REQUEST FOR PROPOSALS
VEHICLE EXCISE TAX SOFTWARE

Proposal Release Date
Wednesday, June 1, 2016

Proposal Submittal Due Date
4:00pm Eastern Standard Time
Monday July 25, 2016

To:
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Town of Arlington
730 Massachusetts Ave
Arlington, MA 02476
Purchasing
781-316-3003

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SECTION I – BACKGROUND AND GENERAL INFORMATION

REQUEST FOR PROPOSALS
RFP #16-31

VEHICLE EXCISE TAX SOLUTION

A. INTRODUCTION

The Town of Arlington invites proposals from qualified firms that possess outstanding qualifications, experience and knowledge to provide fully integrated, Windows-based, solutions for the Town of Arlington's vehicle excise tax collections. The specific functional areas and services requested in this Request for Proposal (RFP) are detailed in Section II, Scope of Work.

B. TOWN OF ARLINGTON ORGANIZATION OVERVIEW

At the 2010 census there were 42,844 people, 18,969 households and 10,981 families residing in the town. The population density was 8,239.2 per square mile (3,197.3/km2). There were 19,974 housing units at an average density of 3,841.2 per square mile (1,490.6/km2).
The town has 925 employees, working in over 14 Town buildings. There are 10 staff in the Arlington Treasurer/Collector office, housed in Town Hall, including the Treasurer Stephen Gilligan who is an elected Treasurer, and Deputy Treasurer & Collector Michael Morse. There are five water department staff utilizing the utility billing system for water/sewer.

The Town's I.T. Department has 5 staff members housed in the High School.

The Town of Arlington has a budget of approximately $133,075,068 (per latest published annual report of 2014).

A copy of the 2014 Annual Report from the Town can be downloaded from http://www.arlingtonma.gov/home/showdocument?id=24387.

C. HIGH LEVEL OBJECTIVES

The Town seeks to achieve and/or obtain the following high-level objectives:

- Implementation of a complete Vehicle Excise Tax solution with out-of-the-box functionality (often referred to as "vanilla") which embeds best business practices in the software. The proposed solutions will integrate with other selected and/or currently implemented systems (as outlined in accompanying RFP details).

- The Town is interested in both Cloud-Based and/or a hosted solution as a first choice, and on-premise based solutions as a second or alternate choice depending on the Town's server compatibility with the solution requirements.

- Solutions that require little or no modification to base code, but are highly configurable to meet the needs of the Town.

- A web based architecture or client-server using a thin or smart client solution.

- A contract with the bidder as the prime contractor. If the OEM vendor wishes to use an integration or a point solution partner, the Town would prefer that the partner be a subcontractor to the OEM vendor. The Town will reserve the right to accept or reject any proposed partners, while retaining the OEM vendor's solution.

This procurement will be governed by the following directives:

- Decisions related to project activities and system implementation shall be developed for the betterment of the entire Town.

- Proposals submitted in response to this RFP, including the vendor's responses to the Functional and Technical Requirements matrices, will be included by reference as part of the final contract terms for the selected vendor(s).

D. PROJECT BACKGROUND

Over the past 20 years, the Town of Arlington has created and maintained a custom municipal Treasurer/Collector software suite developed in-house in a 4GL Informix SE 7.50 FC3 database application platformed on the SCO Unix operating system. This system is entitled Integrated Collections System (ICS) and CSM (Cash Management System). There are approximately 20 individual user accounts in the system.

The Town's ICS/CMS based applications include Real Estate Taxes, Personal Property Taxes (business), Motor Vehicle Exise Taxes, Water & Sewer Utility Billing, Parking & Permit Enforcement, Treasurer Daily Cash Management reporting, and some limited Assessment functions performed as necessary between quarterly uploads & synchronization with Assessing data.

There are two Informix SE databases in the current custom system; one for Payments & Demands (used by ICS), and one for Cash Data (used by CSM).

Web based tax payments are integrated via the Town web site into the ICS database dynamically via Javascript and HTML. Therefore currently web payments are updated real time.

For several years the Town has recognized that the migration and upgrade of these ICS/CMS applications to a COTS (commercial off-the-shelf application) is necessary due to many factors, including:

- **System Obsolescence** – The operating system of ICS's Unix platform is obsolete and at end-of-life.

- **Maintenance** – Limitations include the lack of system-familiar Informix programmers, increased difficulty, expense, and risk in maintaining and enhancing Town applications, and a growing obsolescence of functionality, as well as the platform of the software. New applications cannot always be readily integrated with existing Informix code. As the existing ICS familiar I.T. programmers retire or leave the Town, there will be an increase in maintenance risks, as well as future training and migration costs. (*See Appendix E 'ICS/CSM systems diagram' attached to this RFP*).

- **Manual Processes -** It is costly and inefficient for employees to perform a significant amount of their work using manual processes. The Collector's system includes a significant amount of redundant manual processes (*see Appendix F 'Treasurer-Collector-Comptroller collections and Cash Journaling Process' diagram attached to this RFP*).

- **Sidebar Systems -** Inefficiencies in the systems have created the need to find workaround solutions through sidebar systems (such as Excel and Access, as well as manual journaling) in order to improve personal productivity. These systems have formed isolated "islands" of data, which has resulted in redundant systems, duplicate data entry, and the need to reconcile the systems to mitigate the increased possibility of errors.

- **Lack of Integration -** The Town uses multiple ancillary software products that handle various operations of their business. The data from these disparate products must be passed to and from the central financial system through scheduled batch jobs or interfaces. This lack of comprehensive systems integration creates difficulties in managing data in multiple locations. The ability to collect, effectively analyze, and share information that supports decision making processes is compromised.

- **Highly Customized -** Many of the systems used by the Town have been customized from the ground up in order to run the Town's business. Although the customizations have allowed the current systems to function, they do not address systems upgrades to new technology or integration with new best of breed systems. Concerns in relation to customization include:

  - ✓ **Localized Knowledge Base -** The people that helped develop and define the system requirements are the only people that can make the system work on an ongoing basis.

  - ✓ **Technical Documentation -** Outside resources would have difficulty supporting the application because it is not thoroughly documented. The ICS documentation that exists is not well-studied and specific issues that may arise or the extensive customizations that have been developed are not always included or understandable from this documentation.

  - ✓ **Business Processes** – Business processes were programmed into ICS/CSM to accommodate administrative needs in an expeditious manner, rather than based on best government practices.

  - ✓ **Training -** Only a handful of employees with localized knowledge can train new employees. Furthermore, external training resources are minimal, expensive, and not entirely relevant to the Town's instance of the ICS/CSM environment.

- **Balkanized Reporting Capabilities –** The current systems collect data, but have many reporting capabilities that are not used by the end-users. In order to make the Treasurer/Collections system a strategic asset, the data that resides in the system needs to be output in a usable form, in a minimal number of reporting formats, in order to make timely and informed decisions.

- **Business Processes Dictated by System –** Since the development of the Town's systems and business processes have evolved while the software has remained primarily static, a disparity now exists between the way the software was designed to operate and the current requirements of the Town's business. The current systems lack the following capabilities:

  - ✓ **Workflow -** Workflow is the ability to set up and change process flows within the system. It includes many capabilities such as electronic routing of documents, event notification, and automated processes based on triggers. The Town needs this flexibility to allow the system to evolve with future changes and mandates instead of allowing business processes to be dictated by the system.

