firm shall carry employers liability limits of \$100,000 each accident and \$100,000 each employee by disease and \$500,000 policy limit disease.

Commercial General Liability

With respect to all operations the Firm performs the Firm shall carry Commercial General Liability insurance providing for a total limit of \$1,000,000 per occurrence for each job site or location for all damages arising out of bodily injury, personal injury, property damage, products/completed operations, and contractual liability coverage for the indemnification provided under this contract. Each annual aggregate limit shall not be less than \$2,000,000.

Automobile Liability

With respect to any owned, non-owned, or hired vehicles the Firm shall carry Automobile Liability insurance providing \$1,000,000 per accident for bodily injury and property damage.

Errors and Omissions/Professional Liability

With respect to any damage caused by an error, omission or any negligent acts of the Firm performed under this contract the Firm shall carry \$1,000,000 per claim for any wrongful act.

"Tail" Coverage

If any of the required liability insurance is on a "claims made basis," "tail" coverage will be required at the completion of this contract for a duration of 24 months, or the maximum time period reasonably available in the marketplace. Firm shall furnish certification of "tail" coverage as described or continuous "claims made" liability coverage for 24 months following Contract completion. Continuous "claims made" coverage will be acceptable in lieu of "tail" coverage, provided its retroactive date is on or before the effective date of this Contract. If continuous "claims made" coverage is used, Firm shall be required to keep the coverage in effect for a duration of not less than 24 months from the end of the Contract.

Acceptability of Insurers

The Contractor's policies shall be written by insurance companies licensed to do business in the State of Connecticut, with an AM Best rating of A-VII, or otherwise acceptable to the City. Additionally, all carriers are subject to approval by the City.

Subcontractors

The Firm shall require subcontractors to provide the same "minimum scope and limits of insurance" as required herein, with the exception of Errors and Omissions/Professional Liability insurance, unless Errors and Omissions/Professional Liability insurance is applicable to the work performed by the subcontractor. All Certificates of Insurance shall be provided to Purchasing Agent's office as required herein.

Aggregate Limits

Any aggregate limits must be declared to and approved by the City. It is agreed that the Firm shall notify the City when 50% of the aggregate limits are eroded during the contract term. If the aggregate limit is eroded for the full limit, the

Firm agrees to reinstate or purchase additional limits to meet the minimum limit requirements stated herein. The premium shall be paid for by the Firm.

Deductibles and Self-Insured Retentions

Any deductible or self-insured retentions must be declared to and approved by the City. All deductibles or self-insured retentions are the sole responsibility of the Firm to pay and/or to indemnify.

Notice of Cancellation or Nonrenewal

Each insurance policy required shall be endorsed to state that coverage shall not be suspended, voided or cancelled before the expiration date except after 30 days prior written notice by certified mail, return receipt requested, has been given to the City. Notwithstanding this requirement, the Firm is primarily responsible for providing such written notice to the City 30 days prior to any policy change or cancellation that would result in a change of the amount or type of coverage provided. In the event of any such change the Firm shall provide comparable substitute coverage so that there is no lapse in applicable coverage or reduction in the amount of coverage available to the City related to the Firm's services.

Waiver of Governmental Immunity

Unless requested otherwise by the City, the Firm and his insurer shall waive governmental immunity as defense and shall not use the defense of governmental immunity in the adjustment of claims or in the defense of any suit brought against the City.

Additional Insured

The liability insurance coverage, except Errors and Omissions, Professional Liability, or Workers Compensation, if included, required for the performance of the Contract shall include the City as Additional Insured but only with respect to the Firm's activities to be performed under this Contract. Coverage shall be primary and non-contributory with any other insurance and self-insurance.

Certificate of Insurance

As evidence of the insurance coverage required by this Contract, the Firm shall furnish Certificate(s) of Insurance to Purchasing Agent's Office prior to the award of the Contract if required by the RFP document, but in all events prior to Firm's commencement of work under this Contract. The Certificate(s) will specify all parties who are endorsed on the policy as Additional Insureds (or Loss Payees). The certificates and endorsements for each insurance policy are to be signed by a person authorized by the insurer to bind coverage on its behalf. Renewals of expiring certificates shall be filed 30 days prior to expiration. The City reserves the right to require complete, certified copies of all required policies at any time. The City reserves the right to require complete, certified copies of all required policies at any time.

