



Item 43516

ERP RFI

BOARD OF CONTRACT AND SUPPLY

CITY OF PROVIDENCE, RHODE ISLAND

REQUEST FOR INFORMATION

Item Description: RFI for ERP Software and Implementation Services

Date to be opened: January 29, 2024

Issuing Department: Information Technology

QUESTIONS

- Please direct questions relative to the submission process, how to fill out forms, and how to submit a response to the Purchasing Department.
 - Phone: (401) 680-5264
 - Email: purchasing@providenceri.gov - Please use the subject line "RFI Question"
-
- Please direct questions relative to the specifications outlined to the issuing department's subject matter expert:
To: Jim Silveria, CIO
Email: jsilveria@providenceri.gov - Please use the subject line "RFI Question"

Pre-bid Conference

There will be no pre-bid conference for this solicitation.

**BOARD OF CONTRACT AND SUPPLY**

CITY OF PROVIDENCE, RHODE ISLAND

INSTRUCTIONS FOR SUBMISSION

RFI submissions will be considered bids, offered by bidders, for the purpose of these instructions.

Bids may be submitted up to **2:15 P.M.** on the above meeting date at the **Department of the City Clerk, Room 311, City Hall, 25 Dorrance Street, Providence.** At 2:15 P.M. all bids will be publicly opened and read at the Board of Contract Meeting in Room 305, on the 3rd floor of City Hall.

- Bidders must submit **2 copies** of their bid in sealed envelopes or packages labeled with the captioned **Item Description** and the **City Department to which the RFP and bid are related and must include the company name and address on the envelope as well.** (On page 1).
- If required by the Department, please keep the original bid bond and check in only one of the envelopes.
- Communications to the Board of Contract and Supply that are not competitive sealed bids (i.e. product information/samples) should have "**NOT A BID**" written on the envelope or wrapper.
- Only use form versions and templates included in this RFI. If you have an old version of a form do not recycle it for use in this bid.
- The bid envelope and information relative to the bid must be addressed to:

**Board of Contract and Supply
Department of the City Clerk – City Hall, Room 311
25 Dorrance Street
Providence, RI 02903**

****PLEASE NOTE:** This bid may include details regarding information that you will need to provide (such as proof of licenses) to the issuing department before the formalization of an award.

This information is NOT requested to be provided in your initial bid by design.

All bids submitted to the City Clerk become public record. Failure to follow instructions could result in information considered private being posted to the city's Open Meetings Portal and made available as a public record. The City has made a conscious effort to avoid the posting of sensitive information on the City's Open Meetings Portal, by requesting that such sensitive information be submitted to the issuing department only at their request.



**BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND**

Certificate Regarding Public Records

Upon behalf of _____ (Firm or Individual),
I, _____ (Name of Person Making Certification),
being its _____ (Title or "Self"), hereby certify an
understanding that:

1. All documents submitted in response to Requests for Proposals (RFP's), Requests for Information (RFI's) and Requests for Qualification (RFQ's), documents contained within, and the details outlined on those documents become public record upon receipt by the City Clerk's office and opening at the corresponding Board of Contract and Supply (BOCS) meeting.
2. The Purchasing Department and the issuing department for this RFP/RFI/RFQ have made a conscious effort to request that sensitive/personal information be submitted directly to the issuing department and only at request if verification of specific details is critical the evaluation of a vendor's bid.
3. The requested supplemental information may be crucial to evaluating submissions. Failure to provide such details may result in disqualification, or an inability to appropriately evaluate responses.
4. If sensitive information that has not been requested is enclosed or if a vendor opts to enclose the defined supplemental information prior to the issuing department's request in the bidding packet submitted to the City Clerk, the City of Providence has no obligation to redact those details and bears no liability associated with the information becoming public record.
5. The City of Providence observes a public and transparent solicitation process. Information required in the response packet may not be submitted directly to the issuing department at the discretion of the vendor in order to protect other information, such as pricing terms, from becoming public. Vendor who makes such an attempt will be disqualified.