- **Audit Trails -** The current systems do not provide the ability to maintain audit trails to monitor changes to the data. In order for senior managers and internal auditors to certify that financial results accurately represent the financial condition and results of operations, complete confidence in the integrity of the financial data has to exist.

E. TRANSACTIONAL STATISTICS

The Town of Arlington collects:
- Over 40,000 motor vehicle excise tax bills annually
- Existing ICS database includes approximately 20 years of transactional data

F. LICENSES

The Town estimates that
- 10 concurrent or 14 named user licenses are needed by the Collector's Motor Vehicle Excise modules

G. TECHNOLOGY STANDARDS

The Information Technology Infrastructure team provides voice and data communications support services to all Town offices. The data communication infrastructure (hereinafter referred to as the network) bandwidth consists of qty. 2 250 mb network connections at the High School (where the I.T. data center resides); qty. 1 150 mb connection at Town Hall, and qty. 1 150 mb connection at the School serving other Town offices.

In general, the LAN networking speed is sufficient for the Town's computing needs.

Servers, desktops, LAN/WAN, and telecommunication equipment are located at both the High School, and other town and school satellite locations. At its core, the Town's computing and telecommunication network is comprised of the following:

- Dual Watchguard boxes and Untangle firewall

- 2 SCO Unix servers running Informix SE 7.50 FC3 for obsolesced ICS/CSM

- 25 servers

- EMC VMWare utilized for School applications; *no virtualization* on the Town servers yet

- SAN used for School applications, no SAN for Town applications

- Desktops in the Treasurer/Collector offices are Lenovo M93 Thinkcentres

- Alt-N Technologies email server for Town

- Kaspersky antivirus

- Web servers are hosted by Vision Internet

It is highly desired by the Town that any future systems under consideration should be compatible with the following standards or foreseeable upgraded standards:

Town of Arlington IT Standards	
Server Database Systems	Oracle, MS Sql, and Informix
Desktop, Workstation, Notebook Operating Systems	Microsoft Windows 7 through 10
Server-Class Computer	Dell Poweredge
Desktop, Workstation, Notebook Hardware	Lenovo
Network Printer	Ricoh Multi-function units
Office Applications	Microsoft Office 2010 or 2012
Email Client Software	MDaemon's World Client, Microsoft Outlook

Web Browser	Microsoft Internet Explorer , Chrome
PDF Reader	Adobe Reader 8
IT Reporting Tools	Microsoft SQL Server Reporting Services
End User Reporting Tools	Crystal Reports
Security/Spam	Kaspersky, Alt-N
Workstation Virus Scanning Software	Kaspersky
Financial Management (ERP) Software	Tyler Technology's Munis Financials System is on-premise currently running version 9.4.7, but is expected to be upgraded to 10.5 before the implementation that is the subject of this RFP is begun. *Munis AccountsReceivable & Cash Managememt modules are currently being purchased and will be implemented in time for integration with the Town's selected vendor applications.*
Assessing Software	Patriot Properties' AssessPro
Motor Vehicle Excise records	State of Massachusetts DMV via Rumba/TN3270 VPN connection

H. PROJECT TIMELINE

In order to develop a realistic phasing and timeline of activities, it is imperative for the Town and the software vendor(s) to factor the level of complexity, resource constraints and funding considerations. For planning purposes, the Town has identified a total implementation timeframe spanning *no longer than 6 months* for the successful completion of activities required before initial live use of the total system including all applications and integrations. The vendor is requested to assess and confirm this timeframe or suggest other shorter optimum timelines that more readily support the vendor's proposed solution and associated resource requirements. See Section II – Scope of Work for further details.

SECTION II – SCOPE OF WORK

A. TOWN OF ARLINGTON REQUIREMENTS

The Town of Arlington intends to acquire and implement a suite of applications that will meet present and future needs. The selected vendor(s) will implement a system that is based on proven solutions that use current technologies. The software vendor's solution must specify all required hardware, software and professional services.

We are interested in the following service models:

- The Town purchases a commercial off the shelf (COTS) to be hosted on Town hardware. The Town enters into a Remote Service Provider (RSP) Agreement with the vendor to perform all system and database administration tasks remotely.
- The Town contracts for a cloud-based solution that can intelligently integrate with other cloud based services (ITRON), and on-premise services.
- A minimum requirement of the COTS is a solution that has been successfully implemented in at least 5 Towns within the past three years, who are similar in size, requirements and complexity, or greater.

The Town is seeking implementation of a complete Utility Billing solution with out-of-the-box functionality (often referred to as "vanilla") which embeds best business practices in the software and will integrate with currently implemented systems or other systems selected (as outlined in accompanying RFP details).

The Town is seeking implementation of a complete Vehicle Excise Tax solution with out-of-the-box functionality (often referred to as "vanilla") which embeds best business practices in the software. This RFP shall result in the award to a vendor who will integrate with other selected and/or currently implemented systems (as outlined in accompanying RFP details).

Qualified vendors should use the table below identifies those worksheets in the attached Functional & Technical Requirements workbook that must be completely filled in to make a compliant bid.

The Town has prepared requirements worksheets by functional area to be completed by the software vendor. These worksheets will form part of the basis for scoring the software vendor's overall systems capabilities response. The worksheets are meant to determine how much of the required functionality each vendor's product can provide without or with additional systems/customization. The requirements are weighted and will be scored based on the vendor's response. The entire set of requirements worksheets are subject to verification at any time during the procurement process. If such verification determines that a vendor misrepresented product functionality, they may be disqualified. It is therefore very important that vendors complete the worksheets accurately as it will affect their opportunity to be considered further in this procurement.

V*endor proposals must clearly identify all of the components being bid.*

Software Solution Components

Major Components	Functional/Technical Worksheets
Vehicle Excise Tax	*User Interface, Integrations, Security, General System Requirements, MV Excise, Cashiering, Reports & Queries*

The requirements worksheets are found in APPENDIX A and *need to be completed and submitted electronically* along with the requested number of hard copies to be included in the RFP response.   An electronic version of this RFP document can be downloaded via http://www.arlingtonma.gov/departments/purchasing link on the Town's website.

B. PROJECT MANAGEMENT SERVICES

At the least, bidding vendors must provide an estimated implementation timeline from date of contract signature to date of Go-Live, including all services below. Further, the bidding vendor shall provide a reasonable estimate of the number of hours that Town staff will be expected to contribute during the implementation.

Bidding vendors are encouraged to submit samples of project management service deliverables. None the less, the awarded vendor(s) shall be responsible for the duties and tasks outlined below.

The awarded vendor will assign a Project Manager dedicated and available for the entire duration of the project. This Project Manager shall only be replaced upon approval by the Town of Arlington. The vendor shall commit to 60 hours of this Project Manager as part of the scope of agreement. The Town project team, under the direction of a designated Town Project Manager, will work with the vendor's Project Manager(s) to coordinate all project activities.   All communications between the Town, the vendor and the Town's Project Management shall be coordinated through their respective Project Managers and the Town's Project Coordinator.

