



CITY OF STAMFORD
OFFICE OF ADMINISTRATION
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ADDENDUM NO. 1
(July 16, 2020)
Request for Proposals No. 806
Project Manager - ERP Systems Identification and Implementation

Addendum No. 1 is being issued to all potential bidders to provide the items and attachments set forth herein which shall act to qualify, clarify, or otherwise modify the Contract Documents previously issued regarding the above referenced project. These items, whether of omission, addition, substitution, or clarification, shall be incorporated into the proposals submitted by all bidders, and receipt of this document and its attachments must be acknowledged, either in the space provided on the Bid Form or on the Contractor’s Form of Proposal. Failure to do so may subject the Bidder to disqualification.

The items and references:

Q	The “Scope of Services” seeks individuals qualified in Identification of existing systems (including Integration areas). Is the Project Manager <u>Responsible</u> for the deliverable or is <u>Accountable</u> in facilitating/coordinating the efforts of others involved. Please elaborate.
	The City is requesting proposals which clearly identify an entity to lead the City’s efforts in defining what an ERP system can do for the City and to orchestrate our selection and implementation of such a system including conducting meetings of a Governance Group(s) and engaging all entities/individuals involved in the change of our systems/processes.
Q	Our understanding is that the engagement during RFP Development efforts extends to Planning, Evaluating & Selection of the ERP vendor. Please confirm.
	Yes
Q	Will participating bidders of this Proposal be invited to take part in the bidding, for the implementation of the ERP system. Do you see this as a conflict of interest?
	These are two different phases of the implementation and the Project Manager is not intended to be affiliated with a specific system.
Q	Is the Project Manager <u>Responsible</u> for the Solution Approach of the “To-Be” solution? Can you briefly describe the Project Team Structure & Stakeholders involved?
	Structure needs to be identified and stakeholders are all members of all Departments of the City that utilize technology in conducting their business as well as members of the governing boards.
Q	The term "Electronic Communications Network" is generally used in reference to the trading of financial products & securities in the Stock Market. Is this the requirement or does this relate to Client-Server technology, that enable communication network with internal & external entities?
	This project has nothing to do with the Stock Market and has everything to do with facilitating the work of the City through appropriate technology.
Q	Will the Project Manager be <u>Responsible</u> to develop Technical/User Training literature to support Change Management process?
	The Project Manager will make certain that the City has appropriate literature to facilitate user training.

Q	My interpretation of this RFP is that it is for one (1) Project Manager role. Is that correct?
	Yes, the City is looking for a leader to facilitate the systems change.
Q	Do we need references as an organization or references for the Project Manager candidate(s)?
	Provide references for both the organization and the proposed Project Manager.
Q	Do we need to fill out contract forms listed below prior to submission of the proposal or after award? Contractor's Statement Non-Collusion Affidavit City of Stamford State of Connecticut Contractor Verification (in accordance with Public Act 16-67) Compliance Affidavit (For all school projects) A Certificate of Corporate Resolution signed by the Secretary of your firm, authorizing you to execute a contract. Or A Certification as to Contract Signatory for Limited Liability Companies (LLCs) signed by the Secretary of your firm, authorizing you to execute a contract. Proposer's Information and Acknowledgement Form Department of the Treasury Internal Revenue Service Form W-9 Commission on Human Rights and Opportunities Contract Compliance Regulations Notification to Bidders Form
	Submit them with your proposal.
Q	What is the overall proposed project budget?
	That has not yet been determined.
Q	With the current COVID-19 situation, what are The City of Stamford onsite expectations and is travel part of the project budget?
	The Project manager will be primarily onsite with travel to City Department locations outside Government Center.
Q	Please further describe the anticipated functional scope of the City's ERP project. For example, the Scope of Services references "financial systems and interaction of related IT systems." Could the City provide a list of anticipated financial functions that would be covered by the project (e.g., general ledger, accounts payable, account receivable, etc.)?
	The Project Manager will facilitate identification of the scope of the system.
Q	Does the City anticipate that the scope of the related IT systems will extend beyond core financial functions to other administrative activities, such as procurement, human resources, or payroll? What about functions such as inventory, facilities, or point of sale?
	Scope of the system is to be developed and is part of what the Project Manager will be responsible for accomplishing.
Q	Please provide a diagram of the City's current administrative systems environment, including which software products are currently in use for the City's major administrative functions (i.e., Finance, Procurement, HR, and Payroll)?
	The City has several free standing systems including HTE, Ceridian, and the one you used to access the RFP, ProcureWare. This is only a partial listing of the systems currently in use. The Project Manager will review all systems and determine integration potential.
Q	Has the City been previously advised by any external vendor regarding the costs, benefits, and requirements for the anticipated ERP project? If so, is that vendor eligible to bid in this solicitation?
	The City has reviewed two providers of systems in order to determine if it should select simply a Financial System provider or an ERP system. All vendors meeting system specifications will be allowed to submit their ERP system to the City when we get to that point in the process. We are NOT there at this time.
Q	The RFP Scope of Services mentions the ability to develop and conduct training for staff in all departments. Does the City anticipate any training beyond that which might be provided by the ERP systems integration vendor? If so, what type of training and in what time periods would the City expect that to occur?
	The scope of the training has yet to be determined.