I affirm by signing below that I am duly authorized on behalf of vendor, on
this _____ day of _____ 20____.

Signature of Representation

Printed Name



BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND

Contents

INSTRUCTIONS FOR SUBMISSION	2
Certificate Regarding Public Records	3
Introduction	5
Request for Information	5
Project Goals and Objectives	6
Existing Conditions and Technology	7
Lawson Modules and Functions.....	7
New Features and Functions Requested	7
Optional Integrations or Replacements of other City systems.....	8
RFI Submission Requirements	8
Submittal Organization & Response Content	8
Tab 1: Executive Summary (max. of 3 pages)	9
Tab 2: Vendor Qualifications (max. of 4 pages)	10
Tab 3: Solution Overview (max. of 50 pages)	10
3.1 Solution Components.....	10
3.2 Key Differentiators.....	10
3.3 Technical Platform	10
3.4 Solution Innovations & Modern Technology Adoption	11
3.5 Reporting & Analytics.....	11
3.6 Module Integration	11
3.7 Data Integration	11
3.8 Unique Requirements	12
3.9 Solution Maintenance and Updates	12
3.9 Product Roadmaps.....	12
Tab 4: Hosting services	12
Tab 5: Standard ERP Solution Contract Terms & Conditions (no page limit)	12
Tab 6: Response to Cost Schedules (no page limit)	13
6.1 Payment Terms	13



BOARD OF CONTRACT AND SUPPLY
CITY OF PROVIDENCE, RHODE ISLAND

6.2 Pricing Model 13

6.3 Cost Assumptions..... 13

Tab 7: Ideas for Improvement (max. of 2 pages)..... 13

Tab 8: Timeline (max. of 4 pages) 14

ERP Solution Capabilities Demonstrations 14

Introduction

The City of Providence is seeking information on modern Enterprise Resource Planning (ERP) software successfully deployed in municipalities or government entities similar in size and scope to Providence.

Providence hosts an on-premises version of Infor Lawson S3, version 10.1.x, with associated applications for document management, tax calculation, and formatted reporting. Lawson was first installed in 2003 by a third-party integrator and has expanded in use and upgrades for 20 years. The system is used to manage over 5,400 FTEs across City offices, Providence Public Schools and Providence Water. Additionally, over 3,300 retirees are serviced through payroll and benefit management. Total annual budgets of over \$1.2Billion are maintained in the system, along with vendor payments, grant management, invoicing and inventory.

Providence is looking to modernize this system with a new ERP platform to meet the needs of its operations and workforce. This solicitation is seeking information from vendors on software solutions currently available, along with migration strategies, timelines, costs and maintenance operations. The Providence ERP Review team will use this information to build an RFP to purchase a new ERP platform, hire a system integrator, plan support staff functions, budget and fund purchases, develop a project timeline and plan interim projects to integrate with this future state.

This is not a solicitation for quotations, bids or proposals. No contract award will result from this RFI. The City may contact respondents for additional information or demonstrations and will be under no obligation to purchase goods or services related to this RFI from any respondent, or to issue any future RFP. Response to this RFI is not mandatory to be considered for any future solicitation for any ERP software or services.

Request for Information

Providence is requesting information from vendors with experience implementing an ERP platform that meets the needs of the city for years to come. Vendors must have experience with implementation on a particular ERP platform with a U.S. municipality or county government of comparable size and complexity to Providence, defined as an annual budget of at least \$1 billion and at least 5,000 full-time employees.



BOARD OF CONTRACT AND SUPPLY

CITY OF PROVIDENCE, RHODE ISLAND

The core components of the ERP solution must be fully integrated and provided by the same ERP solution provider. These components must include General Ledger, Budgeting, Payroll, Accounts Payable, HR, Human Capital, Learning Management, and Benefits Management. It is understood that certain specialized functions may require third-party software solutions, such as tax calculations or document management.

The ERP solution must: (1) have released at least one major update annually over the past two calendar years, and (2) have a defined roadmap for application updates, maintenance and support for the next five (5) years showing continued investment in innovation, security and maintaining a viable product.

