

City of San Rafael

Digital Service & Open Government



Request for Proposal (RFP) Enterprise Resource Planning System (ERP)

ISSUE DATE: March 8, 2022

RESPONSE DEADLINE:

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I. INTRODUCTION

1.1 WHAT WE ARE LOOKING FOR

The City of San Rafael (CITY OF SAN RAFAEL) seeks to implement a commercially available, native cloud-based (SaaS) ERP solution that provides broad administrative functionality, long term sustainability and adaptability, and a modern user experience.

The City has undertaken extensive user research to determine the needs across the City and how they relate to various functionality in the ERP system (see Appendix A). Your proposal should be submitted as a combination of written content and recorded video product demonstrations where this document can be used as a guide for the demo script. Please note any area(s) not directly supported by the ERP before the demo and provide possible vendors.

1.2 BACKGROUND

The City of San Rafael currently manages a technology environment for financial transactions that relies on manual entry, imports and exports of CSVs, paper-based processes, and disparate solutions for maintaining financial records and reporting incoming revenue and budgeting. Workarounds, manual processes, and the lack of software integrations have impacted the efficiency of financial operations

including causing user error, duplicate or mis-recorded transactions, and an inability to track data across the City.

The City of San Rafael’s current on-premises ERP system, “Eden” by Tyler Technologies, has reached end of life. The City wishes to replace it with a cloud-based SaaS ERP system. The city expects to have ~75 users of the ERP system in various capacities and ~400 employees in the payroll system. We are looking for a new landscape of software solutions to help us manage a digital workforce.

The City seeks a formal proposal from respondents to assist in establishing an ERP initiative that will:

- Replace the City’s current ERP system and provide additional capabilities not available in the current system
- Reduce duplicative data entry
- Eliminate department and system specific “shadow” systems, such as MS Excel spreadsheets, MS Access database, manual reports, and forms that staff use because our current enterprise systems do not meet their needs
- Simplify and standardize processes
- Reduce manual processes
- Eliminate multiple sources of the same data, information, and other electronic content
- Improve or upgrade reporting tools
- Integrate core ERP systems and other systems beyond the core

1.3 RFP CONTACT

With the release of this RFP, all communications must be directed in writing via email to the contact person below. No other City employee, consultant, or contractor is empowered to speak for the City with respect to this RFP. Any oral communication is considered unofficial and non-binding to the City. After the proposal deadline, vendors should not contact the RFP Coordinator or any other City official or employee, except to respond to a request by the RFP Coordinator.

The RFP contact is:

Jessica MacLeod
Department of Digital Service & Open Government
Email: jessica.macleod@cityofsanrafael.org

1.4 TIMELINE

Stage	Date
RFI Released	1/5/2022
RFI Responses Due	1/31/2022

Stage	Date
RFP Released	3/8/2022
Deadline for RFP Questions	3/21/2022
Response to final questions posted	4/4/2022
Deadline for submitting RFP proposal	4/15/2022
Vendor presentations or interviews (if requested)	5/2/2022 - 6/30/2022
Vendor Selected	7/1/2022

II. SCOPE OF WORK

Replace the City of San Rafael’s ERP system with a modern, cloud-based solution that solves for the following business process challenges:

- Reduce duplicative data entry
- Eliminate department and system-specific “shadow” systems, such as MS Excel spreadsheets, MS Access database, manual reports, and forms that staff use because our current enterprise systems do not meet their needs
- Simplify and standardize processes
- Reduce manual processes
- Eliminate multiple sources of the same data, information, and other electronic content
- Improve or upgrade reporting tools
- Integrate core ERP systems and other systems beyond the core
- Total cost of ownership (need to define)

In addition to delivering the technology, provide expert guidance to ensure the success of the ERP replacement project through:

- Project Management
- Business Process Redesign
- Software Configuration
- Keeping existing systems running until migration is complete
- Development:
 - Enhancements and Modifications (if applicable)
 - Integration
 - Automated Interfaces or Scripts
 - Custom Reports, Queries, and Forms
 - Custom Workflows

- Data Conversion
- Workaround Development (as may be needed for SaaS solutions)
- Security Configuration
- Automated Testing and User Acceptance Testing
- Support for Organizational Change Management, Knowledge Transfer, and Communications
- System Administrator Training
- End-User Training
- Documentation
- Deployment (Roll-Out) Support
- Post-Implementation Support

For a detailed overview of the current business process and technical challenges related to the City’s ERP system, please refer to the Appendix (A, B, and C).

III. TECHNICAL PROPOSAL FORMAT

3.1 INTRODUCTION AND EXECUTIVE SUMMARY

On the cover or first page of your proposal, please provide contact information, including name, title, address, email, and phone number. Please provide a brief introduction highlighting why you would be a good partner for the City on this project.

3.2 SOLUTION DESIGN

CITY OF SAN RAFAEL will judge all vendors on the same scale as follows. CITY OF SAN RAFAEL may change these criteria as the process continues.

Criteria
Can Integrate with the City’s Current Systems
Reporting and Budgeting
Grant and Project Tracking and Reporting
Employee Management, Payroll, Timekeeping, Portals
PO Based Invoicing and Vendor Portal
Expense Invoicing, Reoccurring payments, Credit Card Coding
POS, Revenue Collection and Billing (AR Inv)
Reconciliation, Treasury

Can Integrate with the City’s Current Systems

CITY OF SAN RAFAEL needs a system that can manage both automated and manual document loading as systems change overtime. CITY OF SAN RAFAEL is looking for a solution that can integrate via modern API’s as well as from legacy systems, FTP, csv, etc. CITY OF SAN RAFAEL users also need to be able to

bulk import documents into the system where legacy systems cannot integrate and to support monthly financial processes.