At a minimum, the vendor's Project Manager shall be responsible for the following:

● Managing the day-to-day vendor activities required to successfully implement the vendor's solution
● Providing periodic updates to the Project Work Plan and Schedule. Minor changes to the plan are subject to approval by the Town's Project Manager. Major changes must be approved in a written change order to the Contract.
● Developing a Project Staffing Plan that includes vendor and Town staffing, level of participation in the project, and timing on when the staff members need to be available to work on the project. The Town requires the vendor to staff the project with seasoned professionals with relevant public sector experience.
● Submitting bi-weekly Status Reports, including periodic reports to the Town Project Sponsors.
● Taking part in status and communication meetings.
● Working with the Town's Project Manager to prepare agendas for project status meetings that highlight plans and major issues.
● Leading the combined project team to identify, manage, and address issues that arise throughout the course of the implementation.
● Communicating and coordinating the activities of the vendor's staff.
● Working with the Town's Project Manager to ensure that the project stays on-track and within the established budget.

- Assist the Town's Project Manager in maintaining the updating the Risk Management Plan throughout the entire life cycle of the project.
- Developing a Project Scope Change Plan to include:
  - ✓ Change Request Recording.
  - ✓ Change Request Evaluation.
  - ✓ Assessment of impact of the change to the project.
  - ✓ Change Request acceptance procedures.
  - ✓ Integration of the changes into the implementation.
  - ✓ Documentation of the changes .

C. PLANNING

Bidding vendors are encouraged to submit samples of planning service deliverables. None the less, the awarded vendor(s) shall be responsible for the duties and tasks outlined below.

The vendor shall work with the Town staff and will be responsible for collaboratively planning and executing all phases of the system life cycle. This includes, but is not limited to Planning, Analysis, Design, System Implementation, Data Conversion, Interface Implementation, Testing, Training, and System and Program Documentation.

As part of planning, the vendor shall include an Implementation Plan that includes the implementation strategy, cultural change management plan, and the strategy for transitioning from existing legacy systems to the new System while considering interim interfaces and the impact on Town operations as legacy systems are phased out.

D. IMPLEMENTATION PLAN

Bidding vendors are encouraged to submit samples of implementation planning service deliverables. None the less, the awarded vendor(s) shall be responsible for the duties and tasks outlined below.

Bidding vendor's must clearly state any prerequisites outside of their proposed offering that are necessary for implementation of their proposed solution.

The Town of Arlington requires that each bidding vendor prepare an Implementation Plan outlining the required tasks, estimated hours, responsibilities of both vendor and town staff, major deliverables, and timing. At a minimum, the RFP response will cover the following areas:

- Implementation approach
- Environment installation, including any supporting software (OS, DBMS, etc.) and hardware platform installation and configuration. The vendor shall be responsible for assisting the Town with configuring all the required environments, including testing, training, and production; plus assisting in application installation for the Town's disaster recovery environment.
- Installation of proposed application solution in a test, training, and production environment
- Application set-up (tailoring, configuration, end-user set up)
- Workflow design and configuration
- Forms design and configuration
- Application-level security design and configuration
- Design and development of customized reports
- Backup and recovery

Each implementation task should define the level of resources required, timing of resource needs and deliverables for both the system provider and the Town.

E. SYSTEMS INTEGRATION PLAN

Bidding vendors are encouraged to submit samples of systems integrating planning service deliverables. None the less, the awarded vendor(s) shall be responsible for the duties and tasks outlined below.

The Systems Integration Plan shall include:

- Integration approach
- Approach to phase out legacy application
- Plan to address any unavoidable custom code, and 3rd party integrations included in the Vendor's overall solution
- Types of existing interfaces available, including previously built interfaces to other systems identified in this RFP (including the systems diagrams)

F. DATA CONVERSION PLAN

Bidding vendors are encouraged to submit samples of data conversion planning deliverables. None the less, the awarded vendor(s) shall be responsible for the duties and tasks outlined below.

The Town has approximately 20 years of historical data in the existing database. A minimum of five years of data must be converted into the new system. Please be aware that the Town is requiring that your submission to this section of the RFP identifies the maximum amount of data you could import into your proposed system, and the costs and processing impacts of importing that maximum amount of data.

The vendor shall utilize their data conversion tools/methodology to perform database conversions for the Town's existing database and other ancillary systems.

The Town's project team has determined the degree of data conversion/migration necessary on a module by module basis. For modules that are deemed to need data imported/migrated from existing applications, the Town's technical staff will export data fields in a flat file format (e.g. CSV, ASCII) suitable for import into the new system to allow the vendor the ability to develop their mapping and conversion routines.

The vendor will be required to provide all tables and field mapping, conversion, and import routines to the Town's technical staff for verification and validation review. The vendor is ultimately responsible for data conversion.

G. DATA / SYSTEM INTERFACES PLAN

Bidding vendors are encouraged to submit samples of data/system interfaces planning deliverables. None the less, the awarded vendor(s) shall be responsible for the duties and tasks outlined below.

It is the Town's objective to procure and implement interfaces which will enable the Town to take advantage of improved processing and technology wherever possible. To this end, the vendor shall include an Interfaces Plan that describes the vendor's methodology and

implementation approach to address required interfaces.   (See Appendix E – ICS/CSM current state systems diagram)

At a minimum, all components identified in Section "Software Solution" and being proposed by bid must be integrated, and the following systems need to be interfaced to the new System:

- **To** = Interface TO the vendor's System, FROM the listed application / sub-system.

- **From** = Interface FROM the vendor's System, TO the listed application / sub-system.

Overview		
The Town requires a flexible interface methodology. Where there is flexibility on the part of the subsidiary system, we would prefer to use the standard interfaces. We recognize that some of the "other interface" needs may not actually require interfaces, but rather direct query access to the appropriate views, tables, or may be handled as reports. Web services are our preferential method for exposing and working with cross vendor interfaces, but we recognize that not many vendors support this standard at this time. Real-time where practical is more desirable than batch. This is not meant to be an exhaustive list. Please reference the Integrations & Interfaces worksheet from the Requirements Matrices workbook in Appendix A.		
Interface Requirements	**To**	**From**
1. Motor vehicle excise tax software must interface with Massachusetts RMV using a VPN connection.	X	X
2. All collections software must interface with Tyler Munis Accounts Receivable	X	
3. All collections software must interface with industry-standard Point-of-Sale computers and peripherals	X	X
4. All collections software must be able to interface with a 3rd party web gateway to permit customers to query payment obligations, and make those payments online using ACH, or a credit/debit card.	X	X
5. Collections software should import lockbox payments		X

H. TEST PLAN

Bidding vendors are encouraged to submit samples of test plan deliverables. None the less, the awarded vendor(s) shall be responsible for the duties and tasks outlined below.

- Testing – The awarded vendor shall include a Test Plan covering: unit, system, performance under normal and volume/stress conditions, fail-over, and security. The test plan shall describe the proposed approach taken with each stage of the test, the processes involved, plan to address issues encountered, testing tools utilized, acceptance criteria, and sign-off procedures.

- User Acceptance – The vendor shall include a User Acceptance Test Plan, test data, sample test scripts, plan for maintaining test data, and methods to track reports and fixes for system malfunctions.

- Final Acceptance – The vendor shall include a Final Acceptance Test Plan, test data, sample test scripts, and methods to track and ensure all detailed requirements of the program are tested and approved by the Town.

I. TRAINING PLAN

Bidding vendors are encouraged to submit samples of training plan deliverables. None the less, the awarded vendor(s) shall be responsible for the duties and tasks outlined below. See also Section B "Project Management Services" to ensure training time is included in the estimated Town hours.

