



Mayor – Sandy Sanders

City Administrator – Carl Geffken

City Clerk – Sherri Gard

Board of Directors

Ward 1 – Keith Lau

Ward 2 – Andre’ Good

Ward 3 – Mike Lorenz

Ward 4 – George Catsavis

At Large Position 5 – Tracy Pennartz

At Large Position 6 – Kevin Settle

At Large Position 7 – Don Hutchings

AGENDA
Fort Smith Board of Directors
STUDY SESSION
November 8, 2016 ~ 12:00 Noon
Fort Smith Public Library Community Room
3201 Rogers Avenue

CALL TO ORDER

1. Discuss regularly scheduled meetings of the Board of Directors for 2017
2. Presentation of proposed Enterprise Resource Planning System (ERP)
3. Items associated with the Fort Smith Finance Department:
 - A. Review proposed reorganization of the Finance Department
 - B. Review feasibility of employing a contract manager *~Settle/Lorenz placed on agenda at the March 8, 2016 study session ~*
4. Review preliminary agenda for the November 15, 2016 regular meeting

ADJOURN

MEMORANDUM

To: Carl Geffken, City Administrator
From: Sherri Gard, City Clerk
Date: November 4, 2016
Re: 2017 Board Meeting Schedule

Attached is a 2017 calendar that identifies all regularly scheduled meetings (*regular meetings and study sessions*) of the Board of Directors. City recognized holidays in which City offices will be closed are also identified.

There is one (1) holiday that conflicts with a regular meeting in 2017, which is Tuesday, July 4. The City Administrator form of government states that if the regular meeting falls on a legal holiday, “...*the meeting shall be held the following evening*”; however, the Board may “*by ordinance*” select an alternate date. Fort Smith Public Schools (FSPS) has advised the service center is available on Thursday, July 6 or Tuesday, July 11, which staff recommends the latter. The aforementioned options are identified on the calendar as Option 1 and Option 2.

For 2016, the Board selected multiple weeks in which no meeting would be held, i.e. the week of spring break; the last weeks in March, May and August; the week of and week following the Thanksgiving holiday; and, the week following the Christmas holiday. Such was to allow members of the Board to plan vacations without having to be absent for a scheduled meeting.

Spring break in 2017 is set for March 20 - 24, which encompasses the March 21 regular meeting. The Board may consider rescheduling said regular meeting and if so, the FSPS has indicated the service center is “*currently available*” the preceding and following Tuesday evenings, March 14 and March 28. Such are also noted on the attached calendar as Option 1 and Option 2.

In November 2017, the second regular meeting of the month occurs the week of Thanksgiving, i.e. Tuesday, November 21, whereby City offices will be closed on Thursday and Friday, November 23 and 24. The FSPS has indicated the service center is “*currently available*” the preceding and following Tuesday evenings, November 14 and November 28. The aforementioned options are also identified on the calendar as Option 1 and Option 2.

With regard to the alternate dates for regular meetings in March and November, the FSPS has stressed the service center is “*currently available*” citing the room availability is subject to change. Upon determination of the Board, I’ll immediately advise the FSPS of the alternate date(s), if any, and initiate the contract to secure the service center for the preferred date(s).

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Please be advised that an alternate date must be determined only for the July 4, 2017 regular meeting and the alternate dates for the regular meetings the weeks of spring break and the Thanksgiving holiday are merely presented only in the event the Board opts to reschedule.

Regarding the rescheduling of regular meetings, please note that if the FSPS service center is not available and an alternate location is required, live broadcast of the regular meetings on Ustream will be dependent on the alternate location and its internet access. Also, if an alternate location is required, live broadcast will not be available on the City Access Channel as the portal for live broadcast is located only at the FSPS service center.

Each year, the Board must adopt an ordinance setting the date, time and location of regular meetings for the upcoming year. If the Board desires to select alternate regular meeting dates and/or locations in 2017, such will need to be specifically identified in the annual ordinance. Said ordinance is tentatively scheduled for consideration at the November 15, 2016 regular meeting.

No formal Board action is required to cancel or reschedule study sessions; however, the Board typically conveys its preference and once determined, the attached calendar will be updated to reflect same.

2017 contains four (4) five-Tuesday months, i.e. January, May, August and October. The Board typically does not hold a study session on a fifth Tuesday; however, such dates are identified on the attached calendar as "TENTATIVE" in the event a study session is requested. The Fort Smith Public Library community room is reserved for all study session dates except May 9, August 22 and August 29, 2017, which are the dates of the *Friends of the Library* semi-annual book sale. Alternate locations will be determined for these study sessions.

The Board opted to forego Brainstorming meetings in 2016 unless it was determined such was needed. To date, no Brainstorming meetings have been requested. If the Board decides to reinstate said meetings for 2017, such are held quarterly and typically scheduled for the last Monday evenings in February, May, August and October. There is a conflict in May whereby such falls on Memorial Day, i.e. Monday, May 29. In the past, the Board has opted to schedule the May Brainstorming meeting for the preceding week, which in 2017 will be Monday, May 22.

Budget hearings are also held on two (2) evenings in mid-November. The Finance Department determined the budget hearing dates for 2016; however, the Board has identified specific dates for the budget hearings in the past and may opt to do so for 2017 if so desired.

Other planned meetings are the ward neighborhood meetings, which are typically held in January (Ward 1), April (Ward 2), July (Ward 3) and October (Ward 4). Exact dates are determined in consultation with the ward director and availability of meeting venues.

If you have any questions, please let me know.

2017 BOARD MEETING CALENDAR

November 8, 2017 Study Session

~ January 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
1	2 ~ CLOSED ~ NEW YEAR'S DAY	3 REGULAR MEETING	4	5	6	7
8	9	10 STUDY SESSION	11	12	13	14
15	16 ~ CLOSED ~ MARTIN L. KING JR DAY	17 REGULAR MEETING	18	19	20	21
22	23	24 STUDY SESSION	25	26	27	28
29	30	31 STUDY SESSION - TENTATIVE -	Notes: WARD 1 NEIGHBORHOOD MEETING			

~ February 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
Notes:			1	2	3	4
5	6	7 REGULAR MEETING	8	9	10	11
12	13	14 STUDY SESSION	15	16	17	18
19	20	21 REGULAR MEETING	22	23	24	25
26	27	28 STUDY SESSION	Notes: BRAINSTORMING MEETING, SCHEDULE IF NEEDED			

~ March 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
Notes:			1	2	3	4
5	6	7 REGULAR MEETING	8	9	10	11
12	13	14 STUDY SESSION 3/21 REGULAR MEETING OPTION 1	15	16	17	18
19	20	21 REGULAR MEETING	22	23	24	25
26	27	28 STUDY SESSION 3/21 REGULAR MEETING OPTION 2	~ SPRING BREAK ~			

~ April 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
Notes: WARD 2 NEIGHBORHOOD MEETING						1
2	3	4 REGULAR MEETING	5	6	7	8
9	10	11 STUDY SESSION	12	13	14 ~ CLOSED ~ GOOD FRIDAY	15
16	17	18 REGULAR MEETING	19	20	21	22
23	24	25 STUDY SESSION	26	27	28	29
30	Notes:					

~ May 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
	1	2 REGULAR MEETING	3	4	5	6
7	8	9 STUDY SESSION	10	11	12	13
14	15	16 REGULAR MEETING	17	18	19	20
21	22	23 STUDY SESSION	24	25	26	27
28	29 ~ CLOSED ~ MEMORIAL DAY	30 STUDY SESSION - TENTATIVE -	31	Notes: BRAINSTORMING MEETING, SCHEDULE IF NEEDED		

~ June 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
Notes:				1	2	3
4	5	6 REGULAR MEETING	7	8	9	10
11	12	13 STUDY SESSION	14	15	16	17
18	19	20 REGULAR MEETING	21	22	23	24
25	26	27 STUDY SESSION	28	29	30	

~ July 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
Notes: WARD 3 NEIGHBORHOOD MEETING						1
2	3	4 ~ CLOSED ~ INDEPENDENCE DAY	5 REGULAR MEETING <small>per ACA 14-48-120(b)</small>	6 7/4 REGULAR MEETING OPTION 1	7	8
9	10	11 STUDY SESSION 7/4 REGULAR MEETING OPTION 2	12	13	14	15
16	17	18 REGULAR MEETING	19	20	21	22
23	24	25 STUDY SESSION	26	27	28	29
30	31	Notes:				

~ August 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
Notes:		1 REGULAR MEETING	2	3	4	5
6	7	8 STUDY SESSION	9	10	11	12
13	14	15 REGULAR MEETING	16	17	18	19
20	21	22 STUDY SESSION	23	24	25	26
27	28	29 STUDY SESSION - TENTATIVE -	30	31	Notes: BRAINSTORMING MEETING, SCHEDULE IF NEEDED	

~ September 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
Notes:				1	2	
3	4 ~ CLOSED ~ LABOR DAY	5 REGULAR MEETING	6	7	8	9
10	11	12 STUDY SESSION	13	14	15	16
17	18	19 REGULAR MEETING	20	21	22	23
24	25	26 STUDY SESSION	27	28	29	30

~ October 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
1	2	3 REGULAR MEETING	4	5	6	7
8	9	10 STUDY SESSION	11	12	13	14
15	16	17 REGULAR MEETING	18	19	20	21
22	23	24 STUDY SESSION	25	26	27	28
29	30	31 STUDY SESSION - TENTATIVE -	Notes: BRAINSTORMING MEETING, SCHEDULE IF NEEDED WARD 4 NEIGHBORHOOD MEETING			

~ November 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
Notes: BUDGET HEARINGS			1	2	3	4
5	6	7 REGULAR MEETING	8	9	10 ~ CLOSED ~ VETERANS DAY	11
12	13	14 STUDY SESSION 11/21 REGULAR MEETING OPTION 1	15	16	17	18
19	20	21 REGULAR MEETING	22	23 ~ CLOSED ~ THANKSGIVING	24 ~ CLOSED ~ THANKSGIVING	25
26	27	28 STUDY SESSION 11/21 REGULAR MEETING OPTION 2	29	30	Notes:	

~ December 2017 ~						
SUN	MON	TUES	WED	THUR	FRI	SAT
Notes:					1	2
3	4	5 REGULAR MEETING	6	7	8	9
10	11	12 STUDY SESSION	13	14	15	16
17	18	19 REGULAR MEETING	20	21	22	23
24	25 ~ CLOSED ~ CHRISTMAS	26 ~ CLOSED ~ CHRISTMAS	27	28	29	30
31	Notes:					

Memorandum

2.

To: Carl Geffken, City Administrator
Cc: Jeff Dingman, Deputy City Administrator
From: Russell Gibson, Director of Information & Technology Services
Date: 11/04/2016
Re: Proposed ERP Solution

Carl,

In anticipation of presenting to the Board of Directors a proposed Enterprise Resource Planning (ERP) solution during the November 8, 2016 study session, below is a narrative of the selection process and statement of existing and expected costs.

For nearly three decades, the City of Fort Smith has partnered with ArcBest Technologies to provide financial services, related software and custom development. This partnership has been productive and ArcBest Technologies has been an exemplary business partner to the City of Fort Smith. However, the existing financial system presents a number of challenges to the City including extensibility, enterprise integration, end user training and technology obsolescence. The technology on which the existing financial system is built represents older, mainframe technology and does not provide a suitable platform on which to centralize and integrate departmental data and business processes and extend/enhance via today's application development trends (e.g. mobile, public-facing portal, open data, etc.). Since the City began using the existing system, the public-sector software industry has advanced rapidly and there now exists functionality which is not provided by or compatible with the existing system. Lastly, it is important to note that the City of Fort Smith is ArcBest Technology's sole and remaining outside customer of this or any financial technology services. In 2015, ArcBest Technology expressed to the City its desire to transition away from providing these outside services and decommission the existing financial system platform by the end of 2018.

In 2014, pursuant to a directive from City Administration and the Board of Directors to develop a Strategic Technology Plan, a project was initiated to include in the Technology Plan a strategy to implement an ERP with a new financial software system serving as the catalyst or foundation for the project. The overall goals of the ERP implementation were defined as:

- Improved overall financial system functionality and extensibility
- Better reporting and access to financial information
- Transparency of financial data and business practices to both internal City staff and the public
- Enterprise work order management
- Enhanced tracking of capital improvement projects
- Enterprise integration of all City systems, data, and business processes
- Enhanced human resources (HR) functions throughout the employment life-cycle including onboarding, benefits administration, training, time-keeping, and employee self-service

- Significant customer service improvements including utility billing and e-payments (desktop and mobile)
- Centralized asset management
- Enhanced and streamlined Community Development services via “anytime, anywhere” self-service portal for contractors, citizens and businesses.
- Simplified development process including zoning, electronic building plan submittal and approval, permitting and licensing, inspection scheduling, project-planning and code enforcement.
- Enterprise document imaging/management
- Better departmental workflow integration of City’s established enterprise GIS
- Enhanced workforce mobility
- Facilitate the Internal Audit process

Further, the ERP implementation would be aligned to those priorities set by the Board of Directors of:

- Governance: Enhances and supports decision-making with timely and accurate short-term and long-term analysis; provides assurance of regulatory and policy compliance to minimize and mitigate risk; protects and prudently manages financial, human, physical and technology resources; and enables and enhances transparency, accountability, integrity, efficiency and innovation
- Public Engagement: Enhances and facilitates public interaction and communication with City government.
- Future Fort Smith: (Uniting of People, Institutions and Government): Facilitates business development through community partnerships & business-friendly processes

Upon completion in 2015 of the Strategic Technology Plan and IT Governance Policy, a committee comprised of department heads and key City staff was formed to begin evaluating needs and identifying options for an ERP implementation. During 2015, the City engaged an outside consultant to assist with a comprehensive and enterprise-wide needs assessment. The first phase of this process included an exhaustive and detailed interview, occurring over several weeks, with not only department heads but also staff from every level of each department. The purpose of the departmental interviews was to identify and map critical business processes and workflows. The outcome or deliverable of this process was a system requirements document that prioritized both existing and potential workflows, prioritized as **M**andatory, **V**alue-added or **N**ice-to-have. The final deliverable of the first phase was an Assessment and Requirements document that included: technical fit assessment, functional business requirements, business process maps, enterprise strategy roadmap, systems inventory and use analysis and a high-level cost analysis. This document would be used later during the ERP vendor solicitation phase.