What it is	Who uses it	What it does	How it integrates	Plan
Tyler Eden	All Departments	ERP system for City core financials and human resources including general ledger, accounts payables, cash receipting, payroll, budgeting, reporting, fixed assets.	System of financial and HR record	Replace
Quadrant	Finance, Parking Services	Centralizes revenues for daily cash-receipt transactions. Finance staff imports all transactions daily across transactions into quadrant, reviews, and exports to EDEN	Cash receipting subledger which holds transactional detail. Daily transactions are exported from Quadrant daily and imported into EDEN	Replace
HdL Prime	Finance	Business License platform	Cash and payment received online via HdL are entered as a batch in Quadrant	Maintain
Trakit	Community Development, Public Works	Citywide permit management and land management system.	Exports into Quadrant	Replacement in Progress
ActiveNet	Library and Recreation (Recreation)	Recreation software for camp and program registration, facility and park rentals, and pools.	Exports into Quadrant	Replacement in Progress
Elavon	Library and Recreation (Recreation)	Online payment gateway	Entered into Quadrant	Maintain
EZcare	Library and Recreation (Childcare)	Childcare registration software	Entered into Quadrant	Maintain
Sierra	Library and Recreation (Library)	Library circulation system (patron management, collection management, billing)	Entered into Quadrant	Maintain
Paris - IntegraPark	Parking Services	Monthly parking registration and billing system	Entered into Quadrant	Maintain
Ventek	Parking Services	Parking kiosk payment systems	Exports into Quadrant	Maintain
SKIDATA/Sentry	Parking Services	System for entry into parking structures	Exports into Quadrant	Maintain
FirstData	Parking Services	Processes credit card transactions at meters and parking lot kiosks	Entered into Quadrant	Maintain
DataTicket	Parking Services	Parking citation processing	Exports into Quadrant	

What it is	Who uses it	What it does	How it integrates	Plan
Park Mobile	Parking Services	Mobile application for user accounts and meter payments	Entered into Quadrant	Maintain
CitySupport	Police Department	Alarm permit registration and payment. False alarm billing.	Entered into Quadrant	Maintain
UKG (Kronos)	Police Department	Police Department scheduling and workforce timekeeping	Exports into Eden	Maintain
Telestaff	Fire Department	Fire Department scheduling and workforce timekeeping	Exports into Eden	Maintain
Stripe	City Manager's Office, Economic Development	Online payment forms integrated through City's website provider ProudCity. Online payments for Cannabis license fees integrated with Camino	Entered into Quadrant	Maintain
Quickbooks	Community Development, Fire Department, Parking Services	Used for ambulance billing, inter-agency revenues, recently used for billing by Community Development for violations and plan review (moved to Trakit in 9/2021).	Entered into Quadrant	Maintain
Excel	All Departments	Used for a variety of purposed including custom reporting, secondary audit control for revenues, tracking of grant funds, and wires	Acts as a reconciliation and analysis tool	Maintain
WestAmerica point of sale terminals	Community Development, Public Works	Over-the-counter, credit card processing connected to City bank account with WestAmerica	Entered into Quadrant	Maintain
HRWeb	All Departments except Police and Fire	Timesheet software – integrated into Eden	Exports into Eden	Replace

Criteria
Breadth of document types and process supported through integration
Open API's and automation of manual data imports and exports
Users to extract template and import data into system
Quick "Copy/Paste" of data tables when creating multiline single documents
Failure reporting, automation workflow

Insightful Reporting and Collaborative Budgeting

CITY OF SAN RAFAEL wants to simplify its chart of accounts as much as possible to enable a system that easily evolves as priorities change over the years. CITY OF SAN RAFAEL is looking to manage budgeting, reporting and projects as much as is practical through more flexible means such as references/tags. Projects and grants need to be tracked and users need to be able to set up autogenerated reports for external partners. The city needs a system where generated reports are fast, visually insightful and where users can instantly see the detail. We need a process that allows for the collaborative development of budgets and encumbrances and where details and communications can be tracked and maintained. Monthly budget spend and reporting needs to be quick, clear and easily notable when funds are being transferred between period or classifications.

Criteria
Report details are quick and easy to understand when looking at charts and numbers
Users and Super Users have ability to deliver automated reports to variety of locations (email, FTP, dashboard, website)
Tag and project reporting. Tag auditing and gap workflows.
Collaborative budget development process and workflow, detail notation and communication notation, approval process
Budget forecast reporting, encumbrance visibility and easy movement and adjustments

Employee Management, Payroll, Timekeeping, Portals

CITY OF SAN RAFAEL's most complex payroll requirements are in the Police and Fire Departments currently managed through "Kronos". CITY OF SAN RAFAEL is seeking to maintain Kronos but manage all other payroll activities through its ERP-linked portal where Kronos numbers are imported. CITY OF SAN RAFAEL needs a collaborative tool that allows managers to update changes to their staff, big and small (vacation/sick). CITY OF SAN RAFAEL also has contractual adjustments that need to be managed through workflow automation or through reporting processes, like yearly increases.

Criteria
Employee portal, forms reports, management
Timekeeping, overtime, rules management or reporting
Exception management and reporting
Payroll processing workflow

PO Based Invoicing and Vendor Portal

CITY OF SAN RAFAEL uses BID EXPRESS to manage the cities "Many Quotes" to "Best Quote" and needs the ERP/Vendor Portal to take over the management after the final quote is selected. CITY OF SAN RAFAEL manages many long-term projects where vendors are creating invoices over time against 1 or more Master Purchase Orders (POs) associated to a contract. The vendor portal should be strongly integrated

to the ERP and allow the vendor to work directly within the system to communicate with city staff. The main need is for vendors to look up open POs with the City and apply invoices to them based on services provided for City staff to approve. Vendors need to be able to attach eDocs generated by the vendor's system and add tags, etc., that the vendors' systems will need to match our payments to their vendor-invoice. They need to be able to pull out of the system what payments are coming and what PO/internal invoice(s) they cover. Ideally, the system will also be able to maintain a log of all correspondence associated with the PO, such as: final contracting, terms, legal documents, and eSignature, and act as a "one-stop shop" for active vendors.

Criteria
Vendor ease, upload, load, paste, attach their A/P invoice to city's PO
Vendor user experience and simplicity
Automation of workflow and communication
Vendor reporting (open contracts, payments, tasks/action items)
Vendor one-stop shop: communications, terms and contract management, w/ eSignature

Expense Invoicing, Credit Card Coding, Contract Automation, Project Coding

CITY OF SAN RAFAEL needs to simplify the accounting overhead associated with normal expenses. CITY OF SAN RAFAEL needs workflow automation that allows accounting best practices around creating line of sight in contract payables and to distribute single payment contracts over their terms. CITY OF SAN RAFAEL needs to manage recurring vendor payments automatically that potentially change each month. CITY OF SAN RAFAEL needs a modern credit card expense recording platform that allows credit card holders to upload receipts and provide the necessary coding/tagging for reporting.

Criteria
Recurring expenses, linking and automation
Contract distribution over time automation
Mobile credit card expense reporting
Project coding, tagging and exception reporting/process management
Workflow automation of multi period contracts: prepaid, period bills, linked bills, PO's, payments, etc.

Workflow Automation of Multi-Period Contracts to cover:

S1: City receives and pays an annual contract for a service. Need to book the contract each month against a prepaid liability.