The vendor will be responsible for training Arlington's core team consisting of IT personnel and financial, Treasurer and Collections subject matter experts (SMEs). This core training is required to allow Arlington's project team to understand system capabilities before set-up and configuration activities begin. This core team will be responsible for performing and documenting system testing, and for training additional end-users. Vendor's on-going training schedules, locations and costs should also be provided in the event that further training is required in the future.

The vendor may use one or more of the following training methodologies:

- Instructor-led hands-on classroom training (on-site)
- Public classroom training (offsite)

The vendor shall provide copies of all training materials necessary for the vendor-conducted training. The Town of Arlington retains the right to reproduce training materials for internal training, refresher courses or for sessions for new staff following implementation. On-going training schedules, locations and costs should also be provided in the event that additional training is required in the future.

J. DOCUMENTATION

Sample documentation does not need to be provided as part of the initial RFP proposal; however *responsive vendors* will be asked to provide, at minimum, the Table of Contents and sample chapters of key user documents, such as the Administrative and End-user manuals, systems and application diagrams, etc. Ultimately, the ***selected vendor*** must provide complete printable documentation of the vendor's software suite.

The documentation shall include standard software materials as well as specific user documents. Standard software is defined as that which fully satisfies the requirements of this RFP without the need for modification. Examples include operating systems, database management systems, and software diagnostic programs. Database design documentation shall completely describe both the logical and physical structure of the system's database. The documentation shall define and describe the individual elements (files, tables and fields) and the relationships between them. This requirement is for a complete and thorough description of the physical and logical database schematic. This will permit Town staff to develop and maintain interfaces between the Vendor's system database and other applications subsequent to project completion, and will facilitate the development of complex customized reports.

User documents are those that describe the Vendor's software from a system administrator and end-user's point of view. All primary users must be provided with printed and online user documentation that ideally includes both a User's Guide (tutorial format) and a Reference Guide. All future system updates and changes must be accounted for in revised pages for

manuals. This must occur simultaneously with distribution of a software patch, system update or version release.

For the *selected vendor*, the Town will require a copy of all vendor-supplied documentation in a file format compatible with commercially available Microsoft Windows software, such that it can be maintained, customized, and updated. Final documentation shall be easily reproducible by the Town and the Town shall be granted the rights to reproduce any document supplied under this contract for its own needs.

K. SYSTEM DEPLOYMENT PLAN

Bidding vendors are encouraged to submit samples of deployment planning deliverables. None the less, the awarded vendor(s) shall be responsible for the duties and tasks outlined below.

The vendor shall be responsible for deployment of the system(s) in the Town's environment. The Deployment Plan shall include a description of the vendor's methodology including site preparation, roll-out strategy, legacy system transition, system phasing and other related system deployment requirements.

L. PRE AND POST GO-LIVE SUPPORT

Bidding vendors are required to submit samples of support planning deliverables.

The vendor will be responsible for assisting the Town in such tasks as planning, preparation, pre go-live issue resolution, conversion, post go-live issue resolution, communications, etc. during the weeks leading up to and weeks / months shortly after go-live. The vendor should describe the resources, approach, and plans that will be used to assist the Town during this critical time in the project.

Please note that requested information regarding the vendor's long term Support and Maintenance plans are addressed elsewhere in this RFP. This section should focus specifically on the pre go-live, conversion, and post go-live support offered by the vendor.

Please refer to Appendix B – Pricing Worksheets for details on providing cost information for the various Services and Software components identified in this RFP.

SECTION III – RFP GUIDELINES AND SCHEDULE

A. GENERAL REQUIREMENTS

- Retainage: The Town will retain 15% of service costs from each invoice and will release the retention 60 days after go-live of the respective components/functionality invoiced.

- All proposals must be signed with the vendor's name and by a responsible officer or employee. Obligations assumed by such signature must be fulfilled.

B. PRICING & COST PROPOSALS

- All Costs on a bidder's proposal must be listed on APPENDIX B – Pricing Worksheet(s).

- The Town of Arlington requires a "not-to-exceed" price contract for this procurement. The vendor is expected to complete the entire statement of work for the final negotiated price with the awarded vendor.

- All pricing must include 40 hours of training.

- Cash discounts must be shown on proposal; otherwise prices will be considered net. Unless prices and all information requested are complete, proposal may be disregarded and given no consideration.

- Appendix B – Pricing Worksheet(s) and any other price relevant submission to this RFP must be submitted in a *separate sealed enclosure* to the Chief Purchasing Officer.

- The Town will hold the vendor to total contract price. Phase and task cost reconciliation will not be performed.

- In case of default by the vendor, the Town of Arlington may procure the articles or services from other sources and may deduct from any monies due, or that may thereafter become due to the vendor, the difference between the price named in the contract or purchase order and the actual cost thereof to the Town of Arlington.

C. SUBMISSION OF PROPOSALS

1. Your completed response must be received no later than 4:00pm Eastern Standard Time, july 25, 2016, at the offices of the Town of Arlington – Central Purchasing, Lower Level, 730 Massachusetts Avenue, Arlington MA 02476. **Late bids will not be accepted.** Each proposal must be sealed and submitted with a proposal number, closing date and time on the outside.

2. Your proposal should be limited to no smaller than a 10 point font. Responses to all Appendices sections in this RFP must be completed using the templates provided by the Town – which can be downloaded via the http://www.arlingtonma.gov/departments/purchasing link on the Town's website. Your response must be submitted in an original with 5 numbered and bound paper copies to the Town. The original must be sent to the Town's address, clearly marked and contain original signatures and must be easily reproducible on a standard copying machine.

3. In addition to the paper copies requested above, please submit an electronic copy to the Town of your entire RFP response on Flash/USB utilizing Microsoft Office (e.g. Word, Excel), saved in an MS Office 97 – 2003 format. Please note that any pricing related information must be submitted in a separate sealed enclosure and marked as such.

4. Please also provide your completed Appendix A – Functional & Technical Requirements Matrix, in Microsoft Excel format in the electronic copy on the above mentioned Flash/USB Drive.

5. Please also provide your completed Appendix B – Pricing Worksheet(s) in electronic as well as printed paper format in a separate sealed enclosure and marked as such.

6. Information must be furnished complete, in compliance with the terms, conditions, provisions and specifications of the Request for Proposals. The information requested and the manners of submission are essential to permit prompt evaluation of all proposals on a fair and uniform basis. The response must follow the RFP Response Outline provided in Section V.

7. Accordingly, the Town reserves the right to declare as non-responsive and reject any proposal in which material information requested is not furnished or where indirect or incomplete answers or information are provided.

8. Proposals and modifications or corrections received after the closing time specified will not be considered.

9. Proposals shall be for the total net price including all applicable shipping and charges (the Town is exempt from Taxes).

10. All forms and questionnaires must be completed using the electronic versions provided with this RFP.

11. No telegraphic, telephone or facsimile of proposals will be accepted. If a photocopy is to be submitted, it must be signed in original, in ink.

12. Questions must be submitted by 4:00pm Eastern Standard Time on Thursday, June 23, 2016.

13. Please submit/forward all questions and matters relating to this RFP to the contacts listed in section "J. Town Contacts".

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

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

D. TOWN OF ARLINGTON CONTRACT

The final contract terms will also include a copy of the vendor's proposal, including responses to the requirements matrices, and require that the successful vendor's products (software, hardware, and services) are compliant with those responses. Proposals should include a statement indicating the vendor's willingness/ability to accept the terms outlined in Section VI "as is," including proposed insurance requirements and acknowledgement that the vendor's proposal and responses will be included as part of the contract terms, or detailing the reasons why they are not willing or able to do so.

