

Addendum #2



Capital Project Committee

Project Information

Project Name:	Finance Assessment RFP
Bid Number:	RFP #FD20-06-102
Date:	July 14, 2020
Project Manager:	Paul Fetherston

Addendum Items

Item 1	Due to the corona-virus, the City is requiring the following for submitting proposals:
	see attached instructions for submittal of proposals
Item 2	Is there a budget for this project? There is no specific appropriation or budget for this.
Item 3	The RFP notes that a new ERP solution is being implemented. What solution(s) was/were chosen? Who is managing that implementation and what is the anticipated timeline for the phases of the implementation project? The solution selected was Oracle and is being managed under an internal Project Manager with third party implemeter SCI. It is the intention to have the Finance (including Purchasing) and Human Resources functions to be implemented in the fourth quarter of 2020.
Item 4	The RFP notes that a decision will be made on a new Finance Director by Nov 1. What would be the expectation of the role the new Finance Dir would play in the assessment process or that the assessment process would play in helping finalize the characteristics, focus areas, or onboarding plan for the Finance Director? There is no expectation at this time - it is a point for discussion between the vendor selected and the City. Since the City has an executive recruiter managing the recruitment for position, it is not anticipated that the assessment will be utilized for characteristics or focus areas during the recruitment process.
Item 5	According to the RFP, final work product is due March 15. With vendor decision happening the week of August 17, is there a reason the work is expected to go on that long? The intention for putting a March 2021 date out there is to accomodate discussions between the vendor and the City about the timing to start the assessment. Would the City be open to a more succinct process that could help inform the Finance Director selection process? The City is open to discussion, with the understanding that the Finance Director hiring process is in full swing and largely running separate from the assessment process.
Item 6	Is it expected that all meetings and interviews will take place onsite? No. We are noting that items five and six in the City's COVID-19 Risk Mitigation plan seem to indicate that virtual meetings are preferred whenever possible. Is it the City's preference to have the bulk of the meetings in-person, remote or a blend of the two? A blend, as appropriate based on the needs and conditions at the time.

Item 7	What ERP system is being implemented? The City is implementing Oracle.
Item 8	What information systems are you using for utility billing, payroll, budgets, and sales tax administration? The information requested is provided below.
	a. Utility Billing – CommunityPlus (Central Square)
	a. Payroll – NovaTime and FinancePlus (Central Square)
	a. Budget - Questica (TeamBudget)
	a. Sales Tax – Innoprise & Citizen Access (Harris)
	a. Accounting – FinancePlus & CommunityPlus
Item 9	Are there personnel that perform Accounting functions in other departments? For example, would the Parks department have a finance analyst or accounting clerk in addition to the FTEs listed in the RFP? The Finance function in the City of Greeley is currently largely decentralized.
Item 10	What is the budget in hours for this project? There is no specific dollar amount or hours appropriate for this assessment.
Item 11	Has there been any alleged or suspected fraud that you can disclose? No. This is an organizational and operational assessment of the Department structure and options.
Item 12	We would anticipate performing most of the work remotely and have the tools and capabilities to do so. Would the City prefer virtual or on-site work? The City is open to a combination of on-site and remote work – whatever is most appropriate at the time and under the circumstances when the assessment gets underway.
Item 13	Are there specific business challenges, issues, or needs driving this request for an organizational assessment? If so can you please elaborate on the drivers for this project? This assessment is being done because it is considered best practice within local government to conduct organizational and operational assessments of departments of one to two departments per year in order to ensure the Department is organized and operating as effectively as possible.
Item 14	What do you see as the most challenging aspects of doing this work (at all, as externals to the organization, etc.)? The City does not foresee challenges to doing this work.
Item 15	What characteristics of previous or current external vendor partners do you particularly like and seek for this project? Experience in conducting assessments and developing reports and recommendations that are frank assessments and actionable.
Item 16	Has the City determined a budget for this project? If so, can it be shared? There is no budget specifically allocated for this assessment.
Item 17	Can the City please confirm what ERP system is being implemented, and what software is being replaced as a result of the ERP Velocity project? The City is implementing Oracle.