For the next phase of the ERP project, a second outside consultant was engaged to assist with preparation and dissemination of a formal ERP Request for Proposal (RFP) and later serve as an advocate and liaison between responding vendors and the City. In June, 2016 a formal RFP was made public with three potential firms responding; Tyler Technologies, Harris ERP and Infor/Lawson. The Infor/Lawson response was submitted after the stated deadline and did not meet several of the criteria for further consideration. Both Tyler Technologies and Harris ERP were selected to perform on-site demonstrations. Each firm was invited to Fort Smith and instructed to prepare a two-day demonstration adhering to the Assessment and Requirements document prepared in phase one. During each two day demonstration, selected staff from all departments were asked to participate in the evaluation process for their respective area(s) of business. All

City staff attendees were asked to submit a scoring matrix upon completion of each firm’s two day demonstration. Tyler Technologies was unanimously selected. Finally, a Total Cost of Ownership (TCO) was prepared using information from the Assessment and Requirements document and information provided by Tyler during and after the demonstration.

Below please find charts which detail a six-year cost of the existing financial and related software system as well as an anticipated six-year total project cost broken down into year-by-year figures. A few items to note:

1. There will be a required two year “overlap” of costs for the existing financial system and the proposed ERP solution. This is due to two factors: 1.) the need to maintain the existing financial system operating and in place during the 2-year implementation of the ERP solution; 2.) there is a 24-month termination notification clause in the Arcbest Technologies contract.
2. The most significant, single cost for the ERP solution is the initial implementation. The implementation cost includes: initial procurement of software licensing, servers/PCs, hardware (e.g. compatible credit card scanners, biometric time clocks, cash drawers, etc.) and the migration of over 30 years of historical financial data and development services information.
3. The leasing figures on the following page were provided by a third-party financial services organization and represent an approximate 5% rate. However, we believe there is potential to obtain somewhat better rates via competitive bid.
4. Both on-premise and hosted (cloud-based) solutions were evaluated. The on-premise solution was chosen due to cost and the existence of IT resources already in place at the City.

Best regards,



Russell Gibson
 Director, Information & Technology Services

Six-year ArcBest Technologies and related applications cost history

YEAR	ArcBest*	ADP**	NeoGov***	TOTAL	Notes
2011	\$ 568,620	\$ 63,565	—	\$ 632,276	
2012	\$ 539,081	\$ 66,421	—	\$ 605,502	
2013	\$ 601,173	\$ 69,058	—	\$ 670,231	12% + due to dev proj
2014	\$ 587,913	\$ 70,687	—	\$ 658,600	Oct 14, stop dev, 2%-
2015	\$ 558,582	\$ 70,270	—	\$ 628,851	End all new dev 5%-
2016 est.	\$ 561,200	\$ 71,025	\$ 13,850	\$ 646,075	Est yr end bal \$399k
TOTAL	\$ 3,416,568	\$ 411,117	\$ 13,850	\$ 3,841,535	

*ArcBest = Existing provider of financial software services

**ADP = Timekeeping software

***NeoGov = Job applicant and tracking software

City of Fort Smith

ERP Selection 5Yr. Total Cost of Ownership

COST	License	Impl. Days	Impl. Cost	Total Impl. Cost	Data Conversion	Module Total	Year 1 Maintenance	Year 2 Maintenance	Year 3 Maintenance	Year 4 Maintenance	Year 5 Maintenance	Yearly % increase
Software Pricing												
Workforce Management												
Time & Attendance Mobile License	5,075.00					5,075.00	1,015.00	1,065.75	1,119.04	1,174.99	1,233.74	5%
Advanced Scheduling Mobile License	3,975.00					3,975.00	795.00	834.75	876.49	920.31	966.33	5%
Advanced Scheduling License - Up to 250ee	19,875.00					19,875.00	3,975.00	4,173.75	4,382.44	4,601.56	4,831.64	5%
Time & Attendance Import License	5,145.00					5,145.00	1,030.00	1,081.50	1,135.58	1,192.35	1,251.97	5%
Advanced Scheduling Professional Services (6 Days)			7,650.00			7,650.00						
Time Collection Devices	Unit Price	Enter in Qty. to purchase	Enter in Extended Warranty Qty.	Number of years purchased		Total Time Collection Device cost						
Basic Functionality Devices												
KeyPad Device	1,335.00	0	0	1	0	0.00						
Barcode/Mag Devices	1,395.00	0	0	1	0	0.00						
Proximity Devices	1,495.00	0	0	1	0	0.00						
Biometric Devices	1,995.00	0	0	1	0	0.00						
Biometric/Proximity Device + \$8,944 consumables	2,279.00	15	0	1	0	43,129.00						
Advanced Functionality Devices												
KeyPad Device	1,795.00	0	0	1	0	0.00						
Barcode/Mag Devices	1,895.00	0	0	1	0	0.00						
Proximity Devices	2,095.00	0	0	1	0	0.00						
Biometric Devices	2,395.00	0	0	1	0	0.00						
Biometric/Mag/Barcode Device	2,595.00	0	0	1	0	0.00						
Biometric/Proximity Device	2,795.00	0	0	1	0	0.00						
Touchscreen/Advanced Functionality Devices (contain options UPS, Wireless and POE Splitter)												
KeyPad Device	2,195.00	0	0	1	0	0.00						
Barcode/Mag Devices	2,495.00	0	0	1	0	0.00						
Proximity Devices	2,395.00	0	0	1	0	0.00						
Biometric Devices	2,695.00	0	0	1	0	0.00						
Biometric/Proximity Device	2,995.00	0	0	1	0	0.00						
Additional Options for Basic & Advanced Devices												
Uninterrupted Power Source (battery back-up) *	150.00	0				0.00						
Wireless*	870.00	0				0.00						
POE Splitter*	120.00	0				0.00						
POE Injector	160.00	0				0.00						
Extended Warranty (12 months) 13% of device price - Used Extended Warranty column						0.00						
Tyler Tech. Munis												
Software Pricing												
Accounting/GL/BG/AP	115,500.00	29	1,275.00	36,975.00	17,000.00	169,475.00	20,790.00	21,704.76	22,659.77	23,656.80	24,697.70	4.4%
Bid Management	15,000.00	4	1,275.00	5,100.00	0.00	20,100.00	2,700.00	2,818.80	2,942.83	3,072.31	3,207.49	4.4%
BMI Asset Track Interface	5,800.00	3	1,275.00	3,825.00	0.00	9,625.00	1,044.00	1,089.94	1,137.89	1,187.96	1,240.23	4.4%
Cash Management	24,250.00	5	1,275.00	6,375.00	0.00	30,625.00	4,365.00	4,557.06	4,757.57	4,966.90	5,185.45	4.4%
Contract Management	15,000.00	4	1,275.00	5,100.00	6,000.00	26,100.00	2,700.00	2,818.80	2,942.83	3,072.31	3,207.49	4.4%
Fixed Assets	34,650.00	8	1,275.00	10,200.00	4,500.00	49,350.00	6,237.00	6,511.43	6,797.93	7,097.04	7,409.31	4.4%
Inventory	34,650.00	8	1,275.00	10,200.00	6,200.00	51,050.00	6,237.00	6,511.43	6,797.93	7,097.04	7,409.31	4.4%
Project & Grant Accounting	25,400.00	6	1,275.00	7,650.00	7,000.00	40,050.00	4,572.00	4,773.17	4,983.19	5,202.45	5,431.36	4.4%
Purchasing	58,900.00	18	1,275.00	22,950.00	4,000.00	85,850.00	10,602.00	11,068.49	11,555.50	12,063.94	12,594.76	4.4%
Standard Fuel Interface - See Comments	5,800.00	3	1,275.00	3,825.00	0.00	9,625.00	1,044.00	1,089.94	1,137.89	1,187.96	1,240.23	4.4%

City of Fort Smith ERP Selection 5Yr. Total Cost of Ownership

COST	License	Impl. Days	Impl. Cost	Total Impl. Cost	Data Conversion	Module Total	Year 1 Maintenance	Year 2 Maintenance	Year 3 Maintenance	Year 4 Maintenance	Year 5 Maintenance	Yearly % Increase
Work Orders, Fleet & Facilities Management												
Payroll/HR:												
Applicant Tracking	48,800.00	28	1,275.00	35,700.00	11,000.00	95,500.00	8,784.00	9,170.50	9,574.00	9,995.25	10,435.04	4.4%
HR Management	11,500.00	7	1,275.00	8,925.00	0.00	20,425.00	2,070.00	2,161.08	2,256.17	2,355.44	2,459.08	4.4%
Payroll w/ESS	23,500.00	17	1,275.00	21,675.00	14,600.00	59,775.00	4,230.00	4,416.12	4,610.43	4,813.29	5,025.07	4.4%
Revenue:												
Accounts Receivable	30,000.00	13	1,275.00	16,575.00	0.00	46,575.00	5,400.00	5,637.60	5,885.65	6,144.62	6,414.99	4.4%
CAMA Bridge	8,250.00	2	1,275.00	2,550.00	0.00	10,800.00	2,063.00	2,153.77	2,248.54	2,347.47	2,450.76	4.4%
Central Property File	4,200.00	1	1,275.00	1,275.00	0.00	5,475.00	1,050.00	1,096.20	1,144.43	1,194.79	1,247.36	4.4%
General Billing	14,000.00	7	1,275.00	8,925.00	11,200.00	34,125.00	2,520.00	2,630.88	2,746.64	2,867.49	2,993.66	4.4%
Maplink GIS Integration	22,000.00	1	1,275.00	1,275.00	0.00	23,275.00	3,960.00	4,134.24	4,316.15	4,506.06	4,704.32	4.4%
Tyler Cashiering	46,000.00	7	1,275.00	8,925.00	0.00	54,925.00	8,280.00	8,644.32	9,024.67	9,421.76	9,836.31	4.4%
UB Interface	16,500.00	6	1,275.00	7,650.00	0.00	24,150.00	2,970.00	3,100.68	3,237.11	3,379.54	3,528.24	4.4%
Utility Billing CIS	58,000.00	31	1,275.00	39,525.00	30,500.00	128,025.00	10,440.00	10,899.36	11,378.93	11,879.60	12,402.31	4.4%
Productivity:												
Tyler Forms Processing	19,500.00	0	1,275.00	0.00	0.00	19,500.00	3,900.00	4,071.60	4,250.75	4,437.78	4,633.05	4.4%
Tyler Content Manager SE	45,000.00	8	1,275.00	10,200.00	0.00	55,200.00	8,100.00	8,456.40	8,828.48	9,216.93	9,622.48	4.4%
Munis Analytics & Reporting	105,200.00	13	1,275.00	16,575.00	0.00	121,775.00	18,936.00	19,769.18	20,639.03	21,547.15	22,495.22	4.4%
eProcurement	23,100.00	1	1,275.00	1,275.00	0.00	24,375.00	4,158.00	4,340.95	4,531.95	4,731.36	4,939.54	4.4%
Citizen Self Service	30,000.00	1	1,275.00	1,275.00	0.00	31,275.00	5,400.00	5,637.60	5,885.65	6,144.62	6,414.99	4.4%
Additional:												
CAFR Statement Builder	18,750.00	4	1,275.00	5,100.00	0.00	23,850.00	3,375.00	3,523.50	3,678.53	3,840.39	4,009.37	4.4%
EnerGov Citizen Self Service - LRM	29,999.00	2	1,275.00	2,550.00	0.00	32,549.00	6,000.00	6,264.00	6,539.62	6,827.36	7,127.76	4.4%
EnerGov Citizen Self Service - PLM	29,999.00	2	1,275.00	2,550.00	0.00	32,549.00	6,000.00	6,264.00	6,539.62	6,827.36	7,127.76	4.4%
EnerGov e-Reviews	29,999.00	13	1,275.00	16,575.00	0.00	46,574.00	6,000.00	6,264.00	6,539.62	6,827.36	7,127.76	4.4%
EnerGov GIS (30)	15,000.00	1	1,275.00	1,275.00	0.00	16,275.00	3,000.00	3,132.00	3,269.81	3,413.68	3,563.88	4.4%
EnerGov iG Workforce Apps (15)	14,985.00	2	1,275.00	2,550.00	0.00	17,535.00	3,000.00	3,132.00	3,269.81	3,413.68	3,563.88	4.4%
EnerGov Licensing & Regulatory Management Suite (10)	29,990.00	30	1,275.00	38,250.00	12,925.00	81,165.00	6,000.00	6,264.00	6,539.62	6,827.36	7,127.76	4.4%
EnerGov Permitting & Land Management Suite (30)	89,610.00	65	1,275.00	82,875.00	25,850.00	198,335.00	17,910.00	18,698.04	19,520.75	20,379.67	21,276.37	4.4%
MUNIS Disaster Recovery Service	0.00	0	1,275.00	0.00	0.00	0.00	30,000.00	31,320.00	32,698.08	34,136.80	35,638.81	4.4%
Tyler System Management Services Contract	0.00	0	1,275.00	0.00	0.00	0.00	30,000.00	31,320.00	32,698.08	34,136.80	35,638.81	4.4%
Other Services												
AP/PR Check Recon Import	1,000.00					1,000.00						
AP Positive Pay Export Format	3,000.00					3,000.00						
EnerGov LRM Forms Library (6 Forms)	2,400.00					2,400.00						
EnerGov PLM Forms Library (5 Forms)	4,800.00					4,800.00						
Install Fee - New Server Install-WIN	9,000.00					9,000.00						
P-Card Import Format	5,500.00					5,500.00						
Project Planning Services	11,000.00					11,000.00						
PR Positive Pay Export Format	3,000.00					3,000.00						
Tyler Forms Library - Financial	2,800.00					2,800.00						
Tyler Forms Library - General Billing	2,500.00					2,500.00						
Tyler Forms Library - Payroll	1,400.00					1,400.00						
Tyler Forms Library - Personnel Action	1,200.00					1,200.00						
Tyler Forms Processing Configuration	3,000.00					3,000.00						
Tyler Forms Library - Utility Billing	5,500.00					5,500.00						
3rd Party Hardware, Software and Services												
BMI-ASSETTRACK-ARS for MUNIS (Incl. Install Fee)	Quantity	Unit Price	Discount			Unit Price						
	1	6,490.00	0.00			6,490.00						
Cash Drawer	1	230.00	0.00			230.00						
Hand Held Scanner - Model 1900GSR	1	385.00	0.00			385.00						
Hand Held Scanner Stand	1	25.00	0.00			25.00						