Q	What level of project participation can responding vendors anticipate from City staff? Will the vendor's project manager report directly to a single individual (e.g., Director of Administration) or to a governance committee?
	When a system is selected, they will report directly to the Project Manager who reports to the Director of Administration.
Q	Does the City expect to issue a single RFP for ERP software and implementation services, or does the City expect to issue an RFP for ERP software, followed by a second RFP for implementation services?
	The City has not determined that at this time.
Q	Does the City have a preferred project management tool for use in information technology projects?
	No.
Q	Regarding the requirement for a "current and active motor vehicle operator's license," does that requirement apply only to the specified project manager role or to any individual providing services to the City? Is an affirmative statement of possessing a valid motor vehicle license adequate for the proposal response, or will copies of motor vehicle licenses need to be included with the response?
	We are looking to hire a Project Manager at this time. The person that fulfills that role will require a motor vehicle license. The RFP requires evidence of a current and active vehicle operator's license.
Q	In light of the current COVID-19 pandemic, does the City have any present expectations as to the year 1 services being conducted remotely for the foreseeable future? For the optional second and third years, please offer guidance regarding expectations as to the percent of services to be performed remotely vs. on-site.
	The VAST majority of services are to be provided on site during the full project life.
Q	Please confirm that it is acceptable to include Section 4: Fee Proposal in the same electronic file as the other sections of the technical proposal.
	Confirmed
Q	The RFP is for new ERP system for city; what are the current system(s) details that will be replaced or enhanced by new ERP? What all functionalities do current system(s) provide? What all functionalities of current "in scope" system(s) be converted?
	The scope of the system has yet to be determined. The Project Manager will facilitate that determination.
Q	What are the benefits to be achieved by this program? What pain points to be resolved? What does success look like from business perspective?
	Improved operations of the City with shared information between and among department operations.
Q	Has business driven salient milestones been identified or needed within the target timeline?
	The Project Manager will lead that process to determine an achievable project timeline.
Q	We see mention of "city's financial and other related programs". What are those related programs? Please share a list of integrations and/or Integrations/Architecture diagram if available?
	The technology used in various department operations will be reviewed and their potential for integration determined as a part of the Project Manager's responsibilities.
Q	What city departments will be within scope of new ERP system?
	All City departments will be considered.
Q	Were there any similar efforts in the past or is this the first time to perform such ERP migration?
	This is the first full migration to an ERP system.
Q	During implementation of this project, will the project manager manage onshore resources, offshore resources, combination?
	That has yet to be determined.
Q	What is the proposed start and targeted completion date for this project?
	That has yet to be determined.
Q	Is there a driver for the completion date, e.g., information needed to plan a budget, reduced resources, planned retirement wave?