S2: City has a contract that is charged a monthly fixed rate, like rent, and needs to create PO liabilities, then pay each month when the money is due to the vendor.

S3: City has a contract that bills monthly but the amount changes each month (like electric bills). Need to create PO liabilities that cover the forecasted amount then pay each month when the exact bill comes in (higher/lower) and close.

S4: City opens a contract with a vendor for approximately 1 million, each month's expenses are forecasted, and the vendor will invoice against that PO contract. Need to create a multi-period contract that draws down against the current month and adjusts the final period contract so the total always matches the original.

Payments and Invoicing (AR Inv)

CITY OF SAN RAFAEL needs an omni channel POS that can manage the variety of special invoicing across the City done today in QuickBooks (QB). QB provides city staff the ability to create invoices and send them to the public to pay them. CITY OF SAN RAFAEL's POS needs are to provide city services to the public in an easy, self-service fashion or through the support of staff. Miscellaneous specialized systems for revenue, like meter collection, need to either integrate directly into the ERP or into the POS collection system. CITY OF SAN RAFAEL needs all hardware to be lightweight and easily set up by users without IT. CITY OF SAN RAFAEL has a handful of cash locations like the city pool and the city office desk.

Criteria
Online and Over the counter invoice payments
Online services (licenses, QR Coded Tickets)
Customer communication, notification
Workflow automation reconciliation of payments
POS: Payment and Invoicing, types

Reconciliation and Treasury

CITY OF SAN RAFAEL needs a banking reconciliation, audit and treasury function that evolves over time to reconcile banking information automatically using business rules and configurations created by finance users without leveraging consulting or IT resources. Bank integration should allow CITY OF SAN RAFAEL to pay batches of bills in the ERP system and have the bank complete automatically without duplicate effort. These should include all standard banking payments (ACH, wire, and checks). CITY OF SAN RAFAEL's bank details should automatically import daily so city staff never need to log into the bank system to see available funds, etc. Time delays in payments (like checks) should automatically reconcile from the clearing accounts and only the open records needing automation tweaking should remain. Miscellaneous funds (state deposits) that are unknown until they arrive should automatically clear any associated forecasted sales order in the system.

Criteria
Banking payment execution
Bank page detail integration and automation
Automation of payable and bank pages
Workflow automation, revenue stream tagging,
User ability to evolve reconciliation automation

3.3 RESPONSE TO SCOPE OF WORK

This section is where you tell us how your solution meets and/or exceeds our needs. Please describe how you would deliver the solution outlined in the Section 2 “Scope of Work” by commenting on your ability to meet the key requirements. This section is a critical component of the proposal and should include a detailed description of your work plan and project organization.

As a separate section of your Technical Proposal, please describe:

1. Your ability to assist with a process flow discovery phase.
2. How you would phase-in implementation of your solution according to the City’s desire to rollout specific modules over time.
3. Strategies for allocating vendor staff and engaging City staff to support the solution, grow the usage and adoption of various modules, and develop customized reports and dashboards as needed.
4. Strategies for integration/communication with the City’s critical systems.
5. Your user experience, ability to incorporate the City’s digital brand, and ability to meet usability standards and ADA requirements.
 - Project Management
 - Business Process Redesign
 - Software Configuration
 - Keeping existing systems running until migration is complete
 - Development:
 - Enhancements and Modifications (if applicable)
 - Integration
 - Automated Interfaces or Scripts
 - Custom Reports, Queries, and Forms
 - Custom Workflows
 - Data Conversion
 - Workaround Development (as may be needed for SaaS solutions)
 - Security Configuration
 - Automated Testing and User Acceptance Testing
 - Support for Organizational Change Management, Knowledge Transfer, and Communications
 - System Administrator Training
 - End-User Training
 - Documentation
 - Deployment (Roll-Out) Support
 - Post-Implementation Support

3.4 CUSTOMER SUCCESS

ERP implementations are notoriously expensive, time-consuming, and at potential risk of inflating costs, leaving the client organization with an overly complex system that is difficult to administer, use, and maintain over time.

Please include in your response what you believe measures of success are for an ERP implementation, as well as what preparations the City of San Rafael should be taking to guarantee a successful, efficient, and cost-effective implementation of your platform.

1. How do you define a successful ERP implementation for a City in our current state? What do you recommend the City and the vendor measure to track success and impact of the engagement?
2. What resources do you recommend we should have in place at the City of San Rafael to support the ERP transition, based on examples of successful ERP replacements you have worked on at other cities?
3. What resources are provided by your company to guarantee the success of this implementation and post-implementation adoption and benefits of the new system?
4. What Cities are examples of optimal implementations you have been a part of, and who are the primary contacts we can be in touch with to discuss their approach to the project?
5. Please include any insights that we should consider to help our City make this transition with ease.

3.5 VENDOR BACKGROUND AND COMPANY QUALIFICATIONS

Describe your organization's history, structure, strategy, and work. Focus on your ability to be a good partner on this project. Please list any relevant awards your team has received. Provide a copy of your firm's audited financial statements, including a detailed balance sheet and profit and loss statement for up to three years, or alternatively submit Dun & Bradstreet reports or similar financial reports that provide the City with sufficient information to evaluate the financial strength of the company.

Please note: If you have had a contract terminated for default during the past five (5) years, or have been involved in litigation regarding a contract, this fact should be disclosed along with your position on the matter(s). If you have experienced no such terminations for default in the past five (5) years and have not been involved in contract litigation, then you should indicate as such.

3.6 STAFFING, SUPPORT, AND KEY STAFF QUALIFICATIONS

Describe the team that would work on this project. Include a list of key team members. Make the case for why they will be great partners on this project. Note if any staff will be located in San Rafael and their general availability to the City staff on this project.

Please provide bios, resumes or whatever you think best highlights the strength of the team that would be working on this project. Let us know how the team would be structured; if your team includes multiple firms, please let us know how long you have worked together. For legal purposes, we will need you to designate one firm as the prime contractor and all others as subcontractors.

3.7 REFERENCES AND ADDITIONAL INFORMATION

Please provide three (3) references, including their contact information and details on your history with them. Customer references should preferably be government entities similar in size, scope and complexity to the City of San Rafael. Note that incorrect contact information will be considered as a negative reference.

3.8 RECORDED DEMO AND PRODUCT DOCUMENTATION

If you did not respond to the RFI in January, please include a series of recorded videos demonstrating your product, using the criteria listed in section 3.2 *Solution Design* as your demo guide. Any area not directly supported by the ERP should be noted before the demo and recommended third party products or vendors should be provided. Any RFP responses that are submitted without an RFI response will be at a significant disadvantage in their evaluation.