City of Fort Smith ERP Selection 5Yr. Total Cost of Ownership

COST	License	Impl. Days	Impl. Cost	Total Impl. Cost	Data Conversion	Module Total	Year 1 Maintenance	Year 2 Maintenance	Year 3 Maintenance	Year 4 Maintenance	Year 5 Maintenance	Yearly % Increase
Printer (TM-S9000)	1	1,600.00	0.00			1,600.00						
Tyler Secure Signature System with 2 Keys	1	1,650.00	0.00			1,650.00						
Credit Card Readers/Cashiering HW	1	10,000.00	0.00			10,000.00						
Optional Tyler Software & Related Services												
Financials:												
Employee Expense Reimbursement	14,200	7	1,275.00	8,925.00	0.00	23,125.00	2,556.00	2,668.46	2,785.88	2,908.45	3,036.43	4.4%
Additional:												
EnerGovAdv Server Extensions Bundle	15,999	6	1,275.00	7,650.00	0.00	23,649.00	3,200.00	3,340.80	3,487.80	3,641.26	3,801.47	4.4%
Less Discount	(7,460.00)											
Optional Other Services												
Description	Quantity	Unit Price	Discount	Extended Price	Enter in Qty. selected							
Additional Consulting Services Days	25	1,275.00	0.00	31,875.00	0	0.00						
Dedicated Full Time Project Manager (Monthly)	24	7,500.00	0.00	180,000.00	1	180,000.00						
Source Code Escrow	1	1,500.00	0.00	1,500.00	0	0.00						
Scale House/Sanitation												
09/07/16 The City of Fort Smith decided to continue using Paradigm software for the time being.	0	0.00	0.00	0.00	0	0.00	0.00	0.00	0.00	0.00	0.00	
Tyler Munis Hardware Cost	Server cost	Qty.				Total server estimated cost						3 yr. % increase
Production Environment (Munis - Up to 250 Users and 50 concurrent EnerGov users)												
Application/Database server (no O/S) (no SQL)	5,000.00	1.00				5,000.00				5,600.00		12%
EnerGov Server (no O/S)	3,500.00	1.00				3,500.00				3,920.00		12%
TCM server (Tyler Content Manager) (no O/S)	5,000.00	1.00				5,000.00				5,600.00		12%
External Web server (no O/S)	3,500.00	1.00				3,500.00				3,920.00		12%
Hardware Cost												
ExecuTime Hardware Cost												
1000-2000 Employees for												
Intel X64 with 4 cores or greater, 3.0 GHz, 16GB ram, 2 HD 500GB each (no O/S) (no SQL)	5,000.00	1				5,000.00				5,600.00		12%
Database Pricing												
Microsoft SQL	2,687.00	2				5,374.00						
Microsoft Windows Datacenter License	3,604.00	2				7,208.00						
Hardware/Software Sub total:						\$34,582.00						
Estimated Travel Expenses						148,828.00						
		Impl.. Days										
Total		365		676,216		2,267,370.00	276,408.00	288,610.84	301,352.65	339,297.25	328,549.51	
Discount on modules						(329,655.00)	(203,837.00)					
3rd Party Hardware, Software and Services Discount						(7,460.00)						
						1,930,255.00	72,571.00	288,610.84	301,352.65	339,297.25	328,549.51	

5 year Total: 3,260,636.25

City of Fort Smith, Arkansas

REQUEST FOR PROPOSAL

ERP – Operational Systems

06/01/2016

**Responses should be returned by 06/15/2016.
Mail RFP response to:**

BKD, LLP
400 W. Capitol Avenue, Suite 2500
P.O. Box 3667
Little Rock, AR 72203-3667

Attn: Scott White
501-372-1040 x41477

sawhite@bkd.com

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SECTION I. OVERVIEW AND INFORMATION

Background

Fort Smith is located in western Arkansas on the border of Oklahoma and is the second largest city in the state. The City was incorporated in 1842 and is the county seat for Sebastian County. Fort Smith is 159 miles from Little Rock and 145 miles southeast of Tulsa, Oklahoma. The City serves as the center focus for a six-county economic and trade region in the west central area of Arkansas and the east central area of Oklahoma. The City encompasses 68 square miles and has a population of 87,500. The City is empowered by state statutes to levy real and personal property taxes within its limits and extend the corporate limit by annexation. State statutes allow the City to levy local sales and use taxes. Since 1967, the City has operated as a City Administrator form of government. The Mayor and the Board of Directors are elected to staggered, four-year terms. The Board of Directors is charged with setting policy and enacting laws for the City. The City Administrator is appointed by the Board of Directors and serves as the CEO for the City. The City provides a full range of services including public safety, construction and maintenance of streets and infrastructure, parks and recreational activities, water and sewer services, solid waste collection and disposal, public transportation and administrative services.

Statement of Scope

The City is issuing this Request for Proposal (RFP) to replace certain existing systems with an enterprise resource planning system (ERP) and integrated systems for POS/Bill payment, weigh stations billing, permitting/inspection/enforcement and fleet management. The scope of ERP is to include GL, AR, AP, BR, FAS, Fund Accounting, Encumbrances, PR, Bid Management, PO, IM, MRP, Lending accounting, Project accounting/tracking, Contract management, Fixed Asset Management, budgeting, electronic time capture and HRMS. The RFP process will be used to understand the different approaches, toolsets, and methodologies used by each potential vendor and to determine which product and service combination best fulfills the key business requirements. Critical components in the RFP will include tools for business intelligence, bi-directional integration, remote access via smart devices, reporting and the ability to personalize these applications. Additional details are provided below.

Lobbying Prohibited

As to any matter relating to this RFP, respondent or anyone representing a respondent are advised that they are prohibited from contacting or lobbying the Mayor, City Administrator, any members of the Board of Directors, City staff, Evaluation Team, or any other person authorized on behalf of the City related or involved with this RFP. For purposes of clarification, a Proposer's representative shall include, but not be limited to an employee, partner, officer, director, consultant, lobbyist, or any actual or potential sub firm or consultant of the Broker. All oral or written inquiries are to be directed to the Purchasing Department as directed in this RFP. Any violation of this condition may result in rejection and/or disqualification of the respondent.

The “No Lobbying Condition” is in effect from the date of issuance and shall terminate at the time the City signs final award contract(s) for this RFP, rejects all quotations, or otherwise takes action which ends the solicitation process.

Reservation of Rights

This Request for Proposals (RFP) is not a commitment or contract of any kind. The City of Fort Smith (City) reserves the right to pursue any and/or all ideas generated by this Request. Costs for developing the proposals are entirely the responsibility of the applicants and shall not be reimbursed. The City reserves the right to reject any and all proposals. The City reserves the right to waive any requirements of this RFP when it determines that waiving a requirement is in the best interest of the City.

Current Technology Environment

Client OS:	Windows 8.1 (32bit and 64bit – mostly 64bit)
Client Software:	Microsoft Office 2013 Pro Plus (64 bit - Office 365), Google Chrome and Internet Explorer
Server OS:	Windows 2012, 2008-R2 Standard 2008 Standard.
Database Software:	Microsoft SQL server,
Mail System:	Microsoft Exchange 2010 on premise, Office 365
Reporting System:	Microsoft Access, Excel,
Applications:	ArcBest Datatronics (proprietary Financial System) District Court (Justware) Esri GIS Paradigm MS Exchange MS SharePoint Itron (meter reading) MS Active Directory ADP eTime Lucity (work order & inventory) NeoGOv (HR Cloud) City Website Gasboy (fuel management) Fleetmate (vehicle management) Lago (vehicle routing/tracking) Retail Edge (inventory) BuildeRadius/BluePrince (permit tracking) Laredo (legal property ownership search) Trakker (loan management)

Business Requirements

Please see attached functional requirements related to the ERP and other applications.

Data Migration

The existing system contains multiple years of historical data. The objective is to migrate relevant historical data to the new systems which supports business decisions and analysis. Please provide your suggested data migration plan and costs associated with your approach. The following data will need to be considered:

- 1) ERP data:
 - a. Master files: Chart of accounts, customers, vendors, employees, inventory item master, utility item master, contracts, bids, fixed assets including vehicles.
 - b. Open documents: Contracts, bids, purchase orders, AP vouchers/memos, permits and inspections, grants and AR invoices/memos/deposits.
 - c. Open balances: AR, AP, PO clearing, inventory, GL, budgets & encumbrances, 1099 balances, W2 data, IM on hand quantities, Project tracking WIP, and fixed assets.
- 2) History: GL (35 years)

Licenses

The City expects to have the following approximate users:

- 210 ERP full transaction (GL, AR, AP, BR, FAS, Fund Accounting, Encumbrances, PR, Bid Management, PO, IM, MRP, Lending accounting, Project accounting/tracking, Contract management, Fixed assets, electronic time capture)
- 137 POS/Bill payment
- 950 HRMS (1,000 employees)
- 14 weigh stations billing
- 20 permitting/inspection/enforcement
- 5-10 fleet management
- 923 electronic time capture
- 200 ERP view-only

RFP responses should state if user licensing is based on concurrent or named user models as well as opportunities for view-only users. Primary access by the users will be through a local network, although remote access with various smart devices for key positions should be anticipated.

Project Budget

The City executive management has not identified a total project budget.

Timeline

06/01/16	RFP document sent to vendors
06/03/16	Notification of intent to participate
06/10/16	Questions from vendors by 5:00 pm CST
06/15/16	RFP response due from vendors by 5:00 pm CST
06/20/16	Selected vendors notification
06/30/16	Discovery visits completed
07/29/16	Demonstrations completed
08/15/16	Purchase decision
09/01/16	Target implementation start, first phase
03/30/18	Target live production, all phases

SECTION II. REQUIRED COMPANY INFORMATION

1. *Company Background*

Please provide company information, including (but not limited to):

- a. Primary location and primary contact
- b. Length of time in business
- c. Ownership
- d. Number of employees by function: sales, support, development & administrative
- e. Locations of all offices
- f. Three years of audited financial statements. (Provide NDA, if desired)

2. *References*

Please provide three references (installed clients) in governmental industry and specifically, city government experience. References should be similar sized entities converted within the last two years.

3. *Experience*

Please provide information regarding your firm's experience. Include the following items in your description:

- a. Largest implementation managed by your company
- b. Number of installed clients

4. *Standard Contract/Agreement*

Provide a copy of your software license agreement and company's standard contract agreements related to implementation and support.

SECTION III. REQUIRED PROJECT INFORMATION FOR RFP RESPONSE

Guidelines for RFP response include the following:

1. Intent to participate. Email notification of intent to participate and executed NDA to sawhite@bkd.com.
2. RFP questions. Email questions to sawhite@bkd.com. We will compile and respond to all questions via PDF document to all participating vendors.
3. RFP response. Please insert your response into each item in sections III & IV using MS Word. Retain the original format. Mail or email RFP response to sawhite@bkd.com.
4. Do not send company or product marketing materials.
5. Do not contact the City
6. All requests for extensions will be declined.

1. *Project Plan*

Provide a detailed plan of the implementation process including estimate of the City resource time requirements.

2. *Personnel Requirements*

Provide names and resumes of the project manager and any others that may be assigned to this project. If subcontractors or contract employees will be used in this implementation, please provide details.

3. *Project Management*

Provide a detailed explanation of your project management methodology.

4. *System Design*

Provide a detailed design of the infrastructure (software/hardware) to support the proposed solution.

5. *Data Conversion*

Provide your approach to managing accurate and timely data conversion from the systems presented in Section 1, *Data Migration*.

6. *Testing and Acceptance*

Provide your approach to testing the proposed solution and outline roles & responsibilities.

7. ***Project Schedule***

Provide a project schedule with milestones to achieve a phased implementation with all phases at live production by Q2 of 2018.

8. ***Training***

Provide your approach to end-user training.

9. ***User Manuals/Documentation***

List types of user manuals and technical support documentation.

10. ***Post-Implementation Support***

List the methods of obtaining ongoing technical and application support. Additionally, please explain scope of annual software maintenance including updates/upgrades and any associated costs.

11. ***Warranties***

List all software and services warranties.

SECTION IV. REQUIRED PRICING INFORMATION

1. *System Costs*

Three-year costs to purchase and maintain base package and any modules required to satisfy the stated business requirements.

2. *Implementation Costs*

Three-year costs to implement and upgrade/update the proposed solution including installation, configuration, personalization, testing, training, cut over and related project management effort.

3. *Migration Costs*

Cost of data migration from the existing systems presented in Section 1, *Data Migration* to proposed solution.

4. *Miscellaneous Costs*

Three-year costs for travel time, travel charges, etc. related to the above cost components.

5. *Hourly Rates*

List hourly rates for each staff level in the project team.