E. PROPOSAL POSTPONEMENT AND ADDENDUM

The Town of Arlington reserves the right to revise or amend the specifications or any other

part of the proposal up to the time set for opening. Such revisions and amendments, if any, shall be announced by addendum to this solicitation. Copies of such addendums shall be furnished to all prospective vendors. Prospective vendors are defined as those listed on the Town's Request for Proposals list for this material/service or who have obtained this document subsequent to the advertisement and notified the Town of intention to submit a proposal. If revisions and amendments require changes in quantities or prices proposed, or both, the date set for opening of proposals may be postponed by such number of days as in the opinion of the Town shall enable vendors to revise their proposals. In any case, the proposal opening shall be at least five working days after the last addendum; and the addendum shall include an announcement of the new date, if applicable, for the opening of proposals.

F. PROPOSAL WITHDRAWAL

After the proposals are opened, proposals may not be withdrawn for one hundred eighty (180) calendar days. Prior to the date/time set for the proposal opening, however, proposals may be modified or withdrawn by the vendor's authorized representative in person, or by written or telegraphic notice.

G. VENDOR'S INVESTIGATION

Before submitting a proposal, each vendor shall make all investigations and examinations necessary to ascertain all conditions and requirements affecting the full performance of the contract and to verify any representations made by the Town upon which the vendor will rely. If the vendor receives an award as a result of its proposal submission, failure to have made such investigations and examinations will in no way relieve the vendor from its obligation to comply in every detail with all provisions and requirements of the contract, nor will a plea of ignorance of such conditions and requirements be accepted as a basis for any claim whatsoever by the vendor for additional compensation.

H. AWARD

1. The Town of Arlington reserves the right to reject any and all proposals, to waive any informality in the proposals, and to accept the proposal that appears to be in the best interest of the Town.

2. Notice of contract award (if contract be awarded and further due diligence by the Town not be necessary), will be made within one hundred and eighty (180) days of opening of proposals to the vendor, whose proposal complies with all the requirements in the Request for Proposals and is found to be the best value to the Town. Vendor shall submit to the Town, for approval, within ten (10) days from notice of contract award, all Certificates of Insurance evidencing the required coverage as described under Insurance in the Town of Arlington sample contract in Section VI.

3. The vendor shall not commence work under the terms and conditions of the contract until all Certificates of Insurance have been approved by the Town and vendor has received notice to proceed in writing and an executed copy of the contract between the vendor and the Town of Arlington.

I. NON-COLLUSION

The vendor declares, by signing and submitting a proposal, that the proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association,

organization, or corporation; that the proposal is genuine and not collusive or sham; that the vendor has not directly or indirectly induced or solicited any other vendor to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any vendor or anyone else to put in a sham proposal, or that anyone shall refrain from bidding; that the vendor has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the vendor or any other bidder, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other vendor, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the proposal are true; and, further, that the vendor has not, directly or indirectly, submitted his or her proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

J. PROPOSAL CONTENTS

This proposal consists of the Request for Proposals, Provisions, Specifications, Attachments and other terms and conditions as are attached or incorporated by reference in the schedule of the Request for Proposals.

K. TOWN CONTACTS

Town of Arlington	
Proposal Process:	
Domenic Lanzillotti, Chief Purchasing Officer	730 Massachusetts Avenue Arlington, MA 02476 Phone Number: 781-316-3003 Fax Number: 781-316-3019 Email Address: dlanzillotti@town.arlington.ma.us

L. SCHEDULE

RFP Schedule	
RFP Issue Date	June 1, 2016
Final Date for Vendors to Request Clarifications to RFP	June 22, 2016
Town Response to Requested RFP Clarifications Published	July 6, 2016
Proposals Due from Participating Vendors	July 25, 2016
Solution Demonstrations to Arlington	By arrangement
Anticipated Finalist Selection	August 15, 2016
Review of Sealed Price Proposal	August 16, 2016
Anticipated Project Start Date	September 1, 2016

SECTION IV – RFP EVALUATION

A.   EVALUATION CRITERIA

The Town of Arlington will evaluate all proposals deemed responsive to this request by a review team selected by the Town (which shall not include the Chief Procurement Officer as recipient of sealed pricing proposals), in accordance with MGL Chapter 30B. Final selection will be based upon an evaluation and analysis of the information and materials provided, as required under the RFP. The Town reserves the right to perform due diligence to verify information supplied in the proposals.

If the bidder cannot provide a service as it is described in the sections above, but believes it can offer equivalent or superior services by some other means, the bidder must identify the mandatory specifications, state that it is offering an alternative, and provide a description of the proposed alternative. The proposal should describe the alternative thoroughly and should clearly state how the alternative achieves equivalent or superior performance or results.

The Town will only award a contract to a responsive and responsible bidder. The Town may require additional information to insure that the bidder has the resources to perform the required services. The Town reserves the right to reject any and all bids if it determines that the criteria set forth have not been met.

1. Experience.

Highly advantageous: Vendor must have implemented the software in at least six (6) Massachusetts municipalities comparable to Arlington in both annual budget ($160m in FY2016) and population (40,000+ residents).
Advantageous: Vendor must have implemented the software in at least three (3) Massachusetts municipalities comparable to Arlington in both annual budget ($160m in FY2016) and population (40,000+ residents).
Not advantageous: Vendor must have implemented the software in at least one (1) municipalities, in Massachusetts or another State, comparable to Arlington in both annual budget ($160m in FY2016) and population (40,000+ residents).
Unacceptable: Vendor has no comparable municipalities in Massachusetts or another State.

2. Ability to complete the scope of work.

Highly advantageous: Vendor can demonstrate that there is staffing in place that will be dedicated to the Town of Arlington to complete the scope of work, and can clearly identify one project manager with over five (5) years of experience who will be assigned to guide Arlington through the entire process.
Advantageous: Vendor can demonstrate that there is staffing in place that will be dedicated to the Town of Arlington communities to complete the scope of work, and can clearly identify one project manager with between two (2) to five (5) years of experience who will be assigned to guide Arlington through the entire process.
Not advantageous: Vendor can demonstrate that current staffing levels will be shared with other communities to complete the scope of work, and can clearly identify one project manager with over two (2) years of experience who will be assigned to guide Arlington through the entire process.
Unacceptable: Vendor cannot clearly demonstrate that they are able to complete the scope of work.

3. Operational Plan.

Highly advantageous: A comprehensive operational plan with specific dates and timelines that detail the operational plan as it relates to the scope of work.
Advantageous: An operational plan with ranges of dates and timelines that detail the operational plan as it relates to the scope of work.
Not advantageous: A plan that does not address dates or timelines.
Unacceptable: No operational plan.

4. Functionality.

Highly advantageous: Matrix for functionality had a score between 3661 and 3139
Advantageous: Matrix for functionality had a score between 3138 and 2095
Not advantageous: Matrix for functionality had a score between 2094 and 529
Unacceptable: Matrix for functionality had a score less than 528

5. Ease of use.

Highly advantageous: Application screens are clear and set up logically. Fields can be accessed easily and quickly. Multiple screens are logically sequenced and can be quickly accessed from other relevant screens. Users with minimal training and experience can quickly learn to navigate the system with training of one day or less.
Advantageous: Application screens are generally clear and set up logically. Fields can be accessed easily and quickly. Multiple screens are logically sequenced but must be accessed by going through a series of screens. Users with minimal training and experience are likely to require more than a day of training.
Not advantageous: Application screens are somewhat clear. Fields are not accessed easily or quickly. Multiple screens are somewhat logical and must be accessed by going through a series of screens. Users with minimal training are likely to require more than a day of training.
Unacceptable: Application screens are unclear and are not set up logically.