All email submissions must contain a link to the recorded demo that can be accessed and viewed online and does not require any downloads or require third-party software to view. Submissions may also include additional materials that may be useful to the review team such as slide decks, white papers, architecture diagrams, technical and security documentation, or other supplementary materials.

IV. PRICING PROPOSAL

List all costs associated with your proposed deliverable, using the template below. Understanding the level of effort and cost for each deliverable will help us better understand the structure of the proposed work. The tables below are to be used as helpful guides when completing this section. If your pricing model does not match the structure of the tables, please submit the same level of detailed information in the format that best matches your pricing model.

However, this will be a fixed price engagement rather than based on time and materials or hours worked. Note that the total price for years one and two will be used as the basis for comparing price proposals. Quantities provided are estimates only and the actual amount may be more or less. Also, the City may choose to purchase all, some, or none of these deliverables.

Please note:

- The cost quoted in this proposal will be considered a best and final offer.
- Any taxes due will be assumed to be included in your price of services.
- You will bear the onus of any errors made in pricing the services (e.g., omitting a component of the services).
- The Price Proposal MUST be submitted separately from the remainder of the proposal. No price information may be included in the Technical Proposal.
- All prices are inclusive of travel. No additional charges, including travel lodging, subsistence, miscellaneous (ad-hoc) expenses and other expenses, will be allowed.

License Fees	QTY	Unit Price	Year 1 Price	QTY	Unit Price	Year 2 Price	QTY	Unit Price	Year 3 Price
Group of users: <i>If licenses are issued for batches of users with varying permission levels.</i>									
Unlimited User Model									
Total License Cost									

4.4 IMPLEMENTATION FEES

In the table below, please provide all costs associated with project startup/implementation. If the cost of these additional deliverables is zero, please indicate it here. If there are additional costs to meet our technical requirements, please indicate them here.

Implementation or Start Up Fees	Year 1 Price	Year 2 Price	Optional Year 3 Price
IMPLEMENTATION: <i>As described in the Technical Proposal, including analyzing requirements, installation, configuration, customization, and testing</i>			
TRAINING AND ADOPTION: <i>As described in the Technical Proposal</i>			
ONGOING SUPPORT AND MAINTENANCE: <i>As described in the Technical Proposal</i>			
PROCESS FLOW DISCOVERY PHASE: <i>As described in the Technical Proposal</i>			
HOSTING CHARGES			
MIGRATING HISTORICAL DATA: <i>All costs associated with the process of transferring data between storage types, formats, or computer systems, as described in the Technical Proposal</i>			
OPTIONAL CONSULTING SERVICES <i>Hourly Rate or estimate</i>			
Total Fixed Implementation Cost			

4.5 SUPPLEMENTAL INTEGRATION FEES (IF APPLICABLE)

We are looking for a solution that can communicate with several key existing systems. While some integrations should be considered a standard part of the implementation, there may be some supplemental integrations recommended. Given that there are multiple ways we could achieve this goal, integrations are an optional service; use the table below to provide fixed prices, as applicable.

Integration Fees	TWO-WAY		ONE-WAY <i>To the solution</i>		ONE-WAY <i>FROM THE SOLUTION</i>	
	REAL TIME	DAILY	REAL TIME	DAILY	REAL TIME	DAILY

V. How We Choose

Proposals that have met all minimum evaluation criteria will be evaluated according to the comparative evaluation criteria that follow in this section. Vendors will be rated as Highly Advantageous, Advantageous, or Not Advantageous based on the following high-level guidelines throughout each component of the proposal. The team will use the comparative evaluation criteria to assist in their evaluation of each Vendor’s overall qualifications.

5.1 PRESENTATION CRITERIA

1. **Highly Advantageous:** The proposal is well-written in clear, concise, plain language. Images, videos, and diagrams are used frequently to provide a “demos not memos” style to the proposal. Materials are organized and easy to navigate. As a whole, the proposal provides a complete response to this RFP and provides multiple relevant examples of past successes for similar organizations.
2. **Advantageous:** The proposal is clear and well-organized. It provides a complete response to this RFP and includes examples of past successes.
3. **Not Advantageous:** The proposal does not address all aspects of the RFP. It is poorly written and/or difficult to read. It does not provide adequate information to evaluate the vendor’s ability to successfully meet the City’s goals.

5.2 VENDOR PROFILE AND EXPERIENCE

1. **Highly Advantageous:** The vendor has 3 or more years of experience with similar projects for public sector organizations of similar complexity and size. The project would be well staffed with support available on an ongoing basis. References (if needed) rated the vendor highly.

2. **Advantageous:** The vendor has at least 1 year but less than 3 years experience with similar projects in large, complex, and/or public sector organizations. The project would be well staffed. References (if needed) rated the vendor satisfactory.
3. **Not Advantageous:** The vendor has less than a year of experience with similar projects in large, complex organizations and/or in the public sector. The project would not be well staffed. References (if needed) rated the vendor less than satisfactory.

5.3 VENDOR DEMONSTRATION

1. **Highly Advantageous:** Recorded demonstrations are provided in short video format as part of the proposal. Presenters are well-organized and provide a clear, concise presentation. The presentation demonstrates strong insight into the City's requirements, as described in the RFP. Technical staff that will work on the project are the primary presenters, and all questions posed by the City were specifically addressed.
2. **Advantageous:** Presenters are organized. Presentation demonstrates understanding of the City's requirements, as described in the RFP. Technical staff that will work on the project are part of the presentation.
3. **Not Advantageous:** Presenters are not organized and/or provide an unclear presentation. Presentation demonstrates little understanding into the City's requirements, as described in the RFP. Technical staff that will work on the project are not part of the presentation.

5.4 RESPONSE TO THE SCOPE OF WORK

1. **Highly Advantageous:** Meets all documented user needs, technical requirements, and data requirements. Is extremely user friendly, intuitive, and does not require extensive training. Streamlines workflows, incorporates automation where appropriate, and will require only a low or moderate degree of effort on the part of City staff to implement.
2. **Advantageous:** Meets most of the documented user needs, technical requirements, and data requirements. Leverages off-the shelf solutions, templates, and other tools that makes streamlining workflows easy and intuitive. Provides options for integrations and automation. Is somewhat user friendly and provides ample training to make up for any gaps in usability.
3. **Not Advantageous:** Meets few user needs, technical requirements, and data requirements. Does not appear to be user friendly or intuitive. Requires extensive training, customization, and in-house specialists at the City to configure, implement, and train staff.