	None other than sunset of the current financial system.
Q	Has a budget for this engagement been established that you are willing to share it?
	No budget has been determined at this time.
Q	Is the City considering an on-premise solution, or is it considering “cloud” or SaaS solutions as well?
	That has yet to be determined.
Q	What is the City’s policy for travel and onsite work given the current COVID-19 pandemic?
	Government Center is open to employees and interface is by appointment. There are no restrictions on travel at this time.
Q	Is the expectation that there is a 7 x 24 contact requirement for all members of the project team? Or a specific role on the project team, such as the proposed project manager?
	At this time, only the Project Manager has been requested to be available 24/7.
Q	Does the City require an ID (e.g., driver’s license) from every member of the proposed project team?
	At this time, we are seeking a Project Manager only. Other members of the “team” will be defined as the project develops. If an organization submits to this RFP a team approach to Project Management, then all members of the team should provide verification of a current and active motor vehicle operator’s license.
Q	The RFP sometimes reads like the City is seeking an individual versus a consulting firm with a proposed project team. Is the City open to team with specialized skills in the areas identified, such as training, infrastructure, project management, etc.?
	Yes, however the project team is expected to grow beyond the Project Manager to address specific skill sets required as the project progresses.
Q	Given the COVID-19 pandemic, is there a preference for a local presence?
	The VAST majority of this assignment will be onsite.
Q	Can the City elaborate on what is meant on page 28 of the RFP - <i>Sets up and maintains a network of key individuals to be used by the Stamford Office of Administration to facilitate implementation steps?</i>
	The Project Manager reports to the Director of Administration. It is anticipated that the Project Manager will be required to interface with various individuals as the change in systems is designed, selected and implemented. At each step in that process, a network of key individuals required to guarantee success of that step should be available.
Q	There are many roles that a consulting firm can perform during the implementation phase of the project that will have a direct bearing on staffing and pricing to be proposed. Given that, what is the City’s expectation on the selected consultant’s role during system implementation or should we propose a potential role and associated pricing? Our concern is that different consultants will propose different roles and levels of support during system implementation resulting in a variety of pricing options that could negatively influence a consultant’s score on pricing if they are proposing a larger role than other firms.
	The position to be filled at this time is a Project Manager only. Other roles will be required to be filled during the implementation of the project.
Q	Are you looking for a true ERP that covers Finance, Human Resources, CRM, Service and Asset Maintenance Management, Inventory/Warehouse, Project Management, or are you focused on the Finance & Accounting specific features such as AR, AP, banking, financial reporting, revenue/sales recording and tracking?
	This RFP is seeking a Project Manager so that that question can be addressed.
Q	Are ERP functions centralized within the city? If so, can you specify which departments are included?
	There is currently no ERP in the City.
Q	Due to the sensitivity of personal information, can we redact sensitive information such as address and date of birth from copies of motor vehicle licenses included in the proposal?
	Yes
Q	Would the City please elaborate on any additional business drivers for this project beyond those in the RFP?

	The City's current financial system is used by only 4 organizations in the United States. In recognition that support for that system will be sun setting, the City is looking to improve its operations at this time through an ERP system.
Q	What is the functional area scope the City desires in the future ERP system? For example, core financials, human resources, utility billing, revenue, etc.
	Not yet determined.
Q	What systems does the City currently use to support the functions intended to be managed in the future ERP system?
	Not yet identified.
Q	Page 2 of the Scope of Services lists characteristics of an individual. Would the City please confirm that a team approach to lead this project is desired and that these characteristics must be represented among key team members?
	If the team approach to Project Management is being submitted, then the organization submitting that approach must present the desirability of their team to lead this change for the City.
Q	As it relates to the activities of selected a new ERP system, would the City please confirm whether each of the following tasks or activities are desired to be performed by the selected consultant: a. Business case development b. ERP system RFP development c. Short-list ERP vendor demonstration facilitation d. Preferred ERP vendor contract negotiation support
	Yes, among other tasks.
Q	Would the City please confirm proposers should plan to develop a second RFP for staff augmentation services to support the ERP system implementation?
	If it is determined to be required additional RFP's will be the responsibility of the Project Manager.
Q	For the purposes of proposing fees to manage the system implementation, is there an implementation timeline estimate proposers should assume at this point in time to provide equitable proposals? For example, an assuming of an 18 or 24 month software implementation?
	Not yet determined, therefore the RFP asks for a lump sum contract amount for year one, year two and year three to be paid out in monthly installments.
Q	For the purposes of proposing fees to manage the system implementation, does the City desire a single full-time resource?
	Yes, the City is looking for a Project Manager at this time, however, the City has not ruled out a vendor providing a team approach to that single role.
Q	Would the City please elaborate on any target timeline milestones for this project? For example, date of project start, date of ERP software RFP issuance, date of implementation kickoff, etc.?
	The development of an achievable project timeline is the responsibility of the Project Manager.
Q	Is there a local preference for this RFP? If so, what weight in the evaluation will that preference have?
	No preference. However, the role is on site for the VAST majority of the activities.
Q	Does the City have a budget associated with this RFP? If so, can it please be shared?
	The budget for this RFP has not been developed. We are looking at the bidders to tell us what this role will cost the City over a potential three year implementation period.
Q	Would the City consider adding force majeure language to its Sample Agreement, which we would outline as an exception with preferred language in our proposal response?