Project Goals and Objectives

The City of Providence is embarking on a mission to modernize its current Enterprise Resource Planning (ERP) system, Infor Lawson S3, which has served the city for over two decades. The city's vision of being the Best Run City in America encompasses a comprehensive transformation, aiming to transition to a contemporary ERP platform tailored to its dynamic operational needs.

Outlined below are the core objectives guiding this ambitious initiative:

Modernization and Integration: Replace the incumbent Infor Lawson S3 with an advanced ERP platform that seamlessly integrates pivotal modules like General Ledger, Budgeting, Payroll, HR, Human Capital, Learning Management, and Benefits Management.

Vendor Proficiency: Solicit insights from seasoned vendors with a strong history of successfully implementing ERP solutions in municipalities or county governments of similar size and complexity within the United States.

Future-Ready Scalability: Choose an ERP solution with a proven track record of consistent updates and a well-defined roadmap outlining continual support, security enhancements, and innovative features over the next five years.

Customization and Third-Party Integration Flexibility: Acknowledge the potential need for tailored functionalities like tax calculations or document management, ensuring smooth integration within the new ERP ecosystem.

Strategic RFP Formulation: Leverage vendor responses to shape a comprehensive Request for Proposal (RFP), encompassing migration strategies, cost projections, timeline delineations, staffing requisites, budget allocations, and phased integration plans for seamless adoption.



BOARD OF CONTRACT AND SUPPLY

CITY OF PROVIDENCE, RHODE ISLAND

It's important to underscore that this Request for Information (RFI) serves as an exploratory phase rather than a binding commitment. Providence seeks to gather valuable insights to inform its decision-making process for the future ERP platform, prioritizing informed choices without immediate procurement obligations.

Existing Conditions and Technology

The Providence Information Technology Department (IT) hosts the Infor Lawson S3 environment on Microsoft Windows servers and Microsoft SQL Server databases. Additional components, such as BSI Tax Factory, MHC Image Express and MHC Document Express are hosted on the same. The application is accessed internally via web browsers, using AD authentication and Lawson application security. No public internet access is allowed. City employees currently use Microsoft 365 applications and Edge or Chrome browsers.

The Infor Lawson platform is supported by City IT staff, who install updates, write custom forms, build custom queries and reports with direct access to the database, and manage data exports and uploads using Lawson tools and SQL jobs.

Lawson Modules and Functions

- Finance
- Budget
- AP
- Payroll
 - Tax calculation
 - IRS, Rhode Island Department of Revenue reporting
 - Electronic Pay delivery
- HR
- Benefits
- Inventory
- Billing
- Retirement estimates
- Retirement loans
- Document management

New Features and Functions Requested

- Applicant tracking



BOARD OF CONTRACT AND SUPPLY

CITY OF PROVIDENCE, RHODE ISLAND

- Benefits Management
- Budget development & reporting
- Cashiering
- Contract development and management
- Employee reviews
- Enterprise Asset Management
- Grant Management
- Human Capital Management, with metrics/data reporting
- Integration with Microsoft Active Directory to link AD properties, such as Supervisor, Employee #, Title, Department, etc.
- Learning management
- Onboarding
- Open Enrollment
- Procurement
- Provider integrations
- Timekeeping

Optional Integrations or Replacements of other City systems

- School budgeting and reporting
- Municipal tax collection software (Currently Harris/Govern)
- Municipal Building Permitting and Licensing Software (Currently OpenGov)
- Utility Billing

RFI Submission Requirements

All responses must be completed and received by the City by the date and time indicated in the Date to be opened. Also refer to Submitting Your Response for additional submission information. The response is to have the following two components:

1. Response Document as described directly below, structured in tabbed sections 1-8, with the completed cover page of this RFI serving as the cover page of the response, and provided in MS Word, MS Excel, PDF, or a combination of these formats; and
2. Cost Spreadsheet, in MS Excel format, as described in the spreadsheet itself and in Attachment 1: Cost Schedules.