Appendix A:

User Research- Summary of Findings and Recommendations

1. **Utilize modular, component-based software solutions with open APIs for sharing data so Departments can use best of breed solutions for specific business needs**

- The City currently relies on a variety of legacy, enterprise systems with limited integrations and sharing of data.
 - Many processes rely on the use manual entry and the importing/ exporting of CSVs to record financial transactions to the general ledger.
 - Business applications change across the City's software ecosystem as technology improves as new solutions provide greater functionality and efficiency. The City should have the flexibility to be able to adapt to a rapidly changing technology space.
 - The city's current one-size-fits all software solutions do not offer "best in breed" solutions for business process problems (for example: EDEN currently solves some needs around employee information (payroll, benefits, employee data) but does not solve the City's need for solutions centered on the entire employee lifecycle).
- 2. Centralize cash/receipting into a platform that integrates with all financial business applications and is used by all Departments for reconciliation.**
- Cash/Receipting processes primarily rely on manual entry, utilize disparate systems that do not talk to each other.
 - Over-the-counter transactions are not processed consistently Citywide with only Parking and Finance interfacing directly with the current cashiering solution (Quadrant).
 - The current system may be prone to user error through mistyped or duplicate entries.
 - The current receipting system in place (Quadrant) does not offer automated integrations, has updates that regularly break connections with other systems, and is run by a small, one-person company that cannot keep up with development demands of the City.
- 3. Develop a digital workflow and document management solution for invoicing and credit card payments.**
- Accounts payable processes rely on paper-based workflows that may be prone to mistakes by manual entry, user error, missed deadlines, and lack of proper staff training.
 - Efficiencies around time spent processing and storing invoices can be significantly reduced through digital document workflows.
- 4. Implement consistent procedures Citywide for requisitions and purchase orders to improve insight in the encumbrance of funds.**
- An increase in the use of purchase orders will help Finance and Department staff to accurately account for encumbered funds in budget reporting.
 - Purchase orders are used inconsistently across the City by various departments.
 - Creating consistent procedures and thresholds for purchase orders across the City will assist in socializing the process Citywide.
- 5. Redesign the City's Chart of Accounts to increase insight into detailed expenditures across the City and allow for flexibility in growth of purchasing types.**
- The City's Chart of Accounts was developed 20 years and has not fully adapted to restructuring throughout the City
 - The current Chart of Accounts is complex and feeds into reporting which impacts how reports are delivered
 - Consistent training and improved coding can provide insight into spending patterns
- 6. Centralize personnel data into a Human Resources employee management platform that allows for employee self-service and dynamically captures employee information, automates updates, and escalates actions around personnel changes.**

- Currently employee information is manually entered and updated from a variety of paper forms for new hires, status, and payroll changes, and offboarding.
 - Employees are limited in how they can manage personnel records, benefits, and dependencies without involvement of Human Resource personnel.
 - The City's HR Web solution includes some personnel data but updates to employee information are not all reflected in EDEN and there is limited functionality for self-service.
- 7. Develop integrated solutions between payroll, employee management, and timekeeping/scheduling solutions.**
- Payroll workflows rely on manual entry, multiple timekeeping solutions, and digital solutions developed during the pandemic rather than an integrated, dynamic system for payroll changes, calculations, and auditing.
 - The City uses two separate timekeeping/scheduling tools for City staff that feed into the payroll process
- 8. Integrate a budget module that allows for levels of approval and descriptions/note fields that help provides history and context of the request.**
- The City currently uses excel spreadsheets for the budget request process that are shared with budget managers and then returned to Finance for review and approval from the City Manager's Office before being manually entered into EDEN
 - The budget spreadsheets do not provide visibility into the approval or status of budget requests
 - Staff stopped using the current EDEN budget manual due to challenges with staff training, a lack of detail in how budget items are described, and a lack of visibility into the history of approvals.
 - Providing visibility into department and division level approvals would create accountability within departments for the budgeting process.
- 9. Improve personnel budgeting through stronger integrations with an employee management platform that tracks employee details, has the flexibility to accommodate temporary employees, internal promotions, and overtime allotments.**
- The current Personnel Budget module has limitations based on the level of detail entered into the EDEN Human Resources module.
 - The current module has challenges with promotions to new positions because employee step increases cannot be reset or redefined within the system.
 - The current system does not calculate overtime, so staff manually updates position budgets where overtime needs to be allotted.
- 10. Implement a reporting tool that allows for dynamic comparison of information from multiple modules, visibility into up-to-date data, and hierarchical filtering of funds.**
- The City does not have a dynamic tool for displaying and reporting real-time data around the budget.
 - Reporting from the current ERP system is confusing and cumbersome and does not produce reports that provide the insight the Finance and the Department need forcing the City to create custom, spreadsheet solutions to view and compare financial data.
 - Staff across departments have to generate multiple reports from different modules and manually merge data to get insights on financial status or personnel information

11. Implement a citywide billing solution and procedure that integrates directly with cash/receipting and Accounts Receivable.

- Multiple Departments are using Quickbooks for a variety of invoicing needs with the oversight of Finance
- Bundling billing into a cash/receipt module would centralize all outstanding payments and incoming payments.

12. Implement project tracking solution with customizable field types and flexible reporting for CIP, Grants, Tax Measures that allows for departments to have self-service access for insights. Include the ability for automatic project numbering by project type.