	The addition of contract language would need to be negotiated with Corporation Counsel following selection of the vendor.
Q	When is the anticipated Q/A release date?
	July 16, 2020
Q	In an ideal world what is your desired budget for this project?
	Not yet determined.
Q	Have you attempted this project before?
	No
Q	Does your IT shop run on a development/QA/Production cycles?
	No
Q	Roughly how many integration points are there? Or do you want these stated in the discovery phase?
	This needs to be determined by the Project Manager.
Q	Do you have any documentation / blueprints of the current state? And /or a current state/ future state.
	No
Q	At eRichards we stress documentation and knowledge transfer – do you have a local team that the new system can be downloaded to?
	No
Q	Is the City expecting multiple profiles to be submitted for providing the services in scope and meet the 7 x 24 open contact requirement and availability to respond to emergencies?
	If the submitter is suggesting a team approach, we are open to that potential management style and would require multiple profiles to be submitted and the role that each will be filling.
Q	Do we need to provide the experience, qualifications and references for each proposed candidate OR this information is required at vendor organization level?
	Each bidder should submit documentation which thoroughly demonstrates that each member of the organization that will be interfacing with the City is qualified to carry out their proposed role in conducting the responsibilities of the Project Manager.
Q	Is it completely an on-site engagement or the work can be performed using an on-site/remote model? If a blended delivery model is allowed, how much travel is involved?
	The work is to be accomplished primarily on site with in-City travel required to locations outside Government Center.
Q	Can we utilize the same staff to identify and help implement the ERP solution?
	Yes, as long as the staff identifying an appropriate ERP system does not have a conflict of interest in the selection of a system.
Q	Assists with and/or provides training for staff in all departments. What type of training is anticipated?
	Not yet determined.
Q	Does the City have a PMO?
	This RFP seeks to select a Project Manager that reports to the Director of Administration.
Q	Who will the awarded vendor(s) report to under this SOW?
	Director of Administration
Q	Can you confirm that payments are not tied to deliverables?
	Please see Section 15 of the City's sample agreement provided with the RFP.
Q	What is the anticipated start and end of the awarded contract?
	Start date follows selection of winning bid to the RFP and the end date has not yet been determined.
Q	Has there been any preliminary work done by another vendor for this RFP?
	Not for a Project Manager. The city has invited two vendors to demonstrate their products so that the City could determine the City's interest in a stand-alone financial system or an ERP. Those