Submittal Organization & Response Content

Respondents must organize their responses in the following manner:

Tab 1: Executive Summary

Tab 2: Respondent Qualifications



BOARD OF CONTRACT AND SUPPLY

CITY OF PROVIDENCE, RHODE ISLAND

Tab 3: Solution Overview

- 3.1 Solution Components
- 3.2 Key Differentiators
- 3.3 Technical Platform
- 3.4 Solution Innovation and Modern Technology Adoption
- 3.5 Reporting & Analytics
- 3.6 Module Integration
- 3.7 Data Integration
- 3.8 Unique Requirements
- 3.9 Solution Maintenance and Updates
- 3.10 Product Roadmap

Tab 4: Hosting services

Tab 5: Standard ERP Solution Contract Terms & Conditions

Tab 6: Response to Cost Schedules

- 6.1 Payment Terms
- 6.2 Pricing Model
- 6.3 Cost Assumptions

Tab 7: Ideas for Improvement

Tab 8: Timeline

Each of the aforementioned tabs is described in turn below. Note that, for some tabs, we have provided guidance on maximum page length. These lengths are what the City suspects should be sufficient to address the subject matter adequately and help keep the process manageable for all parties concerned.

[Tab 1: Executive Summary \(max. of 3 pages\)](#)

The Executive Summary is intended to provide a clear and concise understanding of key aspects of the response as follows:

- Brief narrative summary of the vendor's understanding of the RFI and its ability to provide and implement the ERP solution as outlined in this RFI;
- Summary of the ERP solution and services recommended in response to the RFI and why those products would represent a "best value" solution for the City;
- Discussion of why the vendor is qualified to provide the ERP solution presented, including an overview of prior relevant experiences and product or industry alliances and certifications.
- Primary contact information for response questions and potentially scheduling demonstration, including name, phone number and email address.

**BOARD OF CONTRACT AND SUPPLY**

CITY OF PROVIDENCE, RHODE ISLAND

Tab 2: Vendor Qualifications (max. of 4 pages)

The City is requesting responses from qualified firms that are in the business of integrating an ERP solution as described in this RFI. The vendor should present information about its organization, highlighting its applicable qualifications and experience, including:

- Brief overview of business operations with an emphasis on ERP and City-related products and services;
- Respondent's ability to meet the requirements described in this RFI. Summarize the breadth and depth of the Respondent's City-government ERP experience. Highlight ERP system installations or implementation projects of relevant size and scope in relation to the City;
- Research and development budget, industry leadership, or other methods that the Respondent uses to stay current with changes in accounting standards (e.g., GASB) and in the government ERP market;
- Describe history of implementation services with the chosen ERP solution, particularly with migration from a Lawson platform.

Tab 3: Solution Overview (max. of 50 pages)

Provide an overview of the vendor's core ERP solution and the components or modules proposed to meet the City's requirements. The overview must describe only software for which costs are presented in Attachment 1: Cost Schedules. This file is also available at https://www.providenceri.gov/wp-content/uploads/2023/11/PVD_ERP_RFI_CostSchedule.xlsx

Highlight any third-party products included in the solution, with an explanation of why these products are the recommended option. This section is intended to be a high-level overview of the solution.

3.1 Solution Components

Describe the components of the proposed solution, as they relate to the City's existing Lawson Modules and Functions, New Features and Functions Requested, and Optional Integrations or Replacements of other City systems.

3.2 Key Differentiators

Describe what you believe are the key differentiators of your proposed solution versus your competitors in the government ERP market. As appropriate, describe key differentiators or capabilities within individual modules that might be beneficial for the City.

3.3 Technical Platform

Describe the technical delivery platform for your product. As appropriate, describe the architecture that supports the solution and critical technical components that may be required. Describe the origin of the software system, including whether all modules have been built in-house using a unified technology stack and database, or if the solution uses preexisting components acquired through acquisitions. If using preexisting components, please describe how the system has been integrated to ensure a cohesive experience for end-users and if there is a long-term strategy to



BOARD OF CONTRACT AND SUPPLY

CITY OF PROVIDENCE, RHODE ISLAND

consolidate to a unified technical system. Please also describe any third-party software dependencies for the solution (e.g., reliance on locally installed components, browser add-ins).