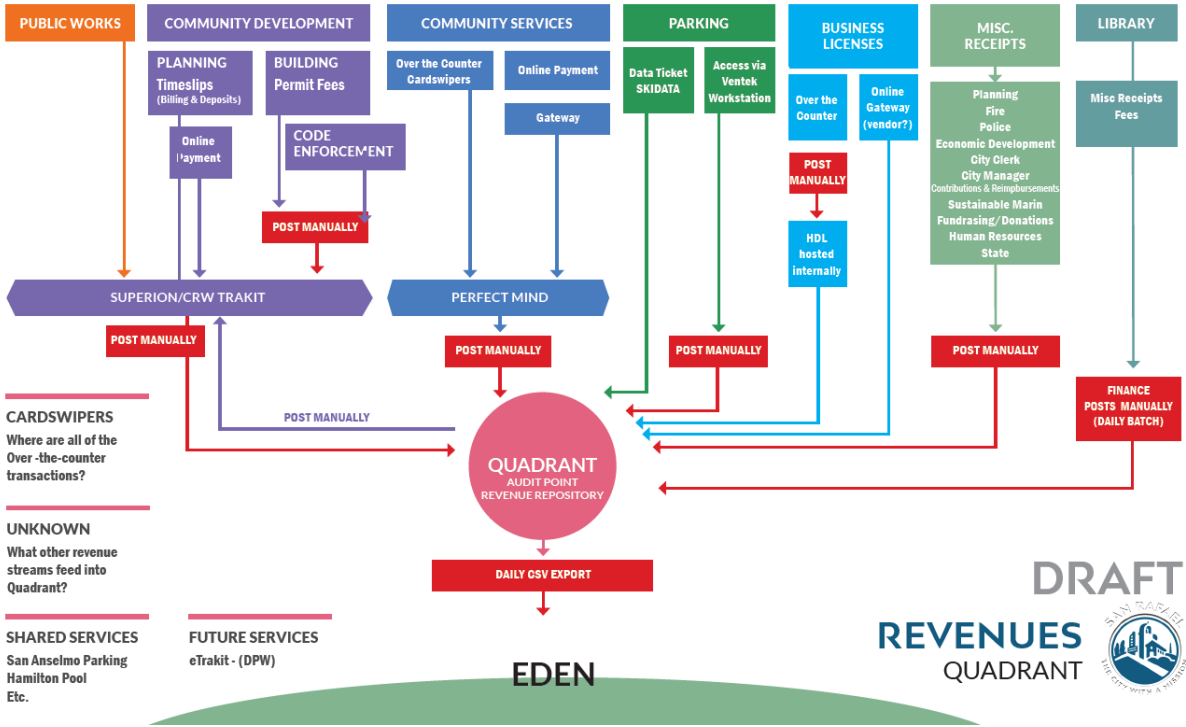
- Capital improvement projects and tax funded initiatives require tracking across fiscal years and departments.
- The current solution for project tracking limits detailed reporting as staff has “hacked” solutions for tracking project types and funding sources in pre-defined fields intended for other uses.
- Staff currently uses a separate excel spread sheet to track projects ID numbers by category and manually assign new project IDs.
- Some departments have developed customized solutions for tracking initiatives in spreadsheets without centralized oversight across the City.

13. Implement a solution for tracking of fixed assets across the City that can automatically populate asset information from the project tracking module.

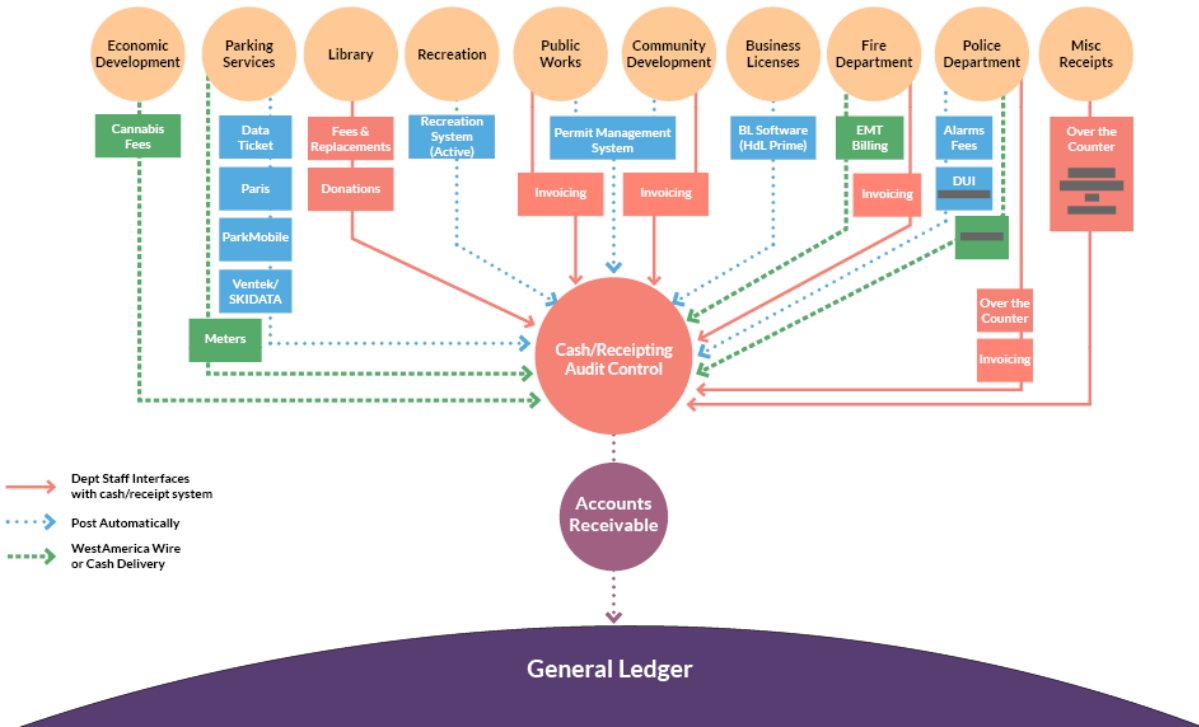
- The currently solution for tracking fixed assets requires staff to manually enter information from the projects manual rather than integrating.

Appendix B: Technology Landscape

The technology landscape of finance-related business applications across the City of San Rafael is diverse as each tool supports unique business needs of each Department. The City of San Rafael’s ERP solution should have the flexibility to tie into existing and future systems, especially for cash receipting, over-the-counter transactions, and reconciliation.



FUTURE STATE - ACCOUNTS RECEIVABLE



Appendix C: Detailed User Research

ACCOUNTS RECEIVABLE

Accounts Receivables manages the accounting of incoming revenue across multiple streams within the City. This group reconciles daily, monthly, and annual revenue between receipts and records, sub-ledgers, and the City bank account.

Step 1: Department Reconciliation - Cash, Credit, and Checks

The City processes over-the-counter and cash transactions across the City at pools, community centers, parking meters/machines, Community Development counter, Libraries, at the Public Safety Center, and for the in-take of cannabis license fees. Each Department reconciles daily revenue before emailing a daily report to Finance and bringing cash and checks in money bags to Finance.

Step 2: Reconciliation in Finance - Quadrant

Quadrant is the City's audit control software that operates independently of EDEN. Every day, the Finance Department Accounts Receivables team receives reports of daily revenue from each Department and 3rd party system that takes in money. Staff receives information about daily transactions via reports, PDFs, or wire receipts sent by email. In most cases Finance staff manually enters daily revenue from these reports into Quadrant or uploads CSV exports from 3rd party systems (Trakit). Parking Services is the only Division or Department that centralizes all transactions in Quadrant on a daily basis before sending reports to Finance.