SECTION V. EXHIBIT 1 – System Requirements Document

Priority Key

M – Must Have; V – Value Added; N – Nice to Have

#	Finance / Accounting Requirements	Priority (M/V/N)
1.1	Finance / Accounting	
Finance/Accounting: Budget Process		
1	The ability to access and edit budgets located in the system.	M
2	The ability to make adjustments in the system.	M
3	The ability to route adjustments for approval.	V
4	The ability to pull current wage information by employee.	V
5	The ability to input/populate wage information for salary forecasts.	V
6	The ability to view actual versus estimate reporting in real-time.	M
7	The ability to view previous year's encumbrances as a different budget.	V
8	The ability to provide multiple, active budgets in the system.	V
9	The ability to provide security roles and responsibilities.	M
10	The ability to provide automated workflows.	V
11	The ability to setup system tolerances.	V
12	The ability to roll-up interdepartmental budgets.	V
Finance/Accounting: General Ledger (GL) Process		
13	The ability to provide a tabular General Ledger (GL) structure.	V
14	The ability to handle fund accounting.	M
15	The ability to provide a month-end close checklist.	V
Finance/Accounting: Prepare Journal Entry (JE) Process		
16	The ability to prepare journal entries.	M
17	The ability to automate journal entries.	V
18	The ability to reverse Journal Entries (JE).	V
19	The ability to upload Journal Entries (JE).	V
20	The ability to provide audit-trail capability.	M
21	The ability to provide Journal Entry (JE) Document Management/Repository (for historical audits).	V
22	The ability to provide automated workflows.	V
23	The ability to automate allocations.	M
Finance/Accounting: Reports Generation Process		
24	The ability to generate monthly financial reports.	M
25	The ability to generate a CAFR.	N

#	Finance / Accounting Requirements	Priority (M/V/N)
26	The ability to drill-down into reports.	M
27	The ability to consolidate reporting by fund/month/year.	M
28	The ability to provide Construction in Progress (CIP) report.	M
29	The ability to provide project tracking.	M
30	The ability to provide various sub ledger reports.	M
31	The ability to provide various customizable reports.	V
Finance/Accounting: Investment Schedule Process		
32	The ability to report on data pulled from banks.	V
33	The ability to perform bank reconciliations.	V
34	The ability to generate an Investment Schedule Report.	V
35	The ability to automate variance flags (reconciliations/statements).	V
Finance/Accounting: Accounts Receivable (AR)		
36	The ability to set up recurring AR bills.	M
37	The ability to assign parent-child relationships (multi-tier accounts under one customer account).	M
38	The ability to setup multiple accounts under one customer ID.	M
39	The ability to generate statements the first day of each month.	M
40	The ability to provide system-generated statements at various, stipulated times during the month.	V
41	The ability to attach supporting documents to an invoice.	V
42	The ability to provide various methods of AR invoice delivery.	V
43	The ability to integrate with third party for credit card processing/statements/invoices.	M
44	The ability to consolidate to a single merchant account.	V
45	The ability to attach documents to corresponding customer accounts.	V
46	The ability to establish/set-up Revenue items.	M
47	The ability to provide auto-draft as a payment option.	V
48	The ability to generate lending accounts.	M
Finance/Accounting: Planning & Collections Process (AR)		
49	The ability to build business licenses (by class codes).	M
50	The ability to provide checklists for class code compliance.	M
51	The ability to allow applicants to views sign offs, review applications, and check requirements.	V
52	The ability to attach documents to business licenses.	M
53	The ability to assign multiple class codes to a single business license.	M

A Request for Proposal From City of Ft Smith, AR

#	Finance / Accounting Requirements	Priority (M/V/N)
54	The ability to enter business licenses on the dates of issue and automate renewal date flags.	V
55	The ability to provide customized forms.	M
56	The ability to override fees.	M
57	The ability to assign associated fees to specific class codes.	M
58	The ability to provide a robust document repository with unlimited time lines.	M
59	The ability to scan the application documents for archive by class code.	V
60	The ability to fill out and submit applications online with relevant documentation attached.	V
61	The ability to provide workflow management & communication distribution lists.	V
Finance/Accounting: Cash Receipt Process		
62	The ability to scan barcodes to review/post payment to accounts.	M
63	The ability to post miscellaneous cash receipt payments to accounts.	M
64	The ability to create different types of Revenue codes.	M
65	The ability to create bank deposits.	M
66	The ability to complete Remote Desktop Deposit.	V
67	The ability to process return checks.	V
68	The ability to reconcile batch payments to a customer account.	M
Finance/Accounting: Lien Process		
69	The ability to provide a customer/personnel portal for updates, edits, document repository, etc.	V
70	The ability to create one-off bills.	M
71	The ability to flag custom fields with provided internal business logic.	M
72	The ability to flag payment variances (overpayments & underpayments).	M
73	The ability to provide credit balance reports.	V
74	The ability to turn charges into billing items for reimbursement.	M
75	The ability to release multiple liens at one time.	V
Finance/Accounting: Accounts Payable (AP)		
76	The ability to change dates of pay runs.	M
77	The ability to run Trial Balance Reports to perform reconciliations.	M
78	The ability to separate customer payments by invoice.	M
79	The ability to send checks by invoice.	M

A Request for Proposal From City of Ft Smith, AR

#	Finance / Accounting Requirements	Priority (M/V/N)
80	The ability to set up multiple addresses by vendor to send remittance.	M
81	The ability to enter C corp., S corp., partnership, trust estate, and other per IRS regulations.	M
82	The ability to flag by individual if 1099 is required.	M
83	The ability to identify/flag vendor tax ID's if previously utilized in the system.	M
84	The ability to flag invoice amount exceeding \$2500 before tax.	V
85	The ability to flag duplicate entries that have been paid.	M
86	The ability to activate and deactivate accounts within the customer ID.	M
87	The ability to flag if tax information is missing from vendor accounts.	M
88	The ability to flag non-reported IRS items that do not need to be reported.	M
89	The ability to attach invoices to Purchase Orders (PO).	M
90	The ability to enter vendor terms.	M
91	The ability to scan W9 and attach to vendor account.	M
92	The ability to add notes to accounts/profiles.	M
93	The ability to print customer account number in memo line.	M
94	The ability to validate name and address with tax ID number or employee ID number.	M
95	The ability to set up mailing addresses for businesses.	M
96	The ability to set up separate billing address and mailing address in accounts.	M
97	The ability to set up print checks from site.	M
98	The ability to identify unclaimed property payments.	M
99	The ability to flag payments if sending to state as "unclaimed property."	M
100	The ability to pull payables by due date.	V
101	The ability to automate the calculation of taxes.	V
102	The ability to run Aging Report.	M
103	The ability to calculate sum of use tax for state remittance.	V
104	The ability to flag various forms of payments (EFT, Wire Transfers, etc.).	M
105	The ability to lookup vendors by address, phone, etc.	M
106	The ability to conduct searches using fuzzy logic.	V
107	The ability to provide alphanumeric vendor setup.	M

A Request for Proposal From City of Ft Smith, AR

#	Finance / Accounting Requirements	Priority (M/V/N)
108	The ability to perform reconciliations against payment issues versus Purchase Orders (PO).	M
109	The ability to conduct an open search of full vendor history.	M
110	The ability to provide miscellaneous vendor options.	M
111	The ability to setup vendor classes.	V
112	The ability to classify vendors with a 1099 category.	M
113	The ability to drill-down at vendor level.	M
114	The ability to provide revision functionality for audit trail purposes.	M
115	The ability to provide a running-total of year-to-date vendor payments.	M
116	The ability to support ACH & electronic payments.	M
117	The ability to support checks & wires.	M
Finance/Accounting: Fixed Assets		
118	The ability to tag expenditures as Fixed Assets (FA).	V
119	The ability to identify capital purchases by fund source.	V
120	The ability to enter and track FA information.	M
121	The ability to provide straight-line depreciation.	M
122	The ability to provide inventory tracking of FA.	V
123	The ability to provide bar code capability.	V
124	The ability to run FA ledger.	M
125	The ability to run monthly depreciations.	M
126	The ability to post monthly FA's & monthly depreciation to the General Ledger (GL).	V
127	The ability to set up parent-child relationships.	V
128	The ability for each department to track their respective inventories.	V
129	The ability to measure materials and volume.	V
130	The ability to maintain list of approved vendors.	M
131	The ability to provide a routing system.	V
132	The ability to provide inventory of regulatory signs.	V
133	The ability to track maintenance of signs.	V
134	The ability to break out project funds.	V
135	The ability to support disaster recovery processes/tracking.	V
136	The ability to track expenses by events.	V
Finance/Accounting: Payroll		
137	The ability to integrate with ADP timekeeping.	M
138	The ability to provide an employee portal.	V
139	The ability to provide a robust payroll module.	M

A Request for Proposal From City of Ft Smith, AR

#	Finance / Accounting Requirements	Priority (M/V/N)
140	The ability to integrate ADP with accounting system.	M
141	The ability to provide quarterly & annual payroll tax reporting.	V
142	The ability to populate/carryover personnel data & changes.	V
143	The ability to automatically post payroll entries to the General Ledger (GL).	M
144	The ability for payroll cycles to generate vendor payments.	M
145	The ability to provide direct deposit to multiple bank accounts.	V
146	The ability to provide a payroll calculator.	V
147	The ability to provide robust payroll reporting.	M
148	The ability to provide a Check Register Report/Federal Tax Report.	M
149	The ability to receive Direct Deposit File from ERP system to bank upload.	M
150	The ability to flag changes in/on each employee.	M
151	The ability to provide a 941 Quality Report.	M
152	The ability to provide ACA Reporting.	M
153	The ability to provide W2 forms and files.	M

#	Purchasing Requirements	Priority (M/V/N)
2.1	Purchasing	
Purchasing: Vendor Bids Process		
1	The ability to provide automated workflows.	V
2	The ability to push documents to responsible department/parties.	M
3	The ability to match an invoice to a responsible department.	V
4	The ability to provide an authorized signature list with approval thresholds/limits.	M
5	The ability to support Request For Payment (RFP) in system.	M
6	The ability to assign approver by department, by report, etc.	M
7	The ability to receive against a PO.	M
8	The ability to convert a PO into an invoice.	V
9	The ability to support/provide invoice payment in the system.	M
10	The ability to capture detailed line items.	V
11	The ability to provide an approved/preferred vendor list.	M
12	The ability to attach documents to vendor files.	M
13	The ability to view status of PO's, payments, outstanding PO's, etc.	V
14	The ability to allow vendors to submit requests for accounts or vendors.	V
15	The ability to maintain NIGP Commodity Codes in the system.	V
16	The ability to categorize vendors in the system.	V
17	The ability to publish bids on vendor portal/website.	M
18	The ability to select bids within vendor profiles.	V
19	The ability to provide Bid Management functionality.	V
20	The ability to provide bid evaluation/comparison/analysis tools.	V
21	The ability to receive vendor bid responses (online).	V
22	The ability to provide vendor registration.	V
23	The ability to push bid results to vendors.	V

#	HR/Admin Requirements	Priority (M/V/N)
3.1	HR/Admin	
Human Resources (HR)		
1	The ability to provide a robust Human Resources Information System (HRIS).	M
2	The ability to integrate with employee badges.	M
3	The ability to provide a robust Employee Portal.	V
4	The ability to standardize Human Resources (HR) processes in the system with workflow management.	V
5	The ability to provide project documentation standardization.	V
6	The ability to create electronic reports.	M
7	The ability to track and report candidate/applicant activity including recruiting, interviews, testing, etc. and supporting documentation.	V
8	The ability to track and report new employee Onboarding activity including employee benefit enrollment, payroll system set up, training events, etc. and supporting documentation.	V
9	The ability to track and report an existing employee Appraisal activity including evaluation, appraisal meeting, etc., and supporting documentation.	V
10	In conjunction with the Appraisal functionality, the ability to create and maintain user-defined Compensation/Bonus calculations based on category of employee.	V
11	The ability to track and report employee Incidents by user-defined criteria including incident disposition.	V
12	The ability to track and report employee Education & Training & Certifications activities including requirements, renewal dates, costs, etc. and supporting documentation.	V
13	The ability to track and report employee High-Performers to facilitate specialized career planning & guidance.	V
14	The ability to track and report employee Termination including voluntary and involuntary compliance reporting.	V
15	The ability to offer Employee Self-Service enabling employee to update certain employee master data related to benefits, taxation, paycheck distribution, etc.	V
Administrative		
16	The ability to integrate with a Timekeeping & Attendance Solution.	M
17	The ability to integrate with Human Resource Information System (HRIS).	M

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#	Cross-Functional Requirements	Priority (M/V/N)
4.1	Cross-Functional	
System wide Cross-Functional		
1	The ability to setup system tolerances	V
2	The ability to provide automated workflows.	V
3	The ability of security roles and responsibilities	M
4	The ability for customizable checklist (month end, year-end, etc.)	V
5	The ability to provide audit-trail capability	M
6	The ability to attach documents to transactions / master records (Word, Excel, PDF, etc.)	M
7	The ability to drill down to transaction from reports / screens	M
8	Report customization by user. Controlled access by security setup.	V
9	The ability to attach supporting documents to an invoice.	V
10	The ability to provide audit-trail capability system wide.	M
11	The ability to provide security roles and responsibilities.	M
12	The ability to provide automated workflows.	V
13	The ability to provide workflow management & communication distribution lists.	V
14	The ability to set up parent-child relationships (AP & AR).	V
15	The ability to provide a routing system.	V
16	The ability to provide automated workflows.	V
17	The ability to interact/link to enterprise ESRI/SDE(MSSQL)-based GIS	M
Finance/Accounting Cross-Functional		
18	The ability to provide multiple, active budgets in the system.	V
19	The ability to provide project tracking & accounting.	M
20	The ability to generate lending accounts.	M
21	The ability to scan barcodes to review/post payment to accounts.	M
22	The ability to run Aging Report.	M
23	The ability to provide inventory tracking of FA.	V
24	The ability to provide bar code capability.	V
25	The ability for each department to track their respective inventories, that also works with work orders.	V
26	The ability to maintain list of approved vendors.	M
27	The ability to integrate with ADP timekeeping.	M
28	The ability to provide an employee portal.	V
Purchasing Cross-Functional		
29	The ability to provide automated workflows.	V

#	Cross-Functional Requirements	Priority (M/V/N)
30	The ability to push documents to responsible department/parties.	M
31	The ability to match an invoice to a responsible department.	V
32	The ability to provide an authorized signature list with approval thresholds/limits.	M
33	The ability to support/provide invoice payment in the system.	M
34	The ability to provide an approved/preferred vendor list.	M
35	The ability to attach documents to vendor files.	M
Development Cross-Functional		
36	The ability to provide a portal for citizens.	V
37	The ability to provide a relational database for automated data population.	V
38	The ability to provide a robust Document Management system.	M
39	The ability to upload photos and construction plans into system.	M
40	The ability to issue permits (permit, inspection, enforcements & billing)	M
41	The ability to calculate and report on cost of permits.	M
42	The ability to interact with the existing "myFortSmith" CRM app (PublicStuff) for logging citizen request information.	M
43	The ability to receive, log, and track various forms of complaints and their respective status.	M
44	The ability to automate inspector assignments to complaints.	M
45	The ability to set follow-ups based on inspection types.	M
46	The ability to provide warning tickets and affidavits.	M
47	The ability to provide mobile functionality for field employees.	M
48	The ability to interact/link to Esri/SDE(MSSQL)-based GIS data.	M
Internal Audit Cross-Functional		
49	The ability to provide workflow management.	N
Sanitation Cross-Functional		
50	The ability to track Fixed Assets and associated maintenance costs.	M
51	The ability to track inventory.	M
52	The ability to apply discounts (pricing adjustments).	M
53	The ability to provide a robust Accounting module (integrated).	M
54	The ability to handle varying pricing structures.	M
Utilities Cross-Functional		
55	The ability to provide bar code scan capability for bills.	M
56	The ability to provide a robust Project Management module.	M