Describe key enablers of this platform and how they support the City's objectives.

Also, please describe your data centers in the continental United States and provide brief information on facility security and data/system continuity procedures.

Describe the platforms available to the City, such as Production, Test, Development, etc. and data refresh options available among these platforms.

3.4 Solution Innovations & Modern Technology Adoption

- Describe your approach to incorporating into your core ERP solution innovations and modern capabilities including, but not limited to, artificial intelligence, machine learning, and digital assistants/chatbots.
- Provide a timeline of the functionality enhancements delivered to the product over the past five (5) years.
- Please provide examples of these innovations that are delivered and included as part of the generally available software.
- Describe any technologies available that allow the customer to develop its own innovations with little to no vendor support.
- Describe self-service capabilities relevant to the City's initiative, especially in the area of internal analytics and reporting.
- Note any technologies discussed in this section for which the cost is not included in Attachment 1: Cost Schedules.

3.5 Reporting & Analytics

- Describe the reporting and analytics capabilities included as part of the proposed solution.
- Describe the capabilities resident within the solution to provide real-time, self-service analytics, queries, and reporting that are available to business users.
- Are these reporting and analytics capabilities delivered as part of the core ERP solution or are they an add-on product? If these capabilities are in an add-on product, please describe the product and how it is integrated with the core ERP solution, as well as any variations in the support, user experience, or pricing models. Please include all proposed costs in the Cost Schedules spreadsheet.

3.6 Module Integration

- Describe the internal integration of operational modules (e.g., Procurement and Accounts Payable) with the General Ledger.
- Describe interfaces that are delivered and supported by the Respondent to support third-party software included in the proposed solution, if any.

3.7 Data Integration

Describe instances in which the Respondent's ERP solution's Financial Management, Budget, and Procurement/Logistics functionality has been successfully integrated or interfaced with existing business applications. Describe how the solution can adapt to business-necessary/critical interfaces using widely adopted open application programming interfaces and standards. Additionally, the City



BOARD OF CONTRACT AND SUPPLY

CITY OF PROVIDENCE, RHODE ISLAND

expects that the vendor's proposed ERP solution will make available/expose software services, and publish documentation for those software services, that would enable third-party developers to interface other business applications.

3.8 Unique Requirements

The City intends to avoid modification of baseline software and adopt the business practices inherent in the solution. However, the City may have business requirements that are unique to the City. With this understanding, describe your approach to addressing client-specific needs within your solution, including the ability to:

- Add and/or activate additional data elements;
- Add or create complete departmental applications, such as pension calculations or loan management;
- Configure lists of valid values for existing and custom data elements;
- Create and enforce City-specific business rules systemwide, as well as for specific cases; and
- Create, configure, and modify business process models and workflows for business transactions based on business rules.

Additionally, describe the impact of these changes or configurations on the solution maintenance and updates processes.

3.9 Solution Maintenance and Updates

Describe the process for updating or upgrading the system, from routine updates (e.g., patches and fixes) to more significant upgrades (e.g., new functionality and/or technical capabilities). Describe any flexibility or options available for the customer to manage or influence the timing of software updates.

3.9 Product Roadmaps

Provide an overview of the strategic vision and roadmap for your ERP solution to help the City understand the intended product roadmap in relation to the City's hypothetical implementation within the next few years. Include any differentiating technological approaches and anticipated developments that would be of particular interest to municipal government. Also include a listing of historical software releases for the past two (2) calendar years showing consistent release of updates for security, functionality, and compliance with industry regulations.

The City is willing to execute nondisclosure agreements to review these roadmaps if necessary.

Tab 4: Hosting services

Describe the vendor's hosting services, redundancies, backup procedures, access security, uptime history and certifications for industry standard models around government data security.