Finance uses a spreadsheet to tally transactions per day and reconcile paperwork with revenue. If transactions don't match staff looks for typos (transposed date or misspelling) or follows up with people to get reports. Staff tallies totals of the various pieces of paper/summary reports of the day and compares to Quadrant.

Once all transactions are entered in Quadrant and compared to tallied spreadsheet, staff exports the file from Quadrant and provisionally imports into EDEN to make sure nothing gets rejected. In case of errors in coding, staff re-reconciles to ensure all codes and funds match up to the proper destination in the Chart of Accounts. The import is accepted by a second staff control after final reconciliation. The Senior Accountant reviews to confirm that bank deposit slips match up to funds that were deposited in the bank. The Senior Accountant checks that all EDEN revenue matches what came into the bank (via online transactions, wires, cash/check deposits).

VISION, CHALLENGES, AND RECOMMENDATIONS

- 1. Centralize cash/receipting platform across all departments for over-the-counter transactions Citywide.**
 - Currently transactions are recorded through multiple processes (Quadrant, Excel, Quickbooks, Eden). Parking Services is the only Department/Division that works directly in Quadrant to record transactions.

- Multiple points of entry for multiple systems means more manual entry, more duplicate transactions, more errors, and more staff time spent trying to reconcile accounts.
 - Ideally cash/receipting is mapped to chart of accounts so invoice and/or receivable amount can be tracked to where it should be allocated.
2. **Improve visibility into cash transactions in centralized cash/receipting solution.**
 - EDEN books cash in summary transactions. If you try to see details, the numbers don't provide enough information about specific transactions, they are a summary of batch transactions at a certain time. This makes accounting difficult.
 - Quadrant activities are uploaded by fund and summarize totals, so those numbers don't show details.
 - It would be nice to drill into cash in the accounting system to see more specific activity of cash payments.
 3. **Build integrations of 3rd party systems into audit control to eliminate manual processes of data entry.**
 - Most of the City's business applications require manual entry into Quadrant for audit control. Manual entry into spreadsheets, importing and exporting between systems leaves more room for error.
 4. **Move to digital processes and eliminate the use of paper records (as much as possible).**
 - Currently, receipts or records are entered into Quadrant, emailed to Finance, printed out and retained in multiple locations.
 5. **Clarify retention policy for financial records so we can get rid of existing paper files.**
 6. **Improve visibility into credit card fees on over-the-counter transactions.**
 - Some credit card processors are netting fees everyday which requires accounting to find out what their fees are and book them separately. Attempts to try resolving at month end it doesn't line up.
 7. **Improve and centralize the tracking of outstanding payments (billing and collections) to improve visibility of missing revenue.**
 - Each department has a different way to track outstanding revenue that has been billed.
 - A centralized system that can report outstanding bills ideally could help staff follow up.
 - City no longer employs collections staff for Code Enforcement fees, Business Licenses, Claims to the City, or other billing.

ACCOUNTS PAYABLE

The primary function of Accounts Payable is to pay vendors costs incurred by the City of San Rafael. The City of San Rafael operates on a decentralized finance system. This means departments do their own purchasing, quotes, bids, and management of purchase procedures. Payments to vendors occurs twice-a-month with administrative staff compiling invoices and credit card statements into EDEN, approving through internal departmental workflows, and sending to Finance.

Purchase Orders

Bills can be paid directly or against a purchase order. The City does not require purchase orders citywide or have policy thresholds that require purchase orders. Typically purchase orders (PO) are used for large expenses but there is no limit that requires a PO. POs are created at vendor request or to track contracts.

Credit Card Statements

Each Department manages monthly credit card statements for cards issued to staff. The City has roughly 111 credit card accounts being managed on a monthly basis. Credit card statements and billing are not integrated into EDEN and are processed in batches with invoices, producing large amount of paper records.

Invoices and Payments

When bills come in, they are distributed to individual departments. Departments enter invoices into EDEN. Invoices may go through three levels of approval.

1. **Department approval**- Department Admin enters invoice into EDEN. Department approves all invoices in EDEN through internal approval workflow* (defined by the Department). Paper copies of invoices are sent to Finance.
2. **AP Clerk approval** - Invoices under \$10,000 are forwarded directly to the AP Clerk after Department approval. AP Clerk receives paper copies of invoices and sees invoices in EDEN. AP Clerk verifies payment is correct amount and going to correct vendor.
3. ***Finance Director approval**- Invoices over \$10,000 require Finance Director approval before going to AP Clerk for approval.
4. **Payment** – Once approved, AP Clerk creates checks (printed through EDEN) and mails to vendors.

VISION, CHALLENGES, AND RECOMMENDATIONS

1. **Implement digital process for invoices and credit card statement processing.**
 - We currently keep 2 fiscal year copies of invoices on-site and up to 5 years off-site (due to retention policy).
 - Description of payments could be improved and connected to digital copies of invoices to increase visibility into services/products be paid for
 - Simplified workflow for scanning of invoices, receipts, credit card statements. Must be easier than current process for departments that process high-volume of invoices per pay period (DPW)
 - Vendor profiles link to easy-to-use document repository for payment history, invoice history, approval history
 - Approval History Reports can be printed easily for auditing purposes
2. **Improve integration of credit card billing and coding into ERP solution.**
 - Greater integration of credit card billing into the ERP system will improve reporting and visibility into data about how the City is spending money.

- Currently details and descriptions on credit card expenditures are manually entered into EDN and less specific than details on the statement
- 3. Increase training opportunities for administrative staff on AP schedule, processing invoices, requisitions, purchase orders**
 - Many of the issues Finance sees are around user error, unchecking a box in EDEN, missing deadlines for cutoff dates, forgetting to enter correct information, or not following proper procedures.
 - Sometimes a PO is created, and an admin will forget to charge invoices to PO.
 - Sometimes a PO gets closed before final payments.
 - 4. Develop a policy and threshold for purchase orders citywide.**
 - Encumbrances will help provide more visibility into the actual status of budgets Citywide and may encourage more timely invoices
 - Reporting (especially at year end) is challenging due to the high volume of invoices/transactions that come in June.
 - Without a threshold for encumbrances, liabilities that are unaccounted range in costs making reporting and forecasting more difficult.
 - 5. Implement a tracking solution for projects, contracts, and grants as part of the ERP.**
 - Tracking grant money or revenue from bond measures is done through disparate solutions citywide through the use of spreadsheets
 - Currently POs need to be reopened/transferred every fiscal year because Pos do not cross fiscal years. Contract costs cannot rollover automatically through multiple fiscal years
 - Finance cannot track all the agreements citywide, so they don't know when a PO needs to close, or a contract requires an amendment or extension
 - Decentralized nature of Finance means that one vendor may have multiple contracts without visibility in Finance or across Departments. *Example:* a contract over \$75k requires Council approval. Example – one Dept hires Barbier for \$60,000 and another department hires for \$20,000, cumulatively the contract exceeds the amount without Council approval. Because we are decentralized, we can't easily track this. Ideally a contract module would be able to track multiple agreements to the same vendor and notify Finance if any thresholds are exceeded without proper approvals.