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#	Cross-Functional Requirements	Priority (M/V/N)
57	The ability to provide a robust Contract Management module.	M
58	The ability to provide electronic signature functionality.	V
59	The ability to provide electronic approval functionality.	M
60	The ability to provide a Customer Portal.	V
61	The ability to categorize by customer type.	M
62	The ability to provide document control/revision control.	M
63	The ability to issue permits.	M
64	The ability to calculate and report on cost of permits.	M
65	The ability to provide Document Management.	M
66	The ability to upload photos and construction plans into system.	M
67	The ability to allow intra-departmental financial responsibilities.	M
68	The ability to provide multi-tier categorization of fixed asset costs.	M
Operations Cross-Functional		
69	The ability to provide inventory tracking of FA.	V
70	The ability to provide inventory counts.	M
71	The ability to provide bar code capability.	M

#	Merchant Card Processing Requirements	Priority (M/V/N)
5.1	Merchant Card Processing	
Finance/Accounting Cross-Functional		
1	Credit Card Transactions for Utility payment and other service payments including:	M
2	In-person point-of-sale card reader through the Utility Billing Software (UBS)	M
3	In-person point-of-sale card reader through accounting billing system at multiple locations ~ approximately 10 locations.	M
4	In-person point-of-sale card reader at Sanitation through the Scale house weigh system.	M
5	Over-the-phone and manually entered into the UBS	M
6	On-line, non-recurring credit card payments through the UBS web platform.	M
7	On-line, recurring credit card payments through the UBS web platform	M
8	Direct Draft from a bank account (ACH) through the UBS platform.	V
9	Ability to charge convenience fees should the City so desire. The fees may or may not be utilized by the City.	V
10	Ability to issue multiple terminal identifications for tracking different charge locations and/or types.	V
Point-of-sale terminal software should support:		
11	Transaction processing for Visa, MC, Discover, and American Express	M
12	Automatic capture of payment details	M
13	Authorization of payment amounts	M
14	Void and refund capabilities	V
15	Dual-copy receipt	V
16	Decline notification message	V
17	Rejection detail for non-authorized transactions	M
18	Update, add, or delete users	M
19	Determination of batch cutoff time by location	M
Terminals should have:		
20	Magnetic-stripe card reader	M
21	Chip card reader	M
22	Data entry keypad	M
23	Optical display	M

#	Merchant Card Processing Requirements	Priority (M/V/N)
24	Integrated thermal receipt printer	V
25	Optional or internal PIN pad	V
26	Capability for VOIP communication	M
Additional Requirements:		
27	System availability 7 days per week, 24 hrs. per day, including holidays	M
28	Toll-free authorization number	M
29	Toll-free problem resolution number	V
30	Storage of payment detail and summary records for a minimum of three years	M
31	Capability to view and export transaction files from website	V
32	Transaction inquiry by transaction date, amount, card type, card number, or Merchant ID	V
33	Ability to view, export, and customize reports	V
34	Detail and appropriate response time for chargebacks	M
35	Determine of user access privileges by the City	M
Settlement Requirements:		
36	Settlement for Visa, MC, Discover, and American Express by ACH credit directly into a bank account specified by the City.	M
37	Sufficient detail in the ACH credit records to tie receipts down to Merchant ID and Merchant Name within the City.	M
38	Provider will invoice the City for all Visa, MC, Discover, and American Express discounts and processing fees rather than deducting from settlement proceeds.	V
Security Requirements:		
39	Adherence to current PCI DSS standards, including validation of PCI compliance.	M
40	Agreement will require Red Flag mandate compliance, including an Identity Theft Prevention Program.	M
41	Disaster Recovery backup procedures	M

#	Scale House Requirements	Priority (M/V/N)
6.1	Scale House	
Billing System Requirements:		
1	Billing System that integrates with Mettler – Toledo truck scales.	M
2	Ability to set up customer accounts that interface with ERP accounting system.	M
3	Customer accounts must include a tax exempt option for charges.	M
4	Ability to set up tax tiers for multiple areas at various tax rates.	V
5	Allowance for a Custom Haul Charge	M
6	Monthly compactor lease price	M
7	Custom “Notes” field per transaction that is available on the invoice.	V
8	System should collect Origin, Destination, Contents, Weight, and charges	M
9	Receipt printing	M
10	Ability to print receipts for historical transactions to pdf and email to customer.	V
11	Ability to store tare weights for customer accounts by vehicle	M
12	Ability to void transactions	M
13	Ability to calculate weights in and out – software will need to subtract out-weight from in-weight, and then convert to tonnage in order to calculate the fees.	M
Reporting Requirements:		
14	Flexible reporting tool that can be created by user and saved as a default report and shared with other users	V
15	Daily and monthly reports on tonnages by origin and contents.	M
16	Transaction summaries by revenue type and by payment type.	M
17	Report on custom dates and filter on customers and other fields	M
18	Fields needed: date of transaction, transaction number, net tonnage, base charge, haul charge, ADEQ fee, SCRSWMD fee, box #.	M
19	Daily Reporting for Collections Office: Transactions by payment type, trans #, Tipping fee, Sales Tax, ADEQ Fee, SCRSWMD Fee, Surcharge Fee, Transaction Total. Also, transaction by revenue distribution.	M
Other Requirements:		
20	Current Sanitation trucks are RFID tagged. Would prefer to integrate with RFID tagging for default account information. But only if it does not require a dedicated lane. There are only two lanes with scales, so one cannot be fully dedicated to RFID.	V

#	Scale House Requirements	Priority (M/V/N)
21	Ability to install software without shutting down both lanes. Landfill is open and operating six days per week. Will need the ability to install one lane at a time.	V
Credit Card Processing (cross-check merchant processing requirements):		
22	Card reader machines at drive-up lanes for self-service credit card payments	M
23	Card machines should be chip-enabled and meet all PCI requirements	M

#	Blue Prince – Community Development software Requirements	Priority (M/V/N)
7.1	Blue Prince – Community Development software	
Blue Prince – Community Development software		
1	Complete permitting workflow approval process (public facing and internal)	M
2	Complete inspection workflow processing (public facing and internal)	M
3	Public facing functions should also have online payment methods.	M
4	Planning & Zoning – ESRI GIS integration, code database/maps, complete property history.	V
5	Code Enforcement – In field application access. Same requisitions as above.	M

#	Fleetmate – Fleet inventory / maintenance Requirements	Priority (M/V/N)
8.1	Fleetmate – Fleet inventory / maintenance	
Fleetmate – Fleet inventory / maintenance		
1	Vendor and personnel history/records	M
2	Inventory – fuel, tires, parts.	M
3	Manufacturer or Extended Warranty info.	V
4	Work order system, automatic work order when completing PM.	M
5	WYSIWYG report viewer	V
6	Multi-user security	M
7	Tire tracking, MPG and expense tracking	V
8	Barcode support	V

#	Electronic Time Keeping Requirements	Priority (M/V/N)
9.1	Electronic Time Keeping	
Time and Attendance Reporting Requirements		
1	Built-in import / export function designed to interface with an Accounting System.	V
2	All Connections between the Timekeeping system, ERP and the individual Time Collection devices must be achieved via Ethernet networking using TCP/IP Protocol.	M
3	The system must allow the ERP system to feed information into the T&A system each pay period, pertaining to Employee records, Leave accruals, Job or Pay Codes and pay rates. The system must feedback to the ERP, each pay period, all approved Time and Attendance records as approved by both Departmental Supervision and the Payroll Department.	M
4	Provide a detailed audit trail whereby Payroll management and Audit staff may track attendance records and changes related to any individual or group timekeeping records.	M
5	Provide multiple levels of supervisory approval with a workflow based oversight of groups and sub-groups within our organization.	M
6	Provide user based security to control access to specific departments, groups, and levels of specific employee and departmental information.	M
7	Allow employees and supervision to enter multiple pay or job codes during the work day. The pay or job codes must have a relation to the same or similar job codes in the ERP system.	V
8	Provide for scheduling employees on multiple shifts with pay differentials, premiums, out of range (OOR), OOR Overtime, etc.	V
9	Provide different pay rates for each employee based on pay/job code.	M
10	Be configurable to: collect time clock data hourly; perform nightly database backups; check/update terminal time daily (if necessary) and discard/archive time clock data weekly.	M
11	Clock terminals must be able to continue to collect employee time punches in the event where clock terminals can no longer communicate with the database server and retain this information until communication is restored between the clock terminals and the database server.	V

#	Electronic Time Keeping Requirements	Priority (M/V/N)
12	The system must be scalable, allowing for the installation of a central core database system to which departments may be added in the future.	V
13	The system must comply with all Fair Labor Standards Act and City of Fort Smith policies and procedures.	M
14	Provide flextime features that track the difference between the number of hours worked by employees and a flextime basis.	M
15	Provide flexible reporting based on custom fields that can be saved, scheduled, and shared.	V
16	System should be able to track and report time off.	M
17	Project Reporting – ability to track time against projects or codes (multiple in one day).	V
18	The City of Fort Smith utilizes ADP time keeping devices, both biometric and manual, at up to 50 locations throughout the city.	V
19	Current number of Full Time & Part Time employees utilizing our existing Time & Attendance Systems – approximately 1,010	M
20	Current number of Supervisory or Payroll department Positions utilizing Time & Attendance software access.	M
21	Current number of Time clocks terminal utilized – 18 (ADP 4500 Time clock) at 13 facilities (Police Dept. – 2; Sanitation – 2; Utilities Dept. – 2; 1 inactive in stock). Other locations use computer terminals to record timekeeping.	M
22	Currently, the City of Fort Smith generates Bi-weekly payroll while submitting employee payroll data weekly.	V
23	Currently utilize activity codes, department codes and pay rules across multiple shifts / day for multiple facilities with entirely independent sets of rules and job codes.	M
24	Current system automatically accommodates changes from standard time to daylight savings time and vice versa.	V
25	Current system configured to: collect time clock data hourly; perform nightly database backups; check/update time clock time daily and discard/archive time clock data weekly.	M

#	Development Services Requirements	Priority (M/V/N)
10.1	Development Services	
Development: Planning Commissions Application Process		
1	The ability to provide a portal for citizens.	V
2	The ability to complete applications via citizen's portal.	V
3	The ability to upload supporting documentation via citizen's portal.	V
4	The ability to receive application payments via portal for citizens.	V
5	The ability to provide an internal application checklist for compliance.	V
6	The ability to provide a relational database for automated data population.	V
7	The ability to provide applicant scheduling tools for preplanning meetings.	N
8	The ability to provide application "save" functionality.	V
9	The ability to generate legal ads.	M
10	The ability to provide a robust Document Management system.	M
11	The ability to provide checklists with built-in notifications.	M
12	The ability to file appeals online.	N
13	The ability to provide visibility of business licenses for applicants.	V
14	The ability to upload photos and construction plans into system.	M
Development: Plat Review Sub-Process		
15	The ability to separate plat review by type and requirements.	V
16	The ability to submit plat reviews online.	V
17	The ability to electronically push reviews to external entities.	V
18	The ability to store plat history by address.	N
19	The ability to submit bills to developers.	M
Development: Building Safety Process		
20	The ability to create & register various types of licenses.	M
21	The ability to provide a payment kiosk.	N
22	The ability to issue permits.	M
23	The ability to calculate and report on cost of permits.	M
Development: Community Development - Building Rehabilitation Process		
24	The ability to track loans via thresholds.	M
25	The ability to provide a Grant Tracking module.	V
26	The ability to provide SESA/SEFA schedules.	V
Development: Loan Process		
27	The ability to maintain two different fiscal calendars in the system.	M
28	The ability to track "time against a project"	M

#	Development Services Requirements	Priority (M/V/N)
29	The ability to provide a Project module.	V
30	The ability to track non-profit grants.	V
Development: Neighborhood Services & Building Safety Processes		
31	The ability to provide app for as "MyFortSmith" for logging information.	M
32	The ability to receive, log, and track various forms of complaints and their respective status.	M
33	The ability to automate inspector assignments to complaints.	M
34	The ability to set follow-ups based on inspection types.	M
35	The ability to provide warning tickets and affidavits.	M
36	The ability to automatically setup ticket/affidavit follow-ups.	M
37	The ability to provide mobile functionality for field employees.	M
38	The ability to access Assessor's office and interact/link to GIS data.	M

#	Utility Billing Requirements	Priority (M/V/N)
11.1	Utility Billing	
Utility Billing		
1	Replacement of the custom legacy Utility Billing software application, with a system that receives responsive support and exhibits a software maturation process that will integrate new technologies and processes as they become available in the industry.	M
2	Improvements to reporting functions.	V
3	Automation and streamline of the utility billing processes	V
4	Web-based functions (Customer Portal) for customer account access via City web site.	M
5	Real-time access on customer account activity, to include activity performed with web functions	M
6	Provides a user friendly comprehensive system	V
7	Data collection, reporting and record keeping – assisting staff by reducing time and increasing efficiency in generating required reports.	V
8	Greater customer convenience – web access and efficient client software for CSR.	V
9	Ability to incorporate e-mail with billing and customer service	M
10	Ability to rapidly incorporate, new and unique rates.	V
11	Separate billing for customers with multiple accounts.	N
12	Ability to track property owners of rental units.	V
13	Ability to move customer from old address to new address and have account history follow.	V
14	Ability to track multiple meter/serial numbers per connection (head(s) and base)	M
15	Issue Work orders and attach inventory used.	M
Utility Billing - General		
16	Integrate with General Leger and Accounts Payable for posting of bills, receipts, adjustments and refunds.	M
17	The ability to allow customers via the internet (City's website) to view and make payments on utility bills, request service and process customer account changes	M
18	Comprehensive utility reports that have the ability to be customized for specific UB users and departments	V
19	Integrate with cashiering system.	M
20	The ability to accept payments in the field.	V
21	The ability to support third party payment options.	M

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#	Utility Billing Requirements	Priority (M/V/N)
22	The ability to support various payment options & methods.	M
23	The ability to provide debit and credit card capability for auto-draft functionality.	V
24	The ability to completely interface with Collection company	N
25	On line validation and editing of customers, addresses, service locations, meters	M
26	Ability to have a "Central Name File" that contains all persons having a financial relationship with the City.	V
27	Ability to look at all monies owed from a single inquiry from all applications generating receivables	V
28	Be a business process oriented application with customizable workflow.	V
29	The ability to provide mobile functionality for representatives and meter readers.	M
30	The ability to provide notifications to representatives.	M
31	The ability to charge reconnect fees.	M
32	The ability to add notes to bills.	M
33	The ability to assign service requests to representatives in the field (auto-queue).	V
34	The ability to support a complex billing structure.	M
35	The ability to provide actuals versus discounted rates billed.	V
36	The ability to handle multi-tiered bills.	M
37	The ability to provide bar code scan capability for bills.	M
38	The ability to reconcile master-meter usage to sub-meter usage.	V
39	The ability to reflect credits on accounts.	M
40	The ability to show remaining amount due.	M
41	The ability to provide Cost of Service analysis.	M
42	The ability to charge monthly fees by classification.	M
43	The ability to provide Time of Use billing.	M
44	The ability to provide a robust Project Management module.	M
45	The ability to provide a robust Contract Management module.	M
46	The ability to provide Public Document Management software.	M
47	The ability to provide management imaging systems.	M
48	The ability to provide electronic signature functionality.	V
49	The ability to provide electronic approval functionality.	M
50	The ability to handle multiple billing cycles per month.	M
51	The ability to provide printed billing statements.	M
52	The ability to customize billing forms.	M
53	The ability for customers to receive bills/notices electronically.	M