	vendors will be allowed to propose when we get to that part of the project implementation.
Q	If so, who is the vendor, and can they respond to this RFP?
	We are seeking a Project Manager, not a system provider.
Q	Is there a preference for companies located in CT?
	No, however, the majority of the work of the Project Manager is on site.
Q	What is the City's current ERP system?
	It does not have an ERP.
Q	Is the City seeking references for the vendor or the proposed personnel?
	The city is seeking a Project Manager so the person(s) interfacing with the City in carrying out that role will require submission of references as well as the organization they represent.
Q	Is there a minimum number of FTEs that the City feels are necessary to be successful on this project?
	Not determined at this time.
Q	Please identify the computer software that is currently in use and the business areas that use this software.
	The only system wide computer software in use by all City Departments is H T E.
Q	What are the factors that are driving you to seek improvements to your business software?
	The current financial system support is sun setting.
Q	What business areas are you looking to include in a new ERP system?
	Not yet determined.
Q	What business areas are not to be included in the new ERP system (e.g., payroll, HR)?
	Not yet determined.
Q	Will the selected consultant participate in the development of an RFP for a new ERP system? If so, to what extent?
	Yes, they will be fully responsible for the development of the specifications for a new ERP system.
Q	What is your budget for this effort?
	Not yet determined.
Q	Has a budget been identified for the entire selection and implementation? If not, how is the budget currently defined?
	Funds have been made available to initiate action to change systems in the City.
Q	Please identify the executive sponsor.
	Tax payers of the City of Stamford.
Q	Has a project steering committee been identified? If yes, please identify the members.
	Not at this time.
Q	What internal resources will the City make available to the selected consultant?
	All resources required to support successful completion of this project.
Q	What external resources is the City utilizing for its IT functions?
	To be addressed as a part of the fact finding of the Project Manager.
Q	Is there an expectation (target date) for the completion of this engagement?
	No
Q	Is the intent to replace the existing solution (or is an upgrade a possibility)?
	The goal is to implement an ERP system which currently does not exist in the City.
Q	Does the City have any preference for the State of Connecticut based vendors?
	No
Q	What is the approved budget for this SOW?
	It is a portion of the total funds appropriated for this project to be initiated.
Q	What is the anticipated duration of the SOW?
	Not yet determined
Q	Can work be performed remotely or is on-site presence required?
	On site presence is required.
Q	How many resources are you seeking the vendor to propose to complete this SOW?

	Identification of individual(s) to complete the Project Management tasks only.
Q	What are the roles that the City is looking for vendors to propose beyond a Project Manager?
	None. Additional vendors will be sought once the full scope of the project is made known.
Q	There will be a 24x7 open contact requirement and availability to respond to emergencies. What type of emergencies would the City foresee as needing 24x7 contact availability?
	Unknown at this time.
Q	As listed under duties and skills, do these qualifications only apply to the Project Management role?
	Yes
Q	If not, which roles do they apply to?
	N/A
Q	How much of this response requires OCM responsibilities?
	A significant part of this position requires OCM responsibilities.
Q	Does the City have a separate vendor doing OCM work?
	No
Q	Is there any budget for resource hourly rates? If yes, can you please share the same?
	The City has made funds available for initiating the project. When full budgetary needs are known, the Director of Administration will request appropriation through the City's governing/fiscal bodies.
Q	What is the estimated/available budget for the work outlined in this RFP/Work Request?
	The amount is to be determined based upon the response of the bidders.
Q	Do you prefer local candidates for this position?
	Work for this Program Manager is to be done primarily on site.
Q	Is there any workstation fee for resource to work onsite?
	Yes
Q	What is the total number of profiles that can be submitted by the vendor?
	There is no limit as long as the responsibilities of the Project Manager can be successfully carried out.
Q	Is there any page limit for resource resumes?
	No
Q	Can you please let us know the anticipated project start date?
	As soon as the Project Manager is selected the project will begin.
Q	Given the impact and uncertain duration of COVID, could City of Stamford provide more clarity on any flexibility about a remote resource or a ratio of remote vs. required onsite?
	The VAST majority of the work of the Project Manager will be on site.
Q	Do you want vendor or vendor proposed resources to submit a copy of current and active motor vehicle operator's license? Please confirm
	Yes
Q	Do you want vendor to submit firm references? Or proposed resource references? Please confirm
	Yes, any organization must submit references for the firm and the individual(s) interfacing with the City.
Q	Do you envision the role being in the form of a staff augmentation? Meaning we basically provide you a resource available on demand?
	The City wants a Project Manager to be on site and working on the project each day following contract approval.
Q	Do you envision this project sufficient for one individual or would require multiple people (trying to understand and gauge complexity and budget)?
	The Project Manager was envisioned as one person, however, a team approach is not out of consideration.
Q	Do you have a budget to help us understand magnitude and what is feasible?
	The budget provided is to initiate the project and the full budget for the project has yet to be developed. The amount of the budget for the Project Manager will be determined based upon the bids submitted.

Q	Is the due date flexible (seems to be a 2 week runway and the Q&A is being collected yet to be released)?
	No
Q	There is mention that the funding is dependent on approvals – so funding support is not even available for this project, is this standard template or specific for this event?
	Standard template.

All other terms and conditions of **RFP No. 806** remain the same.

Erik J. Larson
Purchasing Agent

Cc: Sandra L. Dennies, Director of Administration
Purchasing Department File