PAYROLL

The primary role of Payroll is the processing of citywide payroll twice a month. This includes reviewing, entering, updating, background coding, setting up new hour types, and garnishments. City staff is represented by multiple unions and bargaining groups which impacts the process around timekeeping, personnel coding, personnel payroll changes, and step increases. Timekeeping is managed through 3 separate payroll software applications that are imported into EDEN including HRWeb, InTime/UKG/Kronos (Police), and Telestaff (Fire), though Police is migrating to Telestaff in the near future. The payroll review process is primarily digital but exists outside of an integrated system through the collection of emails, documentation, and reports from disparate sources (see *Appendix II: Payroll* and *Attachment B: Payroll Process*).

Personnel Action Reports (PAR)

Payroll changes are processed in a decentralized manner with admins in each department processing a Personnel Action Report (PAR) form to request new hires added to payroll, step increases, and specific increases to staff paychecks based on benefits outlined by bargaining groups. The PAR form is completed by the Admin, sent to Department Directors for approval and then sent to Human Resources for review, and finally Payroll for final review and acceptance. Some step increases require approval of the City Manager and Finance Director. The process is primarily paper-based but has been improved to a fillable PDF that is routed to all approvers.

Roles and Responsibilities

1. **All staff** enter hours into timesheet software (HRWeb, Telestaff, or InTime) and communicate to HR or Finance on changes
2. **Admin staff** process PAR forms for changes and submit to Human Resources for first review
3. **Human Resources** – Performs all initial PAR processing and review, provides employee updates, sets up new hires, and updates workers compensation
4. **Finance** – Manages all remaining payroll function including reviews, entering of payroll, and distributing payment.

VISION, CHALLENGES, AND RECOMMENDATIONS

1. Implement integrated digital workflow for payroll and personnel action reports

- ❑ Despite developing a paperless process for payroll, the current processes requires manual entry and collection of disparate emails and reports from multiple sources.
- ❑ Despite the move to fillable PDFs, the PAR process remains paper-based in practice and cumbersome for administrative staff without automation or dynamic reporting
- ❑ User error, missed deadlines, and training issues around personnel actions increases the possibility for payroll errors

2. Clarify roles between Human Resources and Finance on personnel action reporting

3. Consolidate timekeeping and scheduling software across all departments, where possible, and integrate into ERP solution

- The City relies on 3 systems for timekeeping and scheduling which creates inefficiencies in the review and entry of payroll information

BUDGET AND REPORTING

The City of San Rafael operates on a fiscal year between July 1 and June 30. The City's annual budget process is managed by the Finance Department and includes a mid-year adjustment. The budget calendar is distributed to department teams in February each year and all budget requests are drafted in Excel spreadsheets and sent to Finance. The Finance team works with the City Manager's Office to finalize the Citywide budget prior to presentation to the City Council.

The City does not have a dynamic tool for displaying and reporting real-time data around the budget. Finance has created custom tools for reporting budget and revenue information for Citywide teams with Excel exports, but teams have limited access to dynamic, system-generated reports. Reports are missing information from 3rd party software solutions and users must maintain their own shadow reporting data

to provide accurate information which is critical for making informed decisions.

VISION, CHALLENGE, AND RECOMMENDATIONS

- 1. Implement a budgeting tool that allows for transparent insight into the approved budget and allows comparison to actuals over time.**
 - The City currently uses excel spreadsheets for the budget request process that are shared with budget managers and then returned to Finance for review and approval from the City Manager's Office before being manually entered into EDEN
 - The budget spreadsheets do not provide visibility into the approval or status of budget requests
 - Staff stopped using the current EDEN budget manual due to challenges with staff training, a lack of detail in how budget items are described, and a lack of visibility into the history of approvals.
 - Providing visibility into department and division level approvals would create accountability within departments for the budgeting process
- 2. Implement a reporting tool that allows for dynamic comparison of information, allows visibility into up-to-date data, and hierarchical filtering of funds.**
 - The City does not have a dynamic tool for displaying and reporting real-time data around the budget. Reporting from the current ERP system is confusing and cumbersome and does not produce reports that provide the insight the Finance and the Department need forcing the City to create custom, spreadsheet solutions to view and compare financial data.
 - Staff across departments have to generate multiple reports from different modules and manually merge data to get insights on financial status or personnel information
 - City currently uses customized spreadsheets to avoid running multiple reports.
 - Spreadsheet used to recreate CAFR financial statements.
- 3. Centralize personnel data into a Human Resources employee management platform that allows for employee self-service and dynamically captures employee information, automates updates and escalates actions around personnel changes.**
 - Currently employee information is manually entered and updated from a variety of paper forms for new hires, status and payroll changes, and offboarding.
 - Employees are limited in how they can manage personnel records, benefits, and dependencies without involvement of Human Resource personnel.
 - The City's HR Web solution includes some personnel data but updates to employee information are not all reflected in EDEN and there is limited functionality for self-service.

CHART OF ACCOUNTS

The City of San Rafael's current Chart of Accounts was built out to accommodate the on-boarding of the Tyler EDEN system. Since then, the organizational structure of the City has undergone changes that have not been reflected in areas of the Chart of Accounts. The implementation of new general ledger software offers the opportunity for the City to reflect on the current structure of the Chart of Accounts and reassess

how it can be arranged to reflect the ways the City does business now. Restructuring the Chart of Accounts will also improve reporting and tracking of like-expenses across departments.

VISION, CHALLENGE, AND RECOMMENDATIONS

1. Redesign the City's Chart of Accounts to increase insight into detailed expenditures across the City and allow for flexibility in growth of purchasing types.

- The City's Chart of Accounts was developed 20 years and has not fully adapted to restructuring throughout the City
- The current Chart of Accounts is complex and feeds into reporting which impacts how reports are delivered
- Consistent training and improved coding can provide insight into spending patterns