All insurance documents required should be mailed to Purchasing Agent, City of Norwich, 100 Broadway, Room 105, Norwich, CT 06360-4431.

Waiver of requirements

The Purchasing Agent, may vary the requirements at Purchasing Agent's sole discretion; if Purchasing Agent determines that the City's interests will be adequately protected without meeting all stated requirements.

Invoicing and Payment

Invoices shall be paid promptly on a monthly basis by the City by ACH transfer unless any invoiced items are questioned, in which case payment will be withheld pending verification of the amount claimed and the validity of the claim. The City's standard payment terms are Net 30 days from receipt of properly executed invoice(s).

Award Consideration

The City reserves the right to accept or reject any and all responses, in whole or in part; to waive technical defects, irregularities and omissions; and to make multiple awards; if, in its judgment, the best interests of the City will be

served. The City also reserves the right to negotiate further with one or more of the firms as to any features of their qualifications and submittals and to accept modifications of the work and price when such negotiations will be in the best interest of the City.

The individual signing this submittal hereby declares that no person or persons other than members of his/her organization are interested in this project or in the contract proposed to be taken; that it is made without any connection with any person or persons making a submission for the same work and is in all respects fair and without collusion or fraud; that no person acting for or employed by the City is directly or indirectly interested therein, or in the supplies or works to which it relates or will receive any part of the profit or any commission therefrom in any manner which is unethical or contrary to the best interests of the City.

Unless otherwise noted within a submission received in response to this RFP, the proposed fees are assumed to be valid for 120 days from the date of the RFP opening. If an award is not made within such time, the submission can be considered no longer valid, or can be extended with mutual consent of the City and the firm making the submission. Any documents, reports, and data generated as a result of the work under this contract shall become the property of the City.

Termination

Subject to the provision below, the contract may be terminated by either party upon 30 days' advance notice to the other party. If any work or services hereunder are in progress, but not completed as of the date of termination, the contract may be extended upon written approval by the City until said work is completed and accepted. Following the Termination Date, the firm shall immediately return all hard copy and electronic documents belonging to the City that it has or had in its possession at any time, including, but not limited to, files, records, correspondence, memorandas, notes or other documents.

Termination for Convenience

In the event that the contract is terminated or canceled upon request and for the convenience of the City without the required 30 days' advance written notice, then the City shall negotiate reasonable termination costs, if applicable.

Termination for Cause

Termination by the City for cause, default or negligence on the part of the firm shall be excluded from the foregoing provision; termination costs, if any, shall not apply. The 30 days' advance notification requirement is waived in the event of termination for cause.

Availability of Funds

Any contract executed by the City is subject to the appropriation funds.

Fee Proposal Form

Proposal to:

William R. Hathaway, Purchasing Agent

City of Norwich

100 Broadway, Room 105

Norwich, CT 06360-4431

I, _____, have received the following contract documents:

1. Request for Proposal number 20-11,
2. Addenda ___ through ___, posted at <http://www.norwichct.org/Bids.aspx> and <http://das.ct.gov>

and have included their provisions in my fee proposal.

Mandatory

Provide the one-time and ongoing fees (in U.S. Dollars) for providing the Mandatory items included in the Scope of Services by fiscal year as follows:

Fiscal years ending

- June 30, 2020 (one-time costs and partial year support fee)
- June 30, 2021
- June 30, 2022
- June 30, 2023
- June 30, 2024
- June 30, 2025

Optional

The Firm may also give fees for extending services through June 30, 2030.

In addition, the Firm may provide the fees for providing the Optional items included in the Scope of Services. Please use the same guidance and format as in the Mandatory section above when preparing your fee proposals.