Tab 5: Standard ERP Solution Contract Terms & Conditions (no page limit)

The City seeks to understand contractual terms and conditions that are likely to be required in future contracts for ERP solution licenses or subscriptions. Respondents shall provide a copy of its standard ERP solution contract terms and conditions.

**BOARD OF CONTRACT AND SUPPLY**

CITY OF PROVIDENCE, RHODE ISLAND

Tab 6: Response to Cost Schedules (no page limit)

Attachment 1: Cost Schedules are a required component of the Respondent's reply and shall be submitted using the [Excel format provided](#). The City anticipates that estimated costs submitted as part of this RFI will be representative of the costs the City will see in any subsequent Request for Proposal. The City would prefer to license software directly from the manufacturer, and assume all annual costs and maintenance. The City would procure implementation services from the vendor as part of upgrade project.

The City intends to view these responses as planning estimates to assist in obtaining approval and funding for a potential ERP implementation project, and vendor's diligence in providing their best estimates is greatly appreciated. Instructions for completion of the applicable cost schedules are included in the Excel file. Other response items and guidance regarding cost are listed below.

6.1 Payment Terms

Describe the typical payment terms for the solution.

6.2 Pricing Model

The City seeks to understand the pricing model for each Respondent. For each proposed solution component, please describe the following:

- The metrics used to determine the solution price (e.g., types of users).
- Any limitations on users, transactions, storage, or other variables?
- How often are these metrics reevaluated?
- What are your policies and methodologies regarding inflationary price increases (e.g., Consumer Price Index)?
- What are your practices for contract renewals?

6.3 Cost Assumptions

In addition to the organizational metrics provided herein, list any other key assumptions used in the vendor's estimated cost response.

Tab 7: Ideas for Improvement (max. of 2 pages)

In advance of a possible RFP for ERP acquisition and implementation, the City welcomes recommendations from the Respondents regarding how the City might improve the information it could incorporate into an RFP that would better inform the vendors regarding the ERP solution portion of the RFP. For example, the vendor may have recommendations for the City to include, in an RFP, additional and/or modified information to that in this RFI regarding the initiative's functional scope, master data and transaction volumes, etc. Any recommendations pertaining to the format and/or content of the ERP solution portion of an RFP response are welcomed as well. If the vendor has no recommendations regarding this matter, please respond by indicating it has no recommendations under this tab.

**BOARD OF CONTRACT AND SUPPLY**

CITY OF PROVIDENCE, RHODE ISLAND

Tab 8: Timeline (max. of 4 pages)

Describe the vendor's experience implementing the proposed ERP solution with clients of similar size and complexity, related to the timeline and schedule to complete the project. Vendors should propose an estimated timeline and project phases, beginning at contract signing, through project completion and go-live. Vendors should also suggest City staff or positions that are commonly involved in the project development, particularly those dedicated solely to such projects.

ERP Solution Capabilities Demonstrations

Respondents are advised that the City will likely invite a set of vendors to this RFI to conduct demonstration/presentation sessions, each for up to four (4) hours in duration. The City is tentatively planning for the sessions to be held in the February to April, 2024 date range. At this time, the City is assuming there will be three (3) main components to the sessions: (1) presentation; (2) system demonstration; and (3) wrap-up Q&A. The City anticipates that the demonstrators will participate via MS Teams.

The purpose of these contemplated demonstrations is to familiarize the City with modern ERP solution capabilities available in the market to see how and to what extent applying those capabilities might benefit the State. Not all vendors responding to this RFI may be asked to present their solution.

The City will provide an overall agenda for the sessions that will include guidance with suggested blocks of time for each agenda item of the session, but it will be the obligation of the vendor to effectively manage its time.

The sessions may include other information at the vendor's discretion, but the items listed in the demonstration script must be demonstrated within the time allotted.

No more than one session time slot will be available for any one ERP solution. However, if a vendor has more than one solution that the vendor feels is reasonable for the City to consider, multiple time slots may be offered.

Invited vendors proposing unique third-party software products should demonstrate those unique aspects of the proposed third-party software and how the software interacts with the ERP system.