



CITY OF PITTSBURGH
OFFICE OF MANAGEMENT AND BUDGET

Request for Proposals (RFP) for Professional Services
Budget Management System

RFP Released: January 2, 2015
Response Due: January 30, 2015
Vendor Presentations: February 16-17, 2015
Final Selection: February 20, 2015

City of Pittsburgh
Office of Management and Budget
City-County Building, Room 526
414 Grant Street
Pittsburgh, PA 15219
Phone: 412.255.2640
Fax: 412.255.4899

I. Introduction and Background

Request for Proposals

The City of Pittsburgh (the “City”) seeks to acquire a budget management solution from a third party vendor for implementation in fiscal year 2015. This solution will be used by the City’s Office of Management and Budget (“OMB”), and the Council Budget Office (“CBO”) of Pittsburgh City Council. The solution will be utilized throughout the entirety of the budget development cycle. The solution should provide functional capabilities to construct, manage and monitor both the operating and capital budgets. The desired solution should provide functionality related to expenditures, revenues and personnel staffing thus enabling comprehensive budget management. In addition to the two main user groups OMB and CBO, the solution will also be used by various other City departments to aid in the development of both operating and capital budget requests.

The City requests proposals for a solution that provides budget management software that integrates with systems currently employed throughout the City. These systems include: JD Edwards ERP, eCivis Grants Management Software, Accela, Cartegraph, Qsend, and Ceridian personnel management system. The solution should be flexible and adaptable, thus allowing integration with new systems chosen by the City in the future. In addition, the solution must operate within the confines of current City hardware and information security policies. Ideally, the solution will be accessed through a web-based portal and hosted on the cloud.

The City seeks to purchase a budget solution that has been implemented in comparable public sector jurisdictions. These analogous entities should demonstrate efficient and effective operation throughout the budget preparation and subsequent management processes.

The vendor will be responsible for the implementation of the budget solution, thus absolving the City of any software development. This implementation should be comprehensive and carefully structured as to not disrupt any stage of the budget preparation or management processes carried out by OMB and CBO. Implementation refers to all processes required to provide OMB and CBO a complete and functional system. The vendor should submit an implementation plan detailing planning, analysis, design, implementation, interfaces, data integration, testing, training, data conversion assistance, end use and technical documentation, project management, and post-implementation warranty support.

The City expects the selected vendor to implement the solution as to be operational within fiscal year 2015 so that the solution can be used to develop the 2016 operating and capital budgets.

Overview

City of Pittsburgh

The City of Pittsburgh, located in Allegheny County, Pennsylvania, is a community of 305,841. Operating under a strong-mayor system of governance, twenty-two individual departments are responsible for the deliverance of services throughout the City along with the internal administration of functions within individual departments. The City’s Office of Management and Budget is tasked with the responsibility of creating the Mayor’s annual budget, which is proposed to City Council for amendments and final approval. Further, OMB oversees expenditure related activities of City departments. The budget management solution will be used primarily by OMB for the creation of the Mayor’s proposed budget. Additionally, the system will be used to monitor/manage the final budget approved by City Council.

The annual operating budget funds individual departments through a variety of subcategories that cover both personnel and non-personnel expenses. Revenues for the city are collected from the levy of a portfolio of tax and non-tax charges; included but not limited to taxes, grant money, charges for services, intergovernmental transfers, and the collections of fees related to the issuance of licenses and permits.

Personnel related activities, including workers' compensation, benefits, and payroll are administered through the City's Department of Personnel and Civil Service Commission. A large portion of the City's workforce operates under union status. In total, the City manages relationships with nine collective bargaining units distributed throughout various departments, bureaus and agencies. The City's fiscal year is based on a calendar year.