Name of Business: _____

Address: _____

Authorized Representative (Print Name & Title): _____

Signature: _____ Date: _____

Questionnaire

In order for your proposal to be considered and accepted, your organization must provide answers to the questions presented in this section. When answering the questions contained in the Questionnaire Section of this Request for Proposal, please repeat the questions and provide your answers numbered to correspond to the question as indicated in the RFP. All questions must be answered in a concise manner. Reference should not be made to a prior response. Be sure to refer to the earlier sections of this RFP before responding to any of the questions so that you have a complete understanding of all of the City's requirements with respect to the proposal.

Executive Summary

This part of the response to the RFP should be limited to a brief narrative not to exceed two pages describing the proposed solution. The summary should contain as little technical jargon as possible and should be oriented toward non-technical personnel. The executive summary should not include cost quotations.

Company Background

In addition to providing responses to the following items, the firm must provide information about their company so that the City can evaluate the firm's stability and ability to support the commitments set forth in response to the RFP. Information that firms should provide in this section are as follows:

1. The firm's background including a brief description (e.g., past history, present status, future plans, company size, etc.) and organization charts.
2. Audited financial information for the past two completed fiscal years that includes income statements, balance sheets, and statement of cash flows.
3. Privately-held companies wishing to maintain confidential financial information must provide information detailing the company's long-term stability. Please provide a current Dunn & Bradstreet report (D&B) as part of the firm proposal response.
4. If the firm is proposing to use subcontractors on this project, please provide background information on each subcontractor, firm relationship with that firm and the specific services and/or products that the subcontractor will be providing on the project. A complete list of subcontractors is required. The City has the right to approve all sub-contractors of the firm at any time.

Application Software

The firm is required to provide a general description of the application program product and how it will meet requirements of this RFP. This section must address, at a minimum, the following items:

1. Describe your overall proposed technology solution.
2. Describe the product direction for the company, including time frames.
3. Describe unique aspects of the firm's solution in the marketplace.
4. Describe components of the solution that are industry standards versus being proprietary to the firm.
5. For third party products proposed that are integrated with the firm's solution provide the following for each product:
 - a. Reason that this product is a third-party product versus being part of the software firm's solution,
 - b. Extent to which this third-party product is integrated with the firm's solution.

Hosted Solution Information

1. Please describe your vendor hosted model, including: hosting, integration, help desk, provisioning and desktop management capabilities, deployment model (dedicated servers, shared environment, etc.), impact to the City's network and bandwidth, and any partners that may be involved in service delivery.
2. Please describe your proposed service level agreement, including any tiered levels of service, response times, and standard metrics.
3. Please describe your support model, including: cost structure for support calls.
4. Please describe your data center and storage facilities, including: locations, staffing, physical security, environmental controls (including redundant power), redundancy/load balancing capabilities, data backups and disaster recovery capabilities.
5. Please describe your logical security, including: firewall security, authentication controls, and data encryption capabilities.

6. Please describe your change management, upgrade, and patch management policies & practices
7. Describe your systems administration/management capabilities including: monitoring of performance measures, intrusion detection, and error resolution.
8. Describe how you will help the City move to a new operation at the end of the contract term or if the contract is terminated, including the process for notifying of termination.
9. Please provide a copy of your most recent Statement on Standards for Attestation Engagements (SSAE) 16 SOC1 and/or SOC 2 reports.

Implementation Plan

The firm is to provide an implementation plan in a narrative format supported by an activity-level project plan that details how the proposed solution is to be implemented. This implementation plan should include the following elements:

1. General Implementation Approach
2. Project Management Approach
3. Data Conversion Plan
4. Report Development
5. Integrations and Interfaces
6. Training
7. Change Management Approach
8. Testing
9. Operational Redesign Approach
10. System Documentation and Manuals
11. Disaster Recovery Plan
12. Knowledge Transfer

The firm should not be constrained to only include the above items in the firm's proposal response if the firm feels that additional elements may add value to the overall implementation.

The City currently anticipates a three month implementation; however, vendors are expected to recommend an overall implementation approach and timeframe (including any phasing of modules) based on their experience with departments of similar scope and complexity.