B.   DEMONSTRATION SCENARIOS AND SITE VISITS

The Town of Arlington may further evaluate vendors's solutions by utilizing scripted demo scenarios and site visits. Any short-listed vendor will be provided the scripted scenarios that they are to use to prepare for an on-site solution demonstration. The short-listed vendors will be evaluated to compare solution performance to vendor responses on the Functional & Technical Requirement Matrices, validate reference checks, and at the option of the Town, organized site visits at vendor's customer reference sites. Vendors will provide the Town of Arlington with a list of three (3) potential customer sites and unless other arrangements are made, the Town will select up to but no more than 2 sites to visit.

Please note that on-site demonstrations for vendors will be conducted by arrangement. Specific days and times for each vendor will be determined at a later date, but vendors should be prepared to propose dates to conduct the on-site demonstrations. It is expected that the proposed vendor Project Manager take part in the entire on-site demonstration sessions.

C.   FINAL SELECTION

The finalist will be selected by quantified scoring of the Functional & Technical Requirements matrices, and qualitative review of vendor qualifications, solution

demonstrations, site visit (if appropriate), and references. At that time, for each solution component required by the Town (see table in Section II A), the evaluation committee will select the top ranked vendor(s) that the Town of Arlington feels would make the best solution provider(s). Relevant pricing will then be evaluated. If agreement cannot be reached with the top ranked vendors, the Town will dismiss the vendor and begin negotiation with the next highest scoring vendor finalist.

D.   CONTRACT NEGOTIATION

At the conclusion of solution confirmation and best and final offer, the Town will enter into contract negotiations with the finalist(s). The final negotiated contract, along with the best and final offer, will reviewed and approved by the Treasurer and Chief Technology Officer, then submitted to the Town Manager for authorization.

SECTION V – RFP RESPONSE REQUIREMENTS & FORMAT CHECKLIST

A. RFP RESPONSE FORMAT

Please use the following format to structure your RFP response. Your response should include each section detailed below in the order presented.   The detail represents the items that are to be covered in each section of your response. Failure to address all items will impact the evaluation and may classify the response as non-responsive and preclude it from further consideration. Please refer to Section II – Scope of Work for additional information.

Section	Title	Completed
	Title Page	☐
	Letter of Transmittal	☐
	Table of Contents	☐
1.0	Executive Summary	☐
2.0	Company Background and Experience	☐
3.0	Project Understanding	☐
4.0	Project and Organizational Staffing	☐
5.0	Project Work Plan and Schedule	☐
6.0	System Description and Functionality	☐
7.0	Software Maintenance, Updates, and Support	☐
8.0	System Description & Functionality including such Functional & Technical Requirements Matrices (as relevant and appropriate to vendor's proposed solution)	☐
9.0	Client References	☐
10.0	Vendor Profile	☐
11.0	Cost Proposal (must be under separate sealed enclosure)	☐

12.0	Signed copies of all Town of Arlington Addendums issued to this RFP	☐
	Vendor Proposal Appendices	☐

B.   TITLE PAGE

The title page should include, at minimum, the following:

- Name of Project – Town of Arlington Financial Systems Upgrade (FSU)
- Submitted by - Company's Name
- Date of Submittal
- Copy x of 5 – "x" indicating the specific copy number for each of the 5 printed copies

C.   LETTER OF TRANSMITTAL

The transmittal letter will:
- Indicate the intention of the vendor to adhere to the provisions described in the RFP without modification;
- Identify the submitting organization;
- Identify the person, by name and title, authorized to contractually obligate the organization;
- Identify the contact person responsible for this response, specifying name, title, mailing address, phone, fax, and email address;
- Acknowledge the proposal is considered firm for one hundred and eighty (180) days after the due date for receipt of proposals or receipt of the last best and final offer submitted;
- Acknowledge completion of the all components of the Vendors Checklist;
- Provide the original signature of the person authorized to contractually obligate the organization.

D.   TABLE OF CONTENTS

The table of contents should outline Sections 1.0 thru 12.0, as described previously in this section.

E.   EXECUTIVE SUMMARY

The vendor will provide an Executive Summary that presents in brief, concise terms a summary level description of the contents of the proposal response. In addition, the vendor must clearly and specifically
- Identify which one or more of the solution components being proposed (see table in Section II A)
- Detail all exceptions made by bidder to the requirements imposed by this RFP

F.   COMPANY BACKGROUND AND EXPERIENCE

This section of the proposal should establish the ability of the vendor to satisfactorily perform the required work by reasons of experience in performing work of a similar nature,

demonstrated competence in the services to be performed, strength and stability of the firm, staffing capability, and record of meeting expectations on similar projects. The Town, at its option, may require a vendor to provide additional support and/or clarify requested information.

In addition to completing Appendix D – Vendor Profile Questionnaire, the vendor should also provide:

- A brief profile of the company
  - ✓ A brief description of the organization structure and primary products and services provided
  - ✓ Other major products or services offered
  - ✓ Company's strategic direction in software design and support.
  - ✓ Company's dedication and commitment to serve public sector clients.

- A general description of the company's financial condition

- Company's experience in performing work of a similar nature to that solicited in this RFP
  - ✓ Highlight participation in such work by the key personnel proposed for assignment to this project.

- A written list of *all* Massachusetts clients for whom you have installed this product

G.   PROJECT UNDERSTANDING

This part of the Proposal shall contain a description of how the vendor intends to organize its approach to the project. The vendor should discuss how its software solution(s) meets the Town's requirements for a flexible and integrated system, as requested in this RFP. The vendor shall relate how it perceives its role in carrying out the responsibilities required by this implementation. The vendor shall also provide examples of challenges encountered on similar engagements and discuss their approach in handling some of the specific challenges and opportunities it foresees for this project.

H.   PROJECT STAFFING AND ORGANIZATION

This section shall identify key personnel who will be assigned to the project, assuming a Fiscal Year 2017 start date. *An organization chart for the project shall be provided.* The chart shall indicate how the vendor intends to structure the project effort, and identify the Project Director/Engagement Manager, Project Manager, Technical Team Members, Trainers and all other key personnel.

The Project Director/Engagement Manager designated by the vendor shall have the overall responsibility to the Town. The Project Manager shall have the responsibility for the day-to-day communications with the Town, to coordinate the activities of the installation and implementation team, and to accomplish the scope of work within the contract budget and project schedule. **The Project Manager must have at least three (3) years of experience in administering project management services of the proposed software in a public entity.** A resume of the Project Manager must be provided detailing the work history for the last 8 years. The Project Manager must have PMP certification or evidence of sufficient experience with PMI methodologies.