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#	Utility Billing Requirements	Priority (M/V/N)
54	The ability to adjust the calendar of the billing cycle.	M
55	The ability to categorize by customer type.	M
Utility Billing - Customer Maintenance		
56	User definable work flow process for: New Account Set Up, Move-In/Move-Out Process, New Service Set Up, Account Inquiry	M
57	Ability to provide for user defined customer and account classification codes (i.e., residential, commercial, etc.).	V
58	Ability to record Move-in and close dates for an account	M
59	Ability to record unlimited notes for an account	V
60	Provide for billing an unlimited number of services (metered or non-metered) per service location	M
61	Ability to send bill to one customer on the account and late notices and shut off notices to a different customer on the account	M
62	Ability to record unlimited contacts (spouse, tenant(s), alternate billing addresses, etc.)	V
63	Ability to track information through system by customer. Must be able to view all accounts that customer has had, current status of accounts and outstanding balance and have ability to drill down to account detail.	V
64	Ability to view the outstanding total balance on an account as well as the balance broken down by service type, current balance and previous balance	M
65	Ability to define an unlimited number of user-defined and maintained rate tables for each service	V
66	Ability to define an effective date for rate tables	V
67	Ability to define service rates that are based on flat fees, consumption based, consumption based with demand, per unit charge, percentage based or user-defined formula	M
68	Ability to base charges for non-metered services such as sewer on water consumption from customer's water consumption.	M
69	The system must provide the ability to base sewer charges that are dependent on water consumption on winter averages.	V
70	Ability to define distribution of fees to multiple general ledger accounts based on user-defined account type, fee category, service type	V
71	Ability to define through table entry, an unlimited number of service types and add, change and delete service types as required	V

#	Utility Billing Requirements	Priority (M/V/N)
72	Ability to establish "alerts" (cash only; lien exists; e.g.) on customer accounts with the following characteristics: All alerts are user definable, Unlimited number of alerts may be defined, Each alert has unique start and stop dates, User may define screens where alerts will appear	V
73	Ability to associate a service location with a parcel number	M
74	Ability to identify the number of dwelling units at a service location	M
75	Ability to track information through system by location. Must be able to view: History of all accounts at that location, Current status of accounts, Outstanding balance, Drill down to detail	M
76	Precise exception checking for routes completed	N
77	Comprehensive calendar task manager with the ability to schedule daily tasks, billing, shut offs, payments, etc.	V
78	The ability to add files, pictures , notes to specific customer accounts	V
79	The ability to store and apply gate codes for all accounts within our database.	N
80	The ability to maintain existing directions on field services	M
81	The ability to maintain unlimited history on a specific customer account or location	V
82	The ability to run queries on accounts based on specific fields or missing fields	V
83	The ability to internally audit accounts within the billing database looking for accounts that were initially set up incorrectly and currently have conflicting info	V
Utility Billing - Meter tracking		
84	Ability to identify multiple meters at a service location	M
85	Ability to view a history of all meters that have been installed at the service location.	M
86	Ability to maintain meter attribute data including: Meter Number, Route, Sequence, Installation date, Begin Service Date, End Service Date, Services attached to the meter, Status, Free Form Comments, Current Account Number, Current Service Address, Unlimited User Defined Fields, Documents, Remote Documents. The ability to identify meters by numerous identifiers in a meter inventory management system.	M
87	The ability to provide a faux meter edit using a file export.	M
88	The ability to provide a meter inventory system/capability.	M
89	The ability to assign & track meter serial numbers by account.	M
90	The ability to allow meter usage to drive the billing charges.	M

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#	Utility Billing Requirements	Priority (M/V/N)
91	The ability to synchronize with Lucity (work order system).	M
92	The ability to support "estimated usage billing."	M
93	The ability to support multiple types of billing adjustments.	M
94	The ability to track meter history.	M
95	The ability to link/communicate with City Clerk's Office.	V
96	The ability to link system to GIS for information pulls.	V
97	Ability to define read types	V
Utility Billing - Utility Billing		
98	Support an unlimited number of billing cycles	M
99	Ability to store meter data for touch and radio reads (i.e. transponder number, radio id, radio type, register id)	N
100	Ability to enter stop and start dates for individual rate codes on an account	V
101	Ability to charge for flat rate billings	V
102	Ability to create special onetime charges with the option to assess and collect the charges over a user-defined period of time.	V
103	Provide for consumption groups of services for billing (water and sewer). A single account with multiple meters can combine consumption for billing purposes.	V
104	Ability to print user defined message on bills.	N
105	The ability to process CASS certification for the US Postal service	N
106	Report features after billing process specifying number of postal trays by carrier route	N
107	The ability to get instant status on total UB web receivables, number of web UB accounts and website activity	N
108	Specific, thorough Billing Exception Reports	V
109	Weekly Billing Reports with the comprehensive breakdown of all credits, discounts, rebates, penalties	V
110	The ability to suspend current billing within a 7 day period for an account that has a pending on or off service	V
111	The ability to bill existing exception accounts that are NOT individually metered but are billed to a master meter tied to a number of individually metered accounts	V
112	Ability to automatically add late penalties to delinquent accounts according to rate structure	V
113	Ability to prorate bills for new accounts and closed accounts	V
114	Calculates final bills at any time subject to the workflow process and approvals established by the user.	V
115	Ability to automatically apply deposits to a final bill	V

A Request for Proposal From City of Ft Smith, AR

#	Utility Billing Requirements	Priority (M/V/N)
116	Ability to bill by cycle and produce corresponding billing registers and journal entries.	M
117	Ability to sort bills by zip code plus four additional digits to take advantages of available postage discount	V
118	Ability to export bills to a file for 3rd party printing	N
119	Ability to view and reprint a past bill at any time	V
120	Ability to generate a pre-billing report to view billing amounts before actually billing accounts	M
121	Provide for auto-pay option for customers to pay from customer's bank account.	V
122	The system should create an ACH file that may be submitted to the bank for processing.	M
123	Ability to import batch payment file from a lockbox payment facility	V
124	Ability to scan payment information directly into the system using a bar code scanner	M
125	Ability to support payment arrangements for customers to schedule payments for outstanding balances	M
126	Ability to generate a report of all customers with payment arrangements showing scheduled due dates, amounts due and amounts paid	M
127	Ability to define unlimited number of notices (late, past due, shut off, etc.) based upon user-defined minimum amounts due and number of days past due	V
128	Ability to create late notices and automatically record event against account	M
129	Ability to aggregate separate billings for a single customer to one bill statement	V
Utility Billing - Inquiries		
130	Ability to display transaction history including bills, receipts, adjustments and refunds for an account	M
131	Ability to filter history by date, transaction type	V
132	Ability to change sort order of transaction history	V
133	Ability to display details of transaction and drill down to transaction	V
134	Ability to automatically track an unlimited number of events on an account, including: Billings, Payments, Meter Reads, Adjustments, Notes attached to the account, Documents attached to the account, Statements sent to the account, Activities attached to the account, Work Orders created for the account, Form letters mailed to the account, Credit transactions (NSF checks, late payments)	M

A Request for Proposal From City of Ft Smith, AR

#	Utility Billing Requirements	Priority (M/V/N)
135	Provide for displaying and/or printing any customer account history upon request.	M
136	Ability to display outstanding balance by user-defined type of service, broken into aging categories	V
137	Ability to generate a consumption report that shows top consumption users based upon: Date range, Desired number of customers to be reported, Consumption type	V
138	Ability to generate a largest dollar amounts report that shows top revenue generators based upon: Date range, Desired number of customers to be reported, Charge category or categories	V
139	Billing Calendar showing all critical dates in the selected month	N
Utility Billing: Lab		
140	The ability to provide lab support/functionality.	V
141	The ability to provide document control/revision control.	M
142	The ability to provide inventory tracking.	V
Utility Billing: Environmental Permits Process		
143	The ability to issue permits.	M
144	The ability to calculate and report on cost of permits.	M
145	The ability to provide FOG Program Manifest.	V
146	The ability to enter discharge tickets.	M
147	The ability to provide a pretreatment program/module.	M
148	The ability to provide EPA business logic.	V
149	The ability to provide Document Management.	M
Utility Billing: Operations		
150	The ability to provide a work order management system.	M
151	The ability to provide data validation checks - variances flagged for review.	M
152	The ability to provide automated system thresholds for monitoring.	V
153	The ability to flag quantity variances for vendor notification/contact.	M
154	The ability to track item movement.	M
155	The ability to provide POS functionality.	M
156	The ability to robust reporting functionality.	M
Utility Billing: Department Process		
157	The ability to configure various data fields for different treatment plants.	M
158	The ability to centralize building maintenance.	V
159	The ability to upload photos and construction plans into system.	M
160	The ability to perform ad hoc data searches.	M

A Request for Proposal From City of Ft Smith, AR

#	Utility Billing Requirements	Priority (M/V/N)
161	The ability to provide robust report writing tools.	M
162	The ability to allow intra-departmental financial responsibilities.	M
163	The ability to provide robust analytics functionality.	M
164	The ability to provide multi-tier categorization of costs.	M
165	The ability to assign costs back to a specific component of a project/system.	V
166	The ability to differentiate project uses versus regular uses of materials.	V
167	The ability to provide resource allocation tracking/restrictions functionality.	V
Utility Billing - Technology		
168	.NET used in all applications	V
169	Support for SQL Reporting Services	M
170	Support for Microsoft SQL 2008, 2008 R2, 2012 or above.	M
171	Support for Information Bridge Framework (IBF)	N
172	Support for Windows 7, 8 and 10 on Client PC's	M
173	Provide a browser-based user interface, compatible with Microsoft Internet Explorer 6 and higher, accessible via Internet/Intranet.	M
174	Run server application on a Windows 2008 Server platform at very least, preferable Windows 2012 Server platform or newer.	M
175	Use commercially available geographic information datasets for its integrated GIS system.	M
176	Provide multi-user functionality.	M

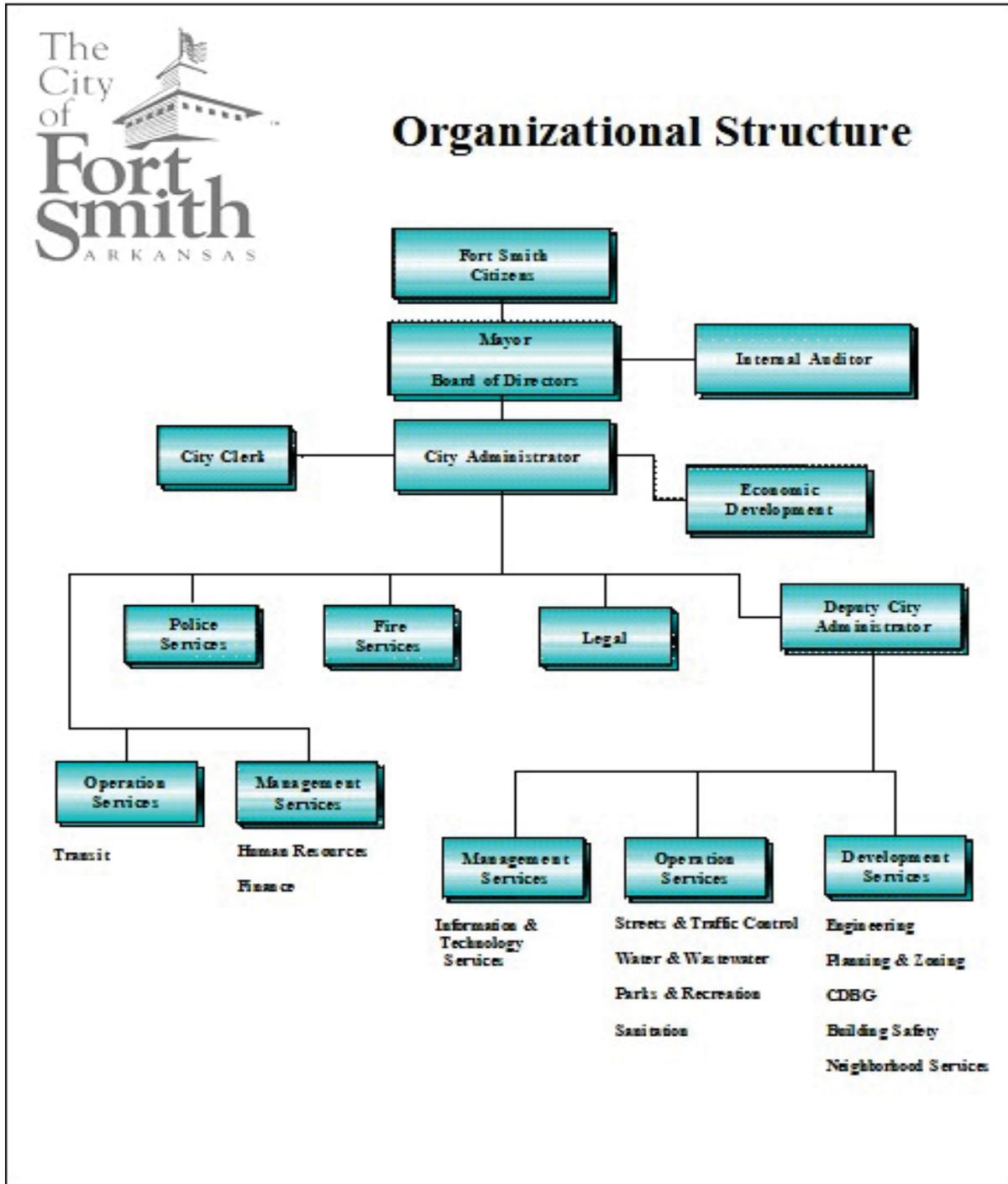
#	Sanitation Requirements	Priority (M/V/N)
12.1	Sanitation	
Sanitation: Commercial/Residential Accounts Process		
1	The ability to provide Routeware software.	V
2	The ability to track monthly charges.	M
3	The ability to add additional charges as necessary.	M
4	The ability to setup varying rates.	M
5	The ability to track FA.	M
6	The ability to track inventory.	M
7	The ability to handle multiple pricing structures.	M
8	The ability to assign price by size of the container.	V
9	The ability to apply discounts (pricing adjustments).	M
10	The ability to track hazardous waste to facility.	M
11	The ability to track coordinates of dump locations.	M
12	The ability to track recycling.	M
13	The ability to track composts.	M
14	The ability to track corrugated.	M
15	The ability to track goods (aluminum, etc.).	M
16	The ability to provide lease accounts (operating lease and lease purchase).	V
17	The ability to track enterprise funds.	M
18	The ability to provide a robust Accounting module (integrated).	M
Sanitation: Industrial Process		
19	The ability to setup for varied container sizes in the system.	M
20	The ability to roll-off (temporarily).	M
21	The ability to collect payments when delivered.	M
22	The ability to handle varying pricing structures.	M
23	The ability to handle haul fees.	M
24	The ability to charge fees by volume.	M
25	The ability to capture weight.	M
26	The ability to integrate with Paradigm.	M
27	The ability to link weight to system to compare pricing.	M
28	The ability to charge/apply charges to trucks or people for scale house facility use.	M
29	The ability to track materials by type.	M
30	The ability to track environmental regulations.	M