It is expected that the firm will lead the efforts in each of the implementation areas described below unless stated otherwise. Further details on what is to be provided as part of the firm's proposed implementation plan are included in the following subsections.

General Implementation Approach

Provide a general overview of the implementation approach you plan to use for the City that includes addressing the following items:

1. Describe how you transition from the sales cycle to the implementation phase of the project.
2. Describe key differentiators of the approach as it relates to implementing a solution on time, within budget and with the ability to meet the needs of the City.
3. Describe how you conclude on a preferred implementation phasing of software modules. What is your recommended approach for this implementation?
4. Describe your approach towards running parallel systems for a period of time. Any unique tools, techniques or methods that you use should be described in this section.

Project Management Approach

The City expects the firm to provide project management resources leading to the successful deployment of the system. This project manager will work as a team member with the City's project managers. It is expected that this project manager will be "on the ground" as appropriate to team with the City project managers. This project manager can be an employee of the firm or a partner of the firm.

Provide an overall description of the firm project management approach towards this type of engagement and projected timing for major phases.

Provide a high-level work plan for achieving the successful deployment of your proposed system.

Data Conversion Plan

It is anticipated that some data conversion will occur when migrating to the new application. The firm is expected to assist the City in the conversion of both electronic and manual data to the new system. It is expected that the City will be responsible for data extraction from current systems and data scrubbing and data pre-processing and that the firm will be responsible for overall data conversion coordination, definition of file layouts, and data import and validation into the new system.

1. Describe your general approach towards an efficient data conversion and how you would work with the City to conclude on what should be converted.
2. Please describe your organization's recommended approach toward retention of legacy data.

Report Development

For specific reporting requirements, it is anticipated that the firm will take the lead on developing any reports required as part of the initial deployment of the system. The firm is expected to provide specialized knowledge and information to the City staff during the development of needed reports, via technical training on the tools used for report development, database schema and architecture, etc.

Provide information on your reporting approach including:

1. Description of various methods of reporting including business intelligence.
2. Methods for the City to identify, specify, and develop required custom City reports during the implementation.

Integrations and Interfaces

It is expected that information generally would need to be entered only once into the system. Modules within the system should be integrated in real-time with each other such that batch processes are not required to transfer information from one area of the system to another unless that is the preference of the City.

1. Describe the extent to which the various modules are integrated together versus being purchased separately and interfaced
2. Describe your approach towards interfacing and integration with other solutions including use of specific tools, methods and standards.
3. Describe data exchange standards (e.g. XML, Web Services, or EDI) supported or provided by your product.
4. As it pertains to the City's current technical environment described previously, identify potential issues for integrating with specific technologies that are used within the City.
5. If local customizations are made, do you provide any tools or assistance to easily incorporate customizations into new version/releases of your software?

Training

The City anticipates a "train the trainer" approach where key City team leads will be trained through implementation on their modules and then they will train the remainder of the City staff in their respective areas based on the following assumptions:

1. There would be roughly three to five subject matter experts (SME's) for each module including one team lead. This training would be provided at a City facility.
2. Training materials supplied by the firm would be used by SME's and team leads for training their staff.
3. Web conference or remote online tutorial sessions would be available to SME and team lead staff to participate in after initial training was completed in their module.
4. Technical implementation training will include training only key IT staff to support the new system.

The firm should provide an overall description of its training approach including the following:

1. General timeframes in which training will be conducted.
2. The firm must list the nature, level, amount of training, and a sample training agenda to be provided for in each of the following areas:
 - a. Technical training (e.g., programming, operations, etc.)
 - b. User training
 - c. Other staff (e.g., executive level administrative staff)

3. The firm must describe opportunities for on-going training including both remote and on-site as well as any related costs.

Change Management Approach

The City recognizes that a movement from the current environment to a new solution will present change management challenges. The firm should clearly identify their approach towards Change Management including any unique approaches or tools that will be used.