Each team member included in the project organization chart shall be identified by name, and a resume or profile shall be provided for each key person. Each resume or profile shall be complete and concise, featuring experience that is most relevant to the task responsibility the individual will be assigned. If an individual is assigned to more than one position, the relevant experience shall be indicated for each task assigned. **The project technical team must have a minimum of three (3) years of experience with an installation of the current (or one previous) version of the proposed software.**

For all proposed project team members, please also indicate other projects these individuals will most likely be engaged in at the time this project commences, as well as anticipated completion dates for those other projects, and how that may impact the amount of time the individuals will be spending on the Town of Arlington's implementation. Please also indicate the anticipated percentage of time each team member will be dedicated to the Town of Arlington's implementation throughout the course of the project.

The specific staff identified in the original Proposal may not be changed prior to commencement of work or during the course of the project without the specific approval of the Town and two weeks notice. Replacement candidates must have the same or higher level of similar experience as the original project team member they replace, and will serve a period of no less than two weeks of non-chargeable work to transition the project from the departing staff member to the new candidate. Resumes of replacements shall be submitted with all applicable information, and the Town reserves the right to reject a candidate without prejudice.

I.   PROJECT WORK PLAN AND SCHEDULE

In this part, the vendor is requested to provide details of its methodology and implementation strategy along with a high-level schedule for the performance of the tasks identified in Section II, Scope of Work, of this RFP. The Work Plan shall provide a narrative description of the plan for implementing the work tasks as well as any substantive or procedural innovations used by the vendor on similar projects that are applicable to the services described in this RFP. The Work Plan and Schedule shall take into consideration the Town resources to be provided, including its independent on-site Project Manager. *In addition, the Town's Project Manager will provide independent project oversight, verification and validation services (IV&V) for the implementation.*

The Work Plan and Schedule shall address in sufficient detail the following to demonstrate bidder's fit to the Town's expectations. (Note: Please reference Section II, Scope of Work, for additional details on the following components):

1. Implementation schedule, assuming a Spring 2016 project start date
2. Project Management Services
3. Planning
4. Implementation
5. System Integration Plan
6. Data Conversion Plan
7. Data / System Interface Plan
8. Test Plan
9. Training Plan
10. Documentation
11. System Deployment
12. Pre and Post Go-Live Support

The Work Plan and Schedule must be prepared with suggested major tasks and payment milestones which include Town acceptance review. These payment milestones should

clearly identify quantifiable, measurable, sub-tasks to allow determination of milestone completion status during all phases of the project. The Schedule should indicate critical path tasks and dependencies between tasks.

The Work Plan and Schedule should be of sufficient detail to provide the Town the necessary task, resource, and sequence information to allow for logistics and Town staff allocation planning. *The bidder's Work Plan must state any facilities, data, and other requirements that the Town will be expected to provide.*

The Work Plan must address whether the vendor is planning on partnering with other system integrators or point solutions vendors in providing a complete component solution. If so, the partnering arrangement, roles and responsibilities and primary point of contact must be clearly defined.

The Town understands that each vendor will have their own implementation methodology derived from their industry experience and software requirements. It is the desire of the Town to have consistency of detail within the Work Plan and Schedule across respondents to allow for an objective determination by staff as to the quality and feasibility of each respondent's Work Plan and Schedule.

The Work Plan should be created in Microsoft Word and the <u>Schedule</u> must be presented in a Gantt chart format. At a minimum, this chart must show phases, tasks, sub-tasks, and staff utilization (including Town and Consultant Project Management resources). The Town may request task expansion or contraction, additional task details, and/or scheduling modifications within the Work Plan or Schedule prior to award of the contract. The Town would consider it a valuable plus for vendor to perform Project Management activities on a web-based Project Management tool or portal to enhance review and collaboration.

The vendor's plan should specify the recommended time period for each phase. The vendor should cite instances of actual implementation time frames (where the proposed strategy was applied) on previous similar engagements.

The Work Plan must include the proposed responsibilities of the Project Manager. The Work Plan must describe the vendor's program control methods for demonstrating vendor's performance, adherence to and control of the project schedule and budget.

The Work Plan must describe the vendor's commitment of resources for Technical and Functional-area Team Members. This Team consists of the experts in the various modules of the proposed software for the Town. The Work Plan and Schedule must display the amount and timing of the proposed effort within the project milestones.

The vendor's Work Plan should list any specialized system personnel, or specialized system training, that would be required at the Town to maintain and operate the proposed system.

The Project Work Plan and Schedule must include the time and resource commitment for testing and accepting the system components and configuration within the Town's production environment.

The Work Plan must include the vendor's recommended Training Plan/Program for end users of the selected software and for IT staff responsible for ongoing system maintenance and support. The plan may include detailed listings of training programs for technical staff, configuration staff/core users, senior management and information/end users. Additionally, the Work Plan must state the method of training (instructor-led hands-on classroom training, train-the-trainer, offsite public classroom training, web-based training, etc.), the number of

training hours to be provided, and the size of the recommended number of participants in each training program and the infrastructure and systems required. The Work Plan Schedule must show the type of training provided and the hours of commitment for each implementation phase.

The Work Plan and Schedule should outline the vendor's recommended Deployment Plan for converting from the testing environment to the "live mode" of operation. This effort must describe the final steps of the process and the amount of resources required to successfully complete this task. At time of award a more detailed plan will be required to include vendor's site preparation, roll-out, migration, turnover to production and organizational transition strategies. It must also include contingency plans for falling back to the old system should there be an unexpected problem with the new system.

The Work Plan should include a description of the vendor's post-implementation technical support programs. This must include the types of programs available, the hours and days of operation and information on response time for urgent and non-urgent assistance requests. Full details of the Service Level Agreements offered must be provided at time of award.

J.   SYSTEM DESCRIPTION AND FUNCTIONALITY

Vendors should address the following:

1. Overview of System Description

- Identify the supplied software modules, system architecture and development tools.
- Discuss how each of the components bid (see table in "Section II B) will be addressed. Unless indicated clearly in the Technical & Functional Requirements Matrices, please indicate where modules are available "out of the box" versus modules that would primarily require custom development or 3rd party solutions.
- Identify other software that is required for the proposed solution.
- Identify the recommended hardware for all environments, including test, training, production, and disaster recovery.
- Describe recommended redundancy and fault tolerance guidelines.
- Identify any additional recommended operating environments: production, test, training, disaster recovery, etc.
- Describe the application security environment.
- Provide examples of the User Interface.
- Describe your future direction and plans for the software.
- Describe your approach to writing and managing interfaces.
- Identify existing functional deficiencies based on the scope and requirements.
- Describe the required skills needed to technically support and maintain the system.
- Describe your upgrade policies, frequencies and costs.
- Describe software licensing (server, user, processor based, etc.)
- Describe warranty and support.

1. Detailed Technical Description

This section should contain all pertinent information about the proposed hardware and operating system, utilities, and tools used in the development of the software, the database

management system, the user interface, and the architecture of the system. At a minimum, the vendor shall discuss the following:

- Scalability
- Security – comply with Town mandated security protocols and standards that apply
- Provide your recommendation on Redundancy and Business Continuity/Disaster Recovery to provide full recovery
- Describe your data storage and archiving capabilities
- Required system capacity - recommend the hardware solution to handle the transaction and user load based on the information provided in this RFP and accompanying Requirements worksheets
- Application architecture – multi-tier distributed system architecture where screens, report and transactions are provided through a web browser or other technology. Please also indicate the primary programming language(s) used within the proposed solution (e.g. .NET, C++, Java, etc.)
- Presentation architecture – technology such as browser-based, thin-client, smart-client; client-server; etc.
- Application configuration and support components provided – (application development tool kit, load testing, automated scheduling, utilities to monitor resource utilization, web development tool kit, report generation scripts, audit and system logging, migration/change control tools, etc.)
- Database architecture
- Database performance and optimization – load balancing and/or clustering ability for extended scalability and performance
- Database integrity – audit tracking within the database, logging options, record locking, etc.
- Server architecture – include a full description of the recommended and supported hardware solutions for all environments such as test, training, disaster recovery, production, etc. In addition to providing the "Recommended System Requirements", please also provide the "Minimum System Requirements" for each environment needed by the Town to achieve the requirements detailed in this RFP
- Network architecture – include the preferred network topology, hardware and software required to achieve this architecture
- Configuration tool kit – describe any included Database Configuration Tools, Business Process Management Tools, User Interface Management Tools, etc.
- Any applicable system diagrams to more clearly explain requirements and options.
- End user experience – include expected response time benchmark test results based on recommended configuration.