Operating Budget

The operating budget is the vehicle by which the City of Pittsburgh operates day-to-day services such as public safety, public works, parks & recreation, general administrative services and other municipal functions. In 2015, the City will operate under a budget of \$507.8 million of expenditures and \$516.6 million of revenue. This is an annual line item budget that covers salaries, employee benefits, maintenance, supplies, equipment, and other recurring operating costs. The operating budget also includes pension payments, workers compensation expenses, and debt service. These services and expenses are funded by revenues derived from taxes, license and permit fees, charges for services, and other sources. The operating budget is balanced with estimated revenues equal to or greater than expenditures.

The City's financial reporting system is organized on a fund basis consisting of two major types governmental and fiduciary. Governmental funds are used to account for most of the City's overall activities and include the General Fund, the Capital Projects Fund, the Community Development Fund, the Debt Service Fund and Special Revenue Funds. Fiduciary funds include the Pension Trust Funds and all agency funds. The Operating Budget shows object account detail for subclasses within each department using the JD Edwards Chart of Accounts. Each of the subclasses listed below contain on average ten account line items that pertain to that specific subclass.

- Salaries & Wages
- Employee Benefits
- Professional & Technical Services
- Property Services
- Other Services
- Supplies
- Property
- Miscellaneous
- Debt Service

Capital Budget

The capital budget provides funding and support for the City of Pittsburgh's long-term investment in infrastructure, blight remediation, and public improvement. Projects funded by the Capital Budget include long-lived construction projects, demolition, and economic development. Funding for the capital budget is made up of pay-as-you-go transfers from the operating reserve, general obligation debt, the City's Community Development Block Grant award from the Department of Housing and Urban Development, and additional funding from federal and state sources. The Capital budget varies in size from year to year based on the availability of funding. The 2014 Capital Budget totaled \$52.4 million, and the 2015 Capital Budget approved by City Council totals \$76.7 million.

The capital budget is broken down into approximately 65 projects, grouped into six functional areas (Engineering and Construction, Facility Improvements, Public Safety, Neighborhood and Community Development, Vehicles and Equipment, Administration and Pass-Through). Information provided for each project includes a detailed description, a mapped location, an expected impact on the operating budget, a justification for the project, and the estimated funding level of the project for the next six years.

Trust Funds

In addition to the Operating and Capital Budgets, the City maintains a variety of Trust Funds used to carry out functions throughout the City. These accounts are primarily used to fund special initiatives throughout the City. Revenues generated by specific enterprise activities are often held within these accounts. These revenues are often used to cost-share/cover the salaries of personnel, indirect, and equipment costs related to said activities.

Current Process

The City currently uses internally developed Microsoft Excel templates to track, construct, modify and publish reports/documents established throughout the budget development cycle. A variety of excel files (i.e. revenues, personnel budget, expenditures trust funds etc.) are developed independent of one another. These files are subsequently linked together to develop the Mayor's proposed budget. Any analysis used to update these files is performed either within said file, or in other excel worksheets coded with formulas. Data imported to these files are exported from the JD Edwards Financial Software or other databases holding information related to personnel, benefits etc.

Operating Budget

The City's fiscal year begins in January. The annual Operating and Capital Budget appropriation are effective at that time. The budget development cycle begins in June when OMB forwards a memo (a Decision Proposal from in .docx format) detailing the budget preparation process/communication expectations to individual City departments.

Departments then develop goals, objectives and budget proposals to forward to their respective budget analyst within OMB. Following internal review by OMB, meetings are scheduled throughout July with the individual department to review their submitted Decision Proposals. From these meetings, OMB compiles a summary of key policy issues to be presented by the Director of OMB for review by the Mayor. These policy changes include: position change logs, vacancy logs and budget issues which are tracked in Microsoft Word. In August, the Mayor makes final policy decisions based on the departmental requests.

Concurrently, revenues (e.g. tax, licenses permits and fees, charges for services, intergovernmental revenues, fines and forfeitures, interest earnings and miscellaneous revenues) and expenditures (salaries, personnel costs, pension costs, paygo, contracts etc.) are forecasted for the upcoming fiscal year. These figures are based on subsequent year-actual data and generated through trend analysis using Microsoft Excel. Health benefits, pension contributions and workers' compensation contributions are budgeted with reference to actuarial reports and growth projections. Revenue forecasts are used as the basis to fund costs related to the strategic goals/objectives proposed by the individual departments along with general governmental expenses. Further, the City uses the abovementioned data to construct a five year plan outlining revenues in relation to expenditures.