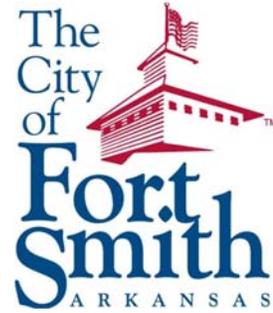
#	Operations Requirements	Priority (M/V/N)
13.1	Operations	
Operations: Streets		
1	The ability to support multiple levels of operations.	V
2	The ability to provide a citizens portal.	M
3	The ability to provide streamlined/real-time intra-departmental communications.	V
4	The ability to issue and manage work order workflow.	M
5	The ability to integrate with Facebook for community communications/announcements.	M
6	The ability to support requests via various methods.	M
7	The ability to provide process workflow management.	V
8	The ability to provide reporting trends.	V
9	The ability to provide a maintenance program.	V
10	The ability to provide inventory of regulatory signs.	V
11	The ability to track maintenance of signs.	V
Operations: Personnel		
12	The ability to capture labor hours against a work code or type of work.	M
13	The ability to charge pay rates to work codes/work completed (Payroll integration).	M
14	The ability to provide inventory tracking of FA.	V
15	The ability to provide bar code capability.	V
16	The ability to track training in the system (Training module).	V
17	The ability to track work order assignments/hours on work completed.	V
18	The ability to flag pay rate thresholds.	M
19	The ability to provide alternate pay/work codes (Payroll integration).	M
20	The ability to support various pay rates in a single day of work (Payroll integration).	M
Operations: Miscellaneous		
21	The ability to provide inventory counts.	M
22	The ability to maintain fleet repair/replacement history.	M
23	The ability to track inventoried parts in the system - Information Management System.	M
24	The ability to provide Inventory Management module.	M
25	The ability to provide Warehouse Storage module.	M
26	The ability to provide bar code capability.	M

A Request for Proposal From City of Ft Smith, AR

#	Internal Audit Requirements	Priority (M/V/N)
14.1	Internal Audit	
Internal Audit: Overall		
1	The ability to create an "audit universe."	M
2	The ability to load all auditable items into "risk assessment."	M
3	The ability to use a risk assessment score to identify audit plan for the year.	M
4	The ability to create, generate & track tickets for audit assignments	N
5	The ability to upload transaction data into system.	M
6	The ability to perform statistical analysis on internal audit data.	M
7	The ability to provide robust reporting functionality.	V
8	The ability to provide user role functionality.	M
9	The ability to provide workflow management.	N
10	The ability to provide a customizable reporting tool.	N

SECTION VI.EXHIBIT 1 – ORGANIZATION STRUCTURE





Memo

To: Carl Geffken, City Administrator
CC: Jeff Dingman, Deputy City Administrator
 Naomi Roundtree, Human Resources Director
From: Jennifer Walker, Finance Director
Date: 11/03/2016
Re: Finance Department Restructure

Value Proposition

The City of Fort Smith Finance Department strives to provide accurate financial reporting and safeguarding of assets through controlled processes in a lean environment. We are working to refine our departmental structure in order to be better prepared to face the challenges of our City in the coming years. In the beginning stages of this process, we have identified the Finance Department’s key functions and roles.

Below outlines the steps that have been taken to determine the necessary organizational structure to effectively steward the City’s assets. Organizational charts and financial impact details are attached for reference.

Define Core Processes / Key Functions

Finance has process mapping for most of these functions on an as-is basis. We will refine these maps in conjunction with new ERP system implementation. Initially, the functions we provide are listed below:

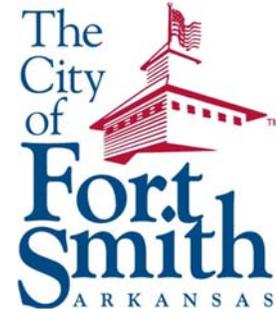
Accounts Payable	Procurement	Budget	Utility Billing
Accounts Receivable	Bonds	Financial Reporting	Collections
General Ledger	Treasury/ Cash	Fixed Assets	Grants
Payroll	Contracts	Insurance	
Business Licenses	Parking Deck		

Job Titles

There are varying degrees of expertise necessary to competently manage the key Finance functions. The following job titles will be used to identify jobs assigned to each function.

Director	Controller	Officer
Manager	Sr. Staff Accountant	Accountant
Sr. Analyst	Analyst	Specialist
Sr. Clerk	Technician	Attendant

Memo



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Workload Assignment

This assignment is relative to the currently largely manual work environment. Note that we expect to achieve additional efficiencies upon implementation of the ERP system.

Key Function	Resources Needed (in FTE's)
Accounts Payable	2 Specialists
Accounts Receivable	1 Specialist
General Ledger	0.5 Sr. Staff Accountant
Payroll	1 Analyst, 1 Specialist
Procurement	1 Agent/Officer, 1 Specialist
Bonds	1 Specialist
Treasury	1 Analyst
Contracts / Grants	1 Accountant, 1 Specialist
Budget	1 Analyst
Financial Reporting	1 Sr. Analyst
Fixed Assets	0.5 Sr. Staff Accountant
Insurance /Property	1 Specialist
Utility Billing	6 Technicians, 5 Sr Clerks, 1 Specialist
Collections	5 Specialists
Parking Deck	1 Attendant
Admin/Management	1 Director, 1 Controller, 4 Managers

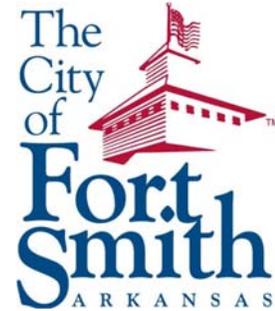
Organizational Structure

A current “As-Is” org chart and Phase One “To-Be” org chart is attached. Current headcount is 35. Proposed headcount temporarily increases to 39 but will decrease in Phase Two. The new ERP/Accounting system needs to be implemented before Phase Two is finalized. A valuation of current jobs vs proposed jobs has been analyzed in preparation for the 2017 budget. Below is a summary of changes in Phase One:

1. Split the Accounting & Financial Reporting manager into two positions: Accounting Manager and Financial Reporting Manager in order to better support financial reporting and budgeting functions in the department.

Memo

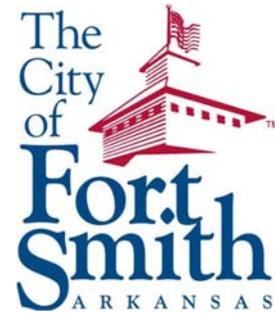
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Re: Finance Department Restructure



2. Split Office/Budget Coordinator into two positions - this position currently handles several functions including bonds activities, budgets, and office coordination. The Consent Decree has increased bond payment activity exponentially, and this work requires a great deal of time and attention. New positions are: Budget Analyst and Bond Specialist; office coordinator functions will be absorbed by respective functional areas. The Bond Specialist position will be 100% funded out of the Water & Sewer Fund and is included in the list of approved Consent Decree positions presented in 2015.
3. Change Procurement Manager to Procurement Agent/ Contracts Officer, as duties of this position will be narrowed to specific procurement functions and oversight of contract administration.
4. Add Insurance Specialist. Safety functions will transfer to the HR department. The Insurance Specialist will assume all property and fleet insurance duties.
5. Add Contracts Specialist. This position will provide an overall administration and facilitation of City contracts in a single repository and review process. This will allow for better control over contract language and oversight.
6. General Ledger Accountant will be combined with Fixed Asset accounting functions to create a Sr. Staff Accountant position that will address Fixed Asset maintenance and accounting entries and General Ledger reconciliation duties.
7. Add a Treasury Analyst. This position will oversee the banking and investment activities and will assist the bond specialist with investment of bond proceeds and repayment functions. These duties are being removed from the direct activities of the Finance Director and Controller to a more specialized function due to increases in activity with new Bond Issues and consent decree work.
8. Add a Sr. Financial Reporting Analyst. This position will oversee more specialized monthly financial reporting that will be available in the new accounting system. The addition of this position will allow more effective reporting to the Board of Directors, Admin, Departments, and the public via a data portal on the City's website.

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9. Change Grants Administrator to a Grants Accountant. Several years of audit findings with the grants reporting activities necessitate changes in the way the City's grants are managed and tracked. This position will now encompass full accounting activities and accountability for grants at the City.

10. A Utilities Analyst could provide additional support in the Utility Billing ERP transition, project concern reporting, and Bond spending financial reporting. Currently, this position is not budgeted or included in the Phase One "To Be" organizational chart. This position would be most useful once the new accounting system is in place and more powerful reporting can be achieved. It would be funded 100% by the Water/Sewer fund and is included in the list of approved Consent Decree positions presented in 2015. Finance has held off filling these positions until we are certain we can effectively utilize the positions.

Financial Impact

Total cost of the changes outlined above are approximately \$377,000. This figure is detailed in the attached table. The impact to the General fund is approximately \$132,000.

Ideally, we would appropriate funds to hire two positions immediately – the budget analyst and the financial reporting analyst. These two positions will be working on the budget document and the CAFR, both of which take place in the first quarter of 2017. If we were to hire those positions by the end of November, we would need an appropriation of approximately \$13,100 (General Fund Impact \$5,600).

Closing

I am very excited about the opportunities that await the Finance & Accounting Department at the City of Fort Smith. We are working diligently to ensure that we have the right people doing the right jobs with the right opportunities for training, development, and career advancement. I believe the proposed organizational layout will provide a clear succession path and will develop bench strength that will greatly reduce the risk of a loss of institutional knowledge if a staff person leaves the organization. A successful organization is entirely dependent on its people, processes, and technology. This plan will ensure that our people are adequately supported in doing their jobs and have the skill sets needed to effectively steward the City's assets and support the operating departments within the City to improve business processes and plan for the future.

Finance Department Restructure - Financial Impact

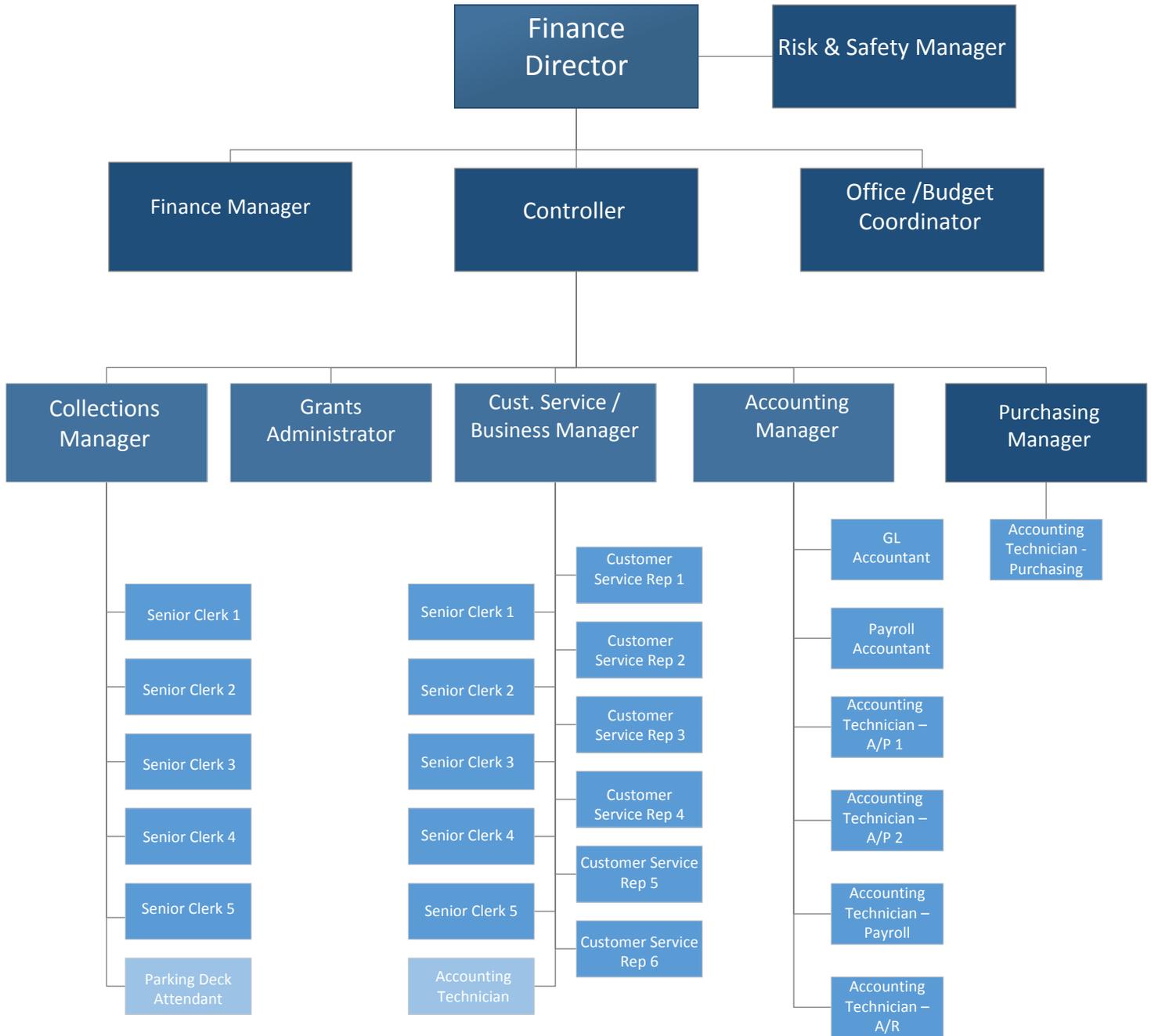
Study Session - November 8, 2016

Position	Base Salary	Benefits	Operating	Total Cost	General	Street	W/S	Sanitation
Office and budget coordinator	\$ (56,216)	\$ (14,574)		\$ (70,790)	\$ (30,440)	\$ (5,663)	\$ (26,192)	\$ (8,495)
Budget Analyst	55,580	14,494	5,000	75,074	32,282	6,006	27,777	9,009
Bond Specialist	56,216	14,574		70,790	-	-	70,790	-
Procurement/ Contracts Officer	no impact - salary/grade remain the same							
Insurance Specialist	52,187	14,065		66,252	28,488	5,300	24,513	7,950
Contracts Specialist	52,187	14,065	5,000	71,252	30,638	5,700	26,363	8,550
GL Accountant	(50,421)	(13,841)		(64,262)	(27,633)	(5,141)	(23,777)	(7,711)
Sr Staff Accountant	61,890	15,292	5,000	82,182	35,338	6,575	30,407	9,862
Treasury Analyst	50,421	13,841		64,262	27,633	5,141	23,777	7,711
Sr. Financial Reporting Analyst	61,890	15,292	5,000	82,182	35,338	6,575	30,407	9,862
Grants Accountant	no impact - salary/grade remain the same							
	\$ 283,734	\$ 73,207	\$ 20,000	\$ 376,941	\$ 131,645	\$ 24,492	\$ 184,066	\$ 36,738
2016 Appropriation (early December hire)				\$ 13,105	\$ 5,635	\$ 1,048	\$ 4,849	\$ 1,573
Total Annual Cost				\$ 376,941	\$ 131,645	\$ 24,492	\$ 184,066	\$ 36,738