2. Detailed Functional Description

This section should address the detailed attributes of the application software. In Appendix A of this RFP, we refer to the requirements worksheets that define needs for the new system by functional area. Vendors will be rated how well they can meet each need by indicating whether they can support the functionality "out-of-the-box", with modifications, via a third party solution, via customization, in a future release, or not at all.   The requirements worksheets can be downloaded from the Town's website – please see Appendix A for further information http://www.arlingtonma.gov/departments/purchasing.

Y	Fully Provided "Out-of-the-Box"
F	Provided in the Future at NO Cost

T	Third Party Software Required
M	Modification
I	Interfaces
R	Report Writer Required
N	Not Included, Would Not Modify the Software
N/A	Not relevant to Bidder's proposed system

Vendors are required to complete the Requirements worksheets and include them with their submittal in the following formats:

- In hard copy as an Appendix to the proposal.
- In electronic format (Microsoft Excel).

K.   SOFTWARE MAINTENANCE, UPDATES, AND SUPPORT

At a minimum, the proposal must include information and pricing associated with all aspects of ongoing support and maintenance activities. This proposed support must include: on-site, software maintenance, product help desk 24/7, product fixes, product enhancements and regular product releases based on a defined on-going maintenance fee. The vendor should discuss its upgrade policies and upgrade history of the proposed solution. The vendor must have the ability to connect to the customer's system remotely to diagnose and correct problems real-time. The vendor should describe the process for the Town of Arlington to request future product enhancements. The vendor must propose the on-going costs for product maintenance and upgrades for a 5 year period in the sealed pricing response.

The vendor is also requested to provide details of its software maintenance and update methodology, including how software updates are distributed and recommended approaches for the Town to test and install software updates prior to rolling them into production. The vendor should provide information regarding the types of vendor and Town skill sets required to implement incremental and major updates to the Town's production environment as well as how the vendor recommends ensuring that custom configuration and custom code is addressed during the upgrade to ensure that no Town-specific changes are lost. The vendor should also describe the Quality Assurance measures in place to ensure code is thoroughly tested prior to releasing it to the Town.

Additionally, the vendor should discuss how much influence customers have in product direction, including technology used, enhancements, and new features, including the process used to provide input, feedback, and software roadmap reviews.

Vendors should also provide details on their Technical Support and Help Desk infrastructure, staffing levels, organizational structure, and abilities, including hours of operation, issue management and tracking tools, service level agreements, and a general description on how the Town would interact with Technical Support and Help Desk staff.

L.   CLIENT REFERENCES

Vendors should provide up to six (6) client references, and a full client list for Massachusetts clients, at least two (2) where a Treasurer/Collections System was implemented, that most closely reflect similar projects to the scope of work for the Town of Arlington, as described in this RFP. These references should be sites at which the software has been *fully*

implemented within the past 3 years. Please use the Client Reference form provided as Appendix C to this RFP http://www.arlingtonma.gov/departments/purchasing.

M.   VENDOR PROFILE

Under this section, vendors shall complete the Vendor Profile Questionnaire referred to in Appendix D of this RFP. If multiple firms or sub-contractors are being proposed, please complete a Vendor Profile Questionnaire for each firm / sub-contractor company as well.

N.   COST PROPOSAL

Accurate pricing, while not referenced during the evaluation and scoring of vendors, is still an important component of the vendor's response. (Refer to Section III B for important information). Included in Appendix B of this RFP are pricing templates that must be used to provide the cost of the solution. Failure to use the provided pricing templates may characterize the response as non-responsive and preclude the vendor from further consideration in this procurement. Please price the solution as accurately as possible as it will become the basis for the solution price. Please provide the level of detail as defined in the pricing templates. Clarification may be sought for confusing responses.

The vendor shall assume its pricing is a "not-to-exceed" amount to perform the services identified in this RFP and proposed in the vendor's bid.

O.   ADDENDUMS

As necessary the Town may issue one or more Addendums to this RFP. The Addendums will be on the web site in the same place as the RFP. Each Addendum listed must be printed out by the bidder, with the bidder's signature on the page, and included with the bidder's proposal. Failure to include all Addendums in the proposal may be cause for declaring the entire proposal non-responsive and eliminating it from further consideration.

P.   VENDOR APPENDICES

Additionally, vendors shall carefully examine the RFP for required documentation not specifically covered in subsections A thru N, and shall place such documentation in an appendix to their written proposal. Information considered by the vendor to be pertinent to this project, but not specifically requested in this RFP, may also be placed in an appendix. The vendor is reminded that this is not an invitation to submit voluminous amounts of extraneous material.

APPENDIX A – FUNCTIONAL & TECHNICAL REQUIREMENTS WORKSHEETS

The "Appendix A – Requirements Worksheets" Excel workbook contains the requirements worksheets that are to be completed by the vendor and submitted in electronic (Microsoft Excel) as well as hard copy format.

The Requirements Worksheets file can be downloaded via the http://www.arlingtonma.gov/departments/purchasing link on the Town's website.

APPENDIX B – PRICING WORKSHEETS

The pricing worksheets are provided in Microsoft Excel and should be downloaded separately from the Town's website http://www.arlingtonma.gov/departments/purchasing.

APPENDIX C – CLIENT REFERENCE LIST

Use the "Appendix C - Client List" template to list all Massachusetts clients. These clients should be sites at which the software has been *fully implemented*.

The Client List template can be downloaded via the http://www.arlingtonma.gov/departments/purchasing link on the Town's website.

APPENDIX D – VENDOR PROFILE QUESTIONNAIRE

Each vendor shall complete the "Exhibit D - Vendor Profile Questionnaire" template. If multiple firms or sub-contractors are being proposed, please complete a questionnaire for each firm / sub-contractor company as well.

The Vendor Profile Questionnaire can be downloaded via the http://www.arlingtonma.gov/departments/purchasing link on the Town's website.

APPENDIX E – SYSTEM DIAGRAM

Appendix E presents a graphical representation of the ICS/CMS systems as currently implemented.

The System Diagram can be downloaded via the http://www.arlingtonma.gov/departments/purchasing link on the Town's website.

APPENDIX F – CURRENT TREASURER/COLLECTOR WORKFLOW DIAGRAM

Appendix F provides a graphical representation of the manual and automated steps in the current Collector/Treasurer office workflow.

The Workflow can be downloaded via the http://www.arlingtonma.gov/departments/purchasing link on the Town's website.

APPENDIX G – Vendor supplied documents (if any) as addendum to the responses in the RFP.