Using the final policy decisions provided by the Mayor, OMB incorporates all changes into the budget document. Monies are then proposed to be appropriated to individual departments under the nine subclasses, and their individual components, listed earlier in this document (referenced on page 3).

Operating under the Pennsylvania Act 47 Program for financially distressed cities, the City submits a budget to the Intergovernmental Cooperation Authority (the City's financial oversight body) in September for approval. The budget is then modified to meet the expectations/requirements of the ICA.

In November, the Mayor presents the Operating Budget, and Five-Year Plan, to City Council. The City Council Budget Office then conducts preliminary budget meetings with individual departments to discuss their respective budgets. City Council conducts televised budget hearings wherein the departments' directors discuss the budget with members of Council and the Council Budget Office. City Council Members then amend the budget to incorporate their priorities and goals. A final version is produced and approved by City Council.

Capital Budget

Proposals for projects requesting capital funding are submitted by departments to OMB in a Microsoft Word document. The proposals are then printed and distributed to members of the Capital Program Facilitation Committee (CPFC), who rank the proposals on a prioritization scale. This information is provided to the Mayor, Council, and the Office of Management and Budget as an advisory document.

Prospective projects are then entered into a Microsoft Excel database, along with over fifty data points associated with each project such as project descriptions, funding levels over a six-year timeline, remaining balances from prior years, and unique ID numbers. In addition, the database includes information for between one and thirty-five “deliverables” for each project, providing locations, timeframes, and costs for jobs associated with larger projects. Throughout the budgeting process, changes are made to the database.

When the document is ready to print, a mail merge is run, creating a set of project pages with information populated by the database. Map images are added to those project pages that include locational data. An introduction, table of contents, and appendices are also added. The document is digitally bound together and presented to City Council by the Mayor concurrently with the Operating Budget. City Council makes additional adjustments through amendments to the legislation, and the final document will be produced and approved by City Council.

Personnel Budget

The Personnel Budget, located within the Operating Budget, is a list of positions for each department. The page contains the positions budgeted, how many of each position the department can fill, and the respective salaries for those positions. The salary for each position is linked to a salary table depending on which union that position is associated. The City of Pittsburgh currently has nine different unions. Each salary table contains a series of steps and grades. Each step contains seven grades (A thru G). It is imperative that each position is linked to the correct salary table, step, and grade. Over two thirds of the City’s budget is dedicated towards personnel costs, employees’ salaries, wages and benefits. Analyzing personnel costs is an essential component to the budget process.

Vision

The City wishes to modernize the manner under which budget creation and budget management are executed for both the operating and capital budgets. The narrative above highlights a process that is rooted in labor intensive manual processes; excel based analysis and publishing, and high employee costs related to the collection and analysis of data. These abovementioned challenges often manifest into a process that proves cumbersome and unreliable.

The ideal solution would be one that eliminates the majority of the challenges experienced by those engaged in both the budget creation and budget management process. Within this document, the vendor will find a list of functional and technical requirements that the solution should possess. Equipped with the below mentioned functionality, the City will be empowered to perform high-level and detailed analysis to increase the transparency, accountability and stewardship surrounding the budget process.

Additionally, the solution should not impose unnecessary burden or strain on the information technology infrastructure of the City. The solution is expected to integrate with a variety of databases currently utilized by the City. The solution should seamlessly integrate with JD Edwards ERP system, eCivis Grants Management Software, Accela, leading personnel management solutions, and Microsoft Office. Integration with current systems employed at the City should prove reliable in accessing valid and accurate data. The City also desires a cloud based solution that will not be locally hosted on the City of Pittsburgh servers. It is expected that the vendor will maintain the system as to absolve City information technology of said responsibility, thus ensuring reliable and dependable access to the solution.