Item 18	In addition to the project's employee engagement component, would the City prefer that proposers include a public engagement component as well? If so, should proposers plan to incorporate data from the City's current approach to gathering customer feedback on the Finance Department's webpage? The City does not anticipate a public engagement component of this assessment.
Item 19	Does the organization have a general competency model that would apply to the involved staff? If so, would the City be willing to provide this to the successful proposer? The City is starting to implement Korn Ferry leadership competencies within the organization.
Item 20	Can the City please confirm if any performance measures are currently being collected? If so, would the City be willing to provide this data to the successful proposer? The City has some performance measures that are being collected which will be shared with the successful vendor.
Item 21	What is the City's budget for this project? This will help us determine the depth of coverage the city is looking for in this assessment. As an example, we have done whole assessments on an entity's procurement function alone. There is no specific budgeted appropriation for this assessment.
Item 22	Is there an incumbent provider the City currently has a contract with or has recently worked with in the past on similar assessments, such as an outsourced internal audit firm? If so, please identify this firm(s). The City does not have an internal audit function and has used the City's auditor for appropriate specific needs. It is important to note that this is not an audit – this is an organizational and operational assessment.
Item 23	Does the City have documented organizational charts for all positions within the Finance Department? The Department maintains an organizational chart.
Item 24	Does the City have documented flowcharts for the various processes within the Finance Department, including identification of key controls? The Department has some processes mapped.
Item 25	Please provide a list of all Finance Department policies within the scope of this assessment or a link to where these policies are housed. The assessment is intended to look generally at how the Department operates and determine which policies are the highest to lowest priority for modification.
Item 26	What would the City consider to be "Peer Cities" in terms of size and structure? This would be an item for discussion between the vendor and the City upon selection.
Item 27	Is the City looking for a firm fixed price or time and materials based proposal? The City prefers a fixed fee proposal.
Item 28	Does the City require presentation of hourly rates within the proposal? As the City is seeking a fixed fee proposal, hourly rates should be outlined for informational purposes as to the calculation of the fixed fee proposal and for any work requested outside of the assessment's scope.
Item 29	The RFP states: "If the selected proposer requires additional meetings with staff for the best interest of the project, the proposer must receive authorization from the city prior to scheduling these meetings." What is the purpose behind this requirement? Prevention of budget overrun? A heads up for staff on expected participation? The purpose is multi-faceted including those outlined in the question.
Item 30	Is the City operating in-person/on-site, or are staff working remotely? The City is currently operating both in person and remotely.
Item 31	Does the City have a preference as to whether the vendor conducts work on site or remotely? The City expects that the work be completed through a mixed approach depending on the needs and the circumstances at the time.

Item 32	Who are the key stakeholders of the Finance Department? This would be a discussion between the City and vendor selected. Typically, the stakeholders include all City Department Heads, financial positions in other Departments, and the City Manager's Office.
Item 33	Why did the former Finance Director leave? The former Finance Director resignation indicated the need to care for an ill family member.
Item 34	What is the impetus for this assessment? Why was the Finance Department chosen for such an assessment over other City departments? It is best practice within local government to conduct organizational and operational assessments of departments of one to two departments per year in order to ensure the Department is organized and operating as effectively as possible. The Finance Department is in the rotation this year following the completion of two assessments of other Departments this past year.
Item 35	In addition to anticipated growth, can the Department please provide additional reasons on why it is investing in this project? (high manual efforts, high error rates, low customer service, etc.) This assessment is being done because it is considered best practice within local government to conduct organizational and operational assessments of departments of one to two departments per year in order to ensure the Department is organized and operating as effectively as possible
Item 36	What is the current status of the ERP implementation project? Given the timeline outlined in the RFP, are there Finance resources that will be participating in both the ERP implementation and this project (or does the Department plan on using different resources for each project?) The ERP is in the final stages of implementation with a projected go-live in the fourth quarter of 2020. Response to 2nd part: Yes.
Item 37	Why is the Department launching this project without the new Finance Director in place? Project success is highly dependent on an engaged Executive Sponsor who provides overall guidance, direction, and leadership. Please review the RFP which states that the City and vendor will discuss the timing of the assessment - and whether completing before or after the hire of a Finance Director is best. It is important to note that the Executive Sponsor of these Departmental assessments has been the City Manager's Office.
Item 38	What resources in what areas does the Department foresee dedicating to support this project? The City will make appropriate resources available within the Finance Department, City Manager's Office and stakeholder Departments as necessary.
Item 39	Clarify Article 29 – Compliance with C.R.S 8-17.5-101? Clause C requires Consultant to confirm eligibility either through E-Verify program or the Colorado Department of Labor and Employment Program.

**ONLY ELECTRONIC RFP RESPONSES WILL BE ACCEPTED DURING THE
COVID-19 EVENT**

Instructions for electronic submittal.

Email your RFP Response to purchasing@greeleygov.com. Submit your RFP response to this email only – please do not email to multiple people. Only email's sent to purchasing@greeleygov.com will be considered as responsive to the request for proposals. Emails sent to other City emails may be considered as non-responsive and may not be reviewed.

Proposals shall be submitted in a single Microsoft Word or PDF file under 20MB

The RFP number and Project name **must be noted** in the subject line, otherwise the proposal may be considered as non-responsive to the RFP.

Electronic submittals will be held, un-opened, until the time and date noted in the RFP documents or posted addenda.