City of Fort Smith Finance Department "AS-IS"

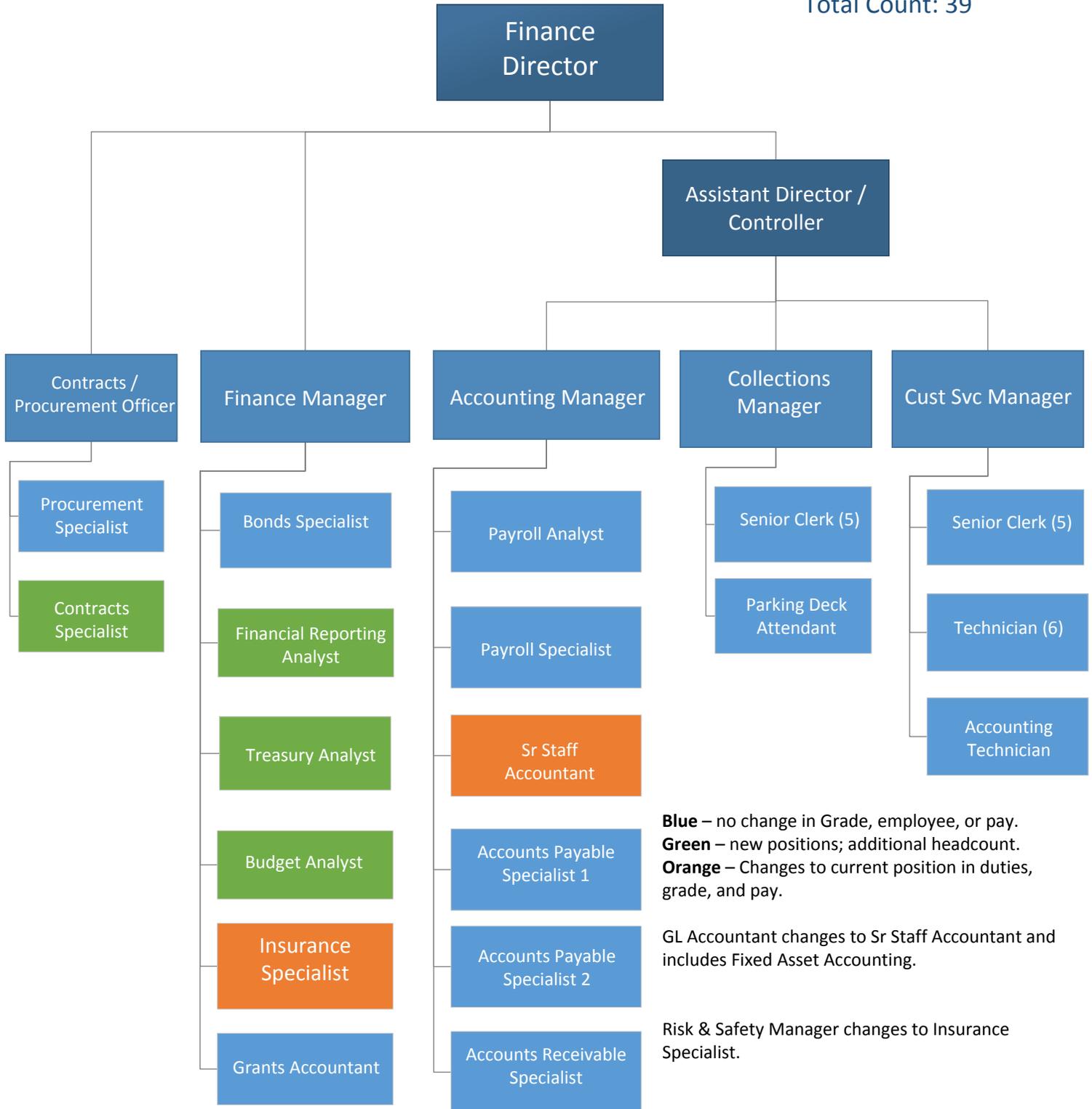
Total Count: 35





City of Fort Smith Finance Department "TO BE" PHASE 1 – 12/31/16

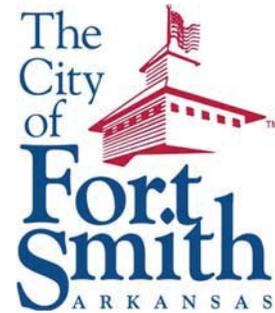
Total Count: 39



Created October 1, 2016

Memo

To: Carl Geffken, City Administrator
CC: Jeff Dingman, Deputy City Administrator
Naomi Roundtree, Human Resources Director
From: Jennifer Walker, Finance Director
Date: 11/03/2016
Re: Contract Manager Feasibility



3b

The Board of Directors has discussed the idea of creating a Contract Office and/or Contract Manager a few times over the last year. Today, I am presenting some information regarding the practice of Contract offices in governmental agencies to support the discussion. Historically, contract management has been a decentralized activity at the City with each department responsible for negotiating and executing their own contracts, or preparing their own contracts for presentation to the Board of Directors for approval. Typically, legal will review large dollar contracts. Additionally, contracts that require Board authorization are required to be kept on file in the City Clerk's office.

What is Contract Management?

Contract Management is the administration of contracts between an organization and its vendors. This administration involves several activities:

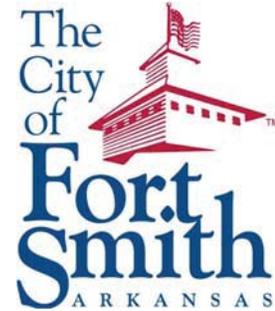
- Creation of a contract, whether standard form or written from scratch, has to be created and edited as negotiations progress. This includes possibly utilizing contract templates and standard contract language profiles.
- Negotiation of the contract to ensure that the best possible contract is available to both parties.
- Adherence to the contract terms and conditions. This includes reporting requirements and deliverables.
- Service Level Agreements (SLA) and Key Performance Indicators (KPI) are set on some contracts to manage the day-to-day performance of the vendor.
- Managing changes that may be required as the relationship changes and/or the project progresses.
- Documenting any changes to the agreed upon conditions of the contract.
- Analyzing and reporting the benefits that become available from the contract.

Challenges of a decentralized contract management system

One of the primary challenges of a decentralized contract management system is that of consistency in creating, negotiating, and tracking contracts across the City. We hope to mitigate this challenge by utilizing the Contract Management Module in the proposed ERP project. This module will create a central repository of executed contracts. If utilized properly, the module will include the major terms and conditions of each contract in a searchable and reportable database and will include the ability to track costs and spending against the contracts. This greatly alleviates the challenges of consistency once the contract has been fully executed. The Contracts

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Module in the proposed ERP project is a great starting place, however, there are much more robust contracts management systems available in the market.

A contract management module (or other system) does not address the challenge of consistency in contract *creation, negotiation, and execution*. Ideally, the City should implement a consistent approach to the entire contract management cycle, including the creation, negotiation, and execution phases of the contract cycle. The most controlled method of ensuring consistency in these phases is to create a centralized Contracts Office that participates in each phase of the contract cycle and signs off on every contract executed by the City to ensure consistent practices are followed.

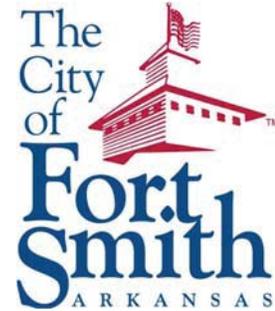
The creation of a centralized Contract Office is also often the most expensive method of control, as it requires additional personnel costs to staff the office. Another drawback to this method is that it frequently adds time to the process of executing a contract. This can be frustrating for operational departments and should be actively monitored, if chosen, to ensure that the contract management process is as efficient and effective as possible.

A Contracts Office could support all of the City's operational departments by either doing or assisting in the following activities:

- Drafting, Evaluation, Negotiation and Execution of various types of contracts, Purchasing Agreements, Sub Contracts, Consulting Agreements, Master Agreements, etc.
- Serve as the point of contact for customers/vendors on contractual matters, ensuring timely review and approval / reconciliation of variations.
- Provide redlined recommendations and often negotiate directly with attorneys or purchasing staff until consensus has been reached
- Maintain contractual records and documentation such as receipt and control of all contract correspondence, customer contact information sheets, contractual changes, status reports and other documents for all projects.
- As needed, provide guidance on contract matters to project managers or other operational staff, including training to new project managers and other employees in contracting practices and procedures.
- Develop and implement procedures for contract management and administration in compliance with City policy.
- Monitor compliance by City employees with established procedures. Identify areas of recurrent pressure.
- Work with Finance to coordinate contractual insurance requirements.

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- Work with Finance to ensure adherence to broader finance and risk requirements such as revenue recognition. May include evaluating economic impact of terms and term options.
- Ensure that signed contracts are communicated to all relevant parties to provide contract visibility and awareness, interpretation to support implementation.
- Monitor transaction compliance (milestones, deliverables, invoice review etc.)
- Oversee Service Level Agreement Compliance
- Ensure contract close-out, extension or renewal.

Working with State and Federal Government agencies includes even more complex agreements, contracts, and grants. The positions in a centralized Contract Office would work closely with the City's Grant Accountant to ensure state and federal contracts were being properly managed. It is important to note that in past reviews performed by the City's external auditors, the departments that participate regularly in state and federal grants, have performed exemplary in their understanding, execution, and reporting on grant requirements. We would need to really consider the impact centralizing that responsibility might have on those departments that have already demonstrated excellence in the field. The CDBG, Transit, Fire, and Police departments already have established processes and regular participation in such grants.

Another challenge of a centralized Contract Office is that the personnel in the contract office may not have the expertise to understand all details of a particular contract. For example, some contracts require engineering and/or construction experience to understand all of the terminology and requirements in a contract. It is imperative that the Contract Office continue to work closely with the operational departments to obtain the expertise needed to evaluate such contracts.

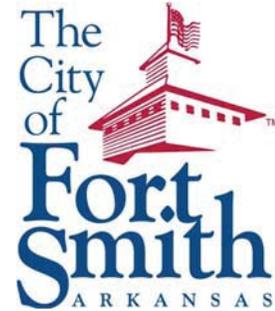
Job Titles

The following job titles are commonly utilized in the management of contracts:

- Contract Specialist – covers pre-award and post-award procedures and conduct the contracting process from requirements description through contract delivery.
- Contract Negotiator – requires specialized knowledge of negotiation techniques to meet and reach agreement with proposed contractors on price and performance terms.
- Contract Administrator – require specialized knowledge of post-award procedures to ensure compliance with terms of the contracts, to determine reasonableness of claims, resolve disputes, and other problems of obligation; includes negotiation of modifications.
- Contract Termination Specialist – require specialized knowledge of post-award procedures for terminations for convenience or default and in claims and settlements.

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- Contract Price/Cost analyst – require specialized knowledge of cost/price analysis techniques to evaluate cost and/or price proposals, contract changes, and final contract pricing; recommend cost negotiation objectives and/or participate in cost negotiations.

Additional job titles denoting delegated authority to sign contracts includes:

- Contracting Officer
- Procuring Contracting Officer
- Administrative Contracting Officer

According to federal contracting guidelines issues by the federal Office of Procurement Management, the above positions are generally graded GS-5 through GS-15. These pay scales range anywhere from \$28,000 all the way up to \$105,000.

Even among federal agencies, the organizational placement of contracting functions varies considerably. Larger agencies have highly structured and centralized organizations while small agencies have less formalized structures. Finance recommends that any movement toward a centralized Contract Management office be taken in small movements.

If the Board of Directors desires a move toward a centralized Contract Management Office, Finance recommends adding a Contract Specialist position to the Purchasing team at this time. A Contract Specialist would be assigned approximately a grade 11 with a salary range of (entry level) \$43,160 to (midpoint) \$52,187. This position would be responsible for ensuring consistent implementation of the Contracts Module in the proposed ERP system and would work closely with departments to implement standard contract language, review all contracts during the creation/negotiation period, and perform a signoff of the contract prior to final execution (after legal review). This position would be primarily administrative in nature and would focus on tracking, reporting, and compliance. The specialist would report to the Purchasing Manager, whose title may change to Purchasing/Contracts Officer if so desired.

After one year, the position and activities could be evaluated to determine if efficiencies and increase in control has been achieved at a desired level. At that time, City staff could make a recommendation to the Board on whether the move to centralize activities has been helpful and should be continued, or another approach should be evaluated.