The City wishes to transform the manner in which it creates both the Operating and Capital budgets. The solution should provide the capability to facilitate and streamline workflow processes throughout the

budget development cycle. This workflow should converge to an approval body housed within OMB and CBO; all while providing access to individuals within various departments and bureaus. Access for non-OMB and CBO personnel should be customizable as to modify the rights of access, modification ability and visibility of components of the budget. It is the goal of the City that the budget preparation process will move away from linked spreadsheets, and rely on a fully integrated system to enable both construction/publishing and analysis throughout the budget development process.

The solution should provide capabilities to allow personnel in OMB, CBO and individual departments to monitor departmental budgets in real time. The solution should make available the functionality to perform sophisticated analysis of financial data (revenues and expenditures), generate predefined and customizable reports, and modify existing budgeted line items. Data utilized by the proposed solution should be pulled from existing databases employed by the City. OMB wishes to move away from querying and exporting data into Microsoft Excel workbooks for analysis and reporting. Further, the proposed solution should empower City personnel to develop and present data in a comprehensible, detailed and graphical manner. Also, the solution should embody the functionality to perform various permutations of the budget through financial modeling. This functionality should be dynamic and utilize what-if analysis, cost-benefit-analysis, and cost accounting capabilities.

The City is also interested in improving its budgeting process and transitioning to performance based budgeting, increasing the focus on City-wide and departmental strategies, goals, objectives, and performance. The proposed solution should be flexible enough to accommodate on-going improvements such as performance based budgeting and adoption of other leading practices.

While encompassing the abovementioned functionalities, the vendor should refer to the list of functional requirements, found within this document, for detailed specifications.

- End of Section -

II. Timeline

Submission

Below is the time line that the City of Pittsburgh will use when considering request for proposals.

- ◀ Issuance of request for proposals January 2, 2015
- ◀ Responses due January 30, 2015
- ◀ Vendor presentations February 16-17, 2015
- ◀ Final selection of approved vendor February 20, 2015

Implementation

The City requests that the vendor be prepared to implement the solution for the development of the 2016 Operating and Capital Budgets. Included in the initial proposals, the vendor should include a detailed implementation plan that outlines training schedules. Below is a timeline detailing the budget preparation cycle that vendors should use in developing implementation plans.

June 2015	<ul style="list-style-type: none">• Budget preparation process begins.• OMB forwards “decision proposals” to individual departments. Departments prepare structural/programmatic changes to be included in 2016 budget.
July 2015	<ul style="list-style-type: none">• OMB conducts individual meetings with departments to review submitted “decision proposals” and compile changes to present to the Mayor.• Changes included subclass budget modifications, personnel changes, program developments, revenue forecasting etc.
August 2015	<ul style="list-style-type: none">• Mayor makes final policy decisions based on departmental requests.• Using final policy decisions, OMB incorporates all changes into the budget document.
September 2015	<ul style="list-style-type: none">• City submits an operating and capital budget to the Intergovernmental Cooperation Authority (the city’s financial oversight body per PA Act 47 Program for financially distressed cities) for approval.• Budget is modified to meet expectations and requirements outlined by ICA.
November 2015	<ul style="list-style-type: none">• The Mayor proposes an Operating and Capital Budgets to City Council.• City council conducts departmental meetings and public hearings related to individual budgets.
December 2015	<ul style="list-style-type: none">• Council Budget Office incorporates changes resulting from public hearings and budget meetings conducted by City Council.• A final budget is created for Council Members to vote and approve.

The implementation plan should take into consideration the budget development cycle outlined above. Vendors can develop phased implementation plans as to provide the City with core functionalities in the creation and development of the operating and capital budgets.