Testing

The firm should describe their recommended approach to the following types of testing that are anticipated to be performed on the project and the type of assistance they anticipate providing to the City related to such testing:

1. System testing
2. Integration testing
3. Stress/performance testing
4. User acceptance testing (UAT)

Operational Redesign

With the deployment of a new application, the City wishes to take advantage of capabilities within the software that provide support for operational improvements. Firms are requested to describe their approach towards operational redesign including discussion on the optimal time in which to conduct redesign as it relates to implementation of the new software.

System Documentation and Manuals

The firm is expected to provide user manuals and online help for use by the City as part of the initial training and on-going operational support. Additionally, the firm is expected to provide technical documentation.

1. Describe what documentation (user guide, technical guide, training materials, etc.) is available on the system proposed and any related costs.
2. Describe what types of documentation you anticipate developing during the course of the project.

Disaster Recovery Plan

Please describe the services you provide around disaster recovery as part of your proposed solution.

Knowledge Transfer

The firm should describe their process for ensuring that a transfer of knowledge occurs back to City staff such that staff is capable of supporting and maintaining the application in the most proficient manner once the firm implementation engagement is complete.

Staffing Plan

The firm must detail the type and amount of implementation support to be provided (e.g., number of personnel, level of personnel, time commitment, etc.). Include resumes for all personnel that will be assigned to the project. If the firm is using a subcontractor, please include information on subcontracting staff being used and their specific role on the project.

Please provide an overall project organizational structure for City staff involvement during the project. Identify the roles and responsibilities of each component of this structure. This includes an appropriate governance structure in which to manage the project.

Ongoing Support Services

1. Please specify the nature and conditions of any post-implementation support options including:
 - a. Post-go live support that is included in the proposal response
 - b. Onsite support (e.g. system tuning, application configuration, interface issues, report development, network optimization, user training and tips to optimize the user experience)
 - c. Telephone support,
 - d. Help Desk services (If there is a service level agreement for your help desk, please provide a copy with your RFP response.)

- e. Toll-free support line
 - f. Users group (i.e. - information about it, where it is held and when. If no, are you planning one?)
 - g. Online knowledgebase, videos, tutorials (i.e. – how it is accesses, who updates it, etc.)
2. Describe your maintenance programs.

Client References

The firm must provide at least five references from firm-hosted clients that are similar in size and complexity to the City. In addition, the City requests a listing of all New England municipal clients.

Exceptions and Deviations

If the firm finds it impossible or impractical to adhere to any portion of these specifications and all attachments, it shall be so stated in its proposal, with all deviations grouped together in a separate section entitled, “exceptions/deviations from proposal requirements.” This section will be all-inclusive and will contain a definition statement of each and every objection or deviation with adherence to specific RFP sections. Objections or deviations expressed only in other parts of the proposal, either directly or by implication, will not be accepted as deviations, and the firm in submitting a proposal, will accept this stipulation without recourse.

Additional Materials

The vendor may include any additional materials or brochures regarding the proposed solution in this section.

Non-Collusion Affidavit

State of _____)
)
County of _____)

_____, being first duly sworn, deposes and says that:

1. (Individual's Name) He/she is _____ of _____

(Sole Owner, Partner, President, Secretary, etc.) (Corporation Name)
herein after referred to as the "Proposer" that has submitted the attached bid;
2. He/she is fully informed respecting the preparation and content of the attached Proposal and of all pertinent circumstances respecting such Proposal;
3. Such Proposal is genuine and is not a collusive or sham proposal;
4. Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including the affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham bid, in connection with the contract for which the attached Proposal has been submitted or to refrain from bidding in connection with such contract, or has in any manner directly or indirectly, sought by agreement or collusion or communications or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Norwich, CT or any person interested in the proposed contract; and
5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties of interest, including this affiant.
6. That no officer or employee or person whose salary is payable in whole or in part from the City of Norwich is directly or indirectly interested in this Proposal, or in the supplies, materials, equipment, work or labor to which it relates, or in any of the profits thereof.

Signed: _____

Title: _____

Subscribed and sworn before me this _____ day of _____, 20_____.

_____ My Commission expires on _____

Notary Public

Appendix A

Standard Agreement for Professional Services