- End of Section -

III. Steps to Submitting RFP

Inquiries and Requests for Clarification

In an effort to maintain fairness in the process, inquiries concerning this procurement, including questions related to technical issues are to be directed through email to the following contact. Questions over the phone will not be accepted:

Contact: Sam Ashbaugh
Title: Director, Office of Management and Budget
Email: sam.ashbaugh@pittsburghpa.gov

All questions concerning the RFP must reference the RFP page number and section heading. Questions will be answered and posted to the City's website in the form of addenda to the RFP. When addenda are issued, all firms are responsible for checking the City's website. The deadline for submitting inquiries and requests for clarification is Friday, January 9, 2015.

Form of Response

The vendor should follow these instructions/guidelines outlining the format and content of the proposal to be submitted to the City. This proposal process is intended to elicit responses that clearly communicate the Proposer's understanding of the City's requirements and needs. Additionally, the Proposer should clearly demonstrate their approach to delivering the recommended solution throughout the implementation process. The Proposer should detail a plan highlighting the level of support provided to the City after implementation. Proposers should only include the requested information outlined below.

All proposals should address the following items in the order listed below. Please number the responses with the corresponding number associated with the prompt.

Section 1 – Proposal Summary:

This section should discuss the highlights, key features and distinguishing characteristics of the Proposer and the recommended solution. On a separate sheet, include contact information for individuals involved with this Proposal. Limit this chapter to a total of three (3) pages excluding the separate sheet.

Section 2 – Profile of the Proposing Firm(s):

This section should include a brief description of the primary Proposer's firm size and organizational structure. Include a discussion of the primary Proposer firm's financial stability. Additionally, this section should highlight the firm's resources and capacity to successfully implement the recommended solution. Include all other firms participating in the Proposal. The abovementioned information should be supplied for all sub-contractors related to this project.

This section should include a listing of any lawsuit or litigation, and the result of that action resulting from (a) a public project undertaken by the Proposer or by its sub-contractors where litigation is still pending or has occurred within the last five years or (b) any type of project where claims or settlements were paid by the consultant or its insurers within the last five years.

Section 3 – Qualifications of the Firm:

This section should include a brief description of the Proposer's and sub-Proposer's qualifications. The proposer should highlight previous experience dealing with similar or related projects. Provide a description of pertinent project experience with other public municipalities and private sector. The description should include a summary of work performed, the percentage of work time the firm was responsible for, the period over which the work was completed, and the name, title, and phone number of at least 5 current clients to be contacted for references.

Section 4 – Work Plan or Proposal:

This section should present a well-conceived service plan. Include a full description of major tasks and subtasks. This section of the proposal should establish that the Proposer understands the City's objectives and work requirements and the Proposer's ability to satisfy those objectives and requirements. Succinctly describe the proposed approach for addressing the required services and the firm's ability to meet the City's schedule, outlining the approach that would be undertaken in providing the requested services. The City would like to use the solution for the development of the 2016 operating and capital budgets. Based on the Proposer's experience implementing the solution in similar organizations, the response should outline how this could be achieved, including any key project assumptions.

Section 5 – Project Staffing:

This section should discuss the level of staffing proposed to support this project, through both implementation and the years following. Key project team members should be identified by name, title and specific responsibilities on the project. An organizational chart for the project team and resumes for Key Proposer personnel should be included. Key personnel will be an important factor considered by the review committee. Changes in key personnel may be cause for rejection of the proposal

Section 6 – Proposal Exceptions:

This section should discuss any exceptions or requested changes that the Proposer has to the City's RFP conditions, requirements and sample contract. If there are no exceptions noted, it is assumed the Proposer will accept all conditions and requirements listed in the function, technical and legal requirements of the document.

Section 7 – Proposal Costs Sheet and Rates (Optional to provide in separate sealed envelope):

Proposers should submit their price proposal according to the format provided in Attachment A.

Consultant should provide the following information:

- Direct labor rates for proposed staff;
- Overhead rate and breakdown of overhead elements;
- Sub-consultant billing rates and mark-up percentage for other direct costs;
- Identify all reimbursable expenses;
- Most recent complete financial instrument that would establish Proposer's ability to complete the obligations of the contract resulting from this solicitation (optional)

This section should include the proposed costs to provide the desired services desired for the first year of the contract and annual maintenance and support costs for four years (with options to renew for additional two-year periods.) The pricing for the first year should include all professional services required for installation, implementation, data conversion, application development, training, the first year warranty, maintenance, and support as well as any applicable license costs. Include any other cost and price information, plus a not-to-exceed amount for the first five years of the contract that would be outlined within the potential agreement with the City. The hourly rates may be used for pricing the cost of additional services outlined in the Scope of Work.

Please note that the City of Pittsburgh does not pay for services before it receives them. Therefore, do not propose contract terms that call for upfront payments and deposits. Further, no costs incurred by the Proposer in drafting this proposal shall be paid by the City of Pittsburgh.

Section 8 – MBE/WBE/Veteran Owned Solicitation Commitment Form

The City of Pittsburgh is committed to the ideal of providing all citizens an equal opportunity to participate in City and its Authorities Contracting opportunities. It is therefore the City's goal to encourage increased participation of women and minority groups in all City Contracts.

The City requires that all bidders demonstrate good faith efforts to obtain the participation of Minority-Owned Business Enterprises ("MBEs") and Women-Owned Business Enterprises ("WBEs") in work to be performed under City contracts. The levels of MBE and WBE participation will be monitored by the City of Pittsburgh's Equal Opportunity Review Commission ("EORC").

In order to ensure that there are opportunities for historically disadvantaged minority groups and women to participate on Covered Contracts, and consistent with the City's current equal employment opportunity practice and goals, the EORC will review contracts to include an evaluation of a developer/contractor's employment of minority groups and women, encouraging goals of TWENTY-FIVE (25) percent and TEN (10) percent, respectively.

It is also the City's goal to encourage participation by veteran-owned small businesses in all contracts. The City of Pittsburgh shall have an annual goal of not less than FIVE (5) percent participation by veteran-owned small businesses in all contracts. The participation goal shall apply to the overall dollar amount expended with respect to the contracts.

The City requires that all bidders demonstrate good faith efforts to obtain the participation of veteran-owned small businesses in work to be performed under City contracts. The levels of veteran-owned participation will be monitored by the City of Pittsburgh's Department of Finance.

In order to demonstrate good faith commitment to these goals, all bidders are required to complete and submit with their bids either: the attached **MBE/WBE/Veteran Owned Solicitation and Commitment Form – Attachment B** (which details the efforts made by the bidder to obtain such participation), **OR** the attached **MBE/WBE/Veteran Owned Solicitation and Commitment Form-Waiver Request – Attachment C**, which details why no MBE/WBE/Veteran-Owned business participation could be obtained. Failure to submit either of these forms will result in rejection of the bid. Copies of these forms are provided.

For further information, including definitions and additional requirements, please see Chapter 177A (Sections 177A.01 et seq.) of the Pittsburgh City Code and Section 161.40 of the Pittsburgh City Code.

Section 9 – Response to Functional and Technical Requirements

Listed in Section V and Section VI of this document, the Proposer will find a list of both functional and technical requirements. Proposers should take time to address whether or not their proposed solution meets each individual requirement.

In the "vendor response" column, Proposers are required to respond with 'yes' indicating that the requirement is met or 'no' that the requirement is not met. The list of requirements should be included in the submitted materials with either "yes" or "no" marked for each requirement. For comments, the proposers are encouraged to submit a separate document identifying how requirements are met or how unsatisfied requirements are resolved. Within the separate document, Proposers must ensure that the order retained and that the respective ID number is referenced.

Examination of Proposal Documents

City staff will evaluate the proposals based on the following criteria:

- Cost and quality of recommended solution;
- Ability to meet the City's functional and technical requirements;
- Quality of implementation plan/proposal;

- Past experience in successfully implementing the solutions with similar municipalities;
- Project management approach;
- Overall understanding of City needs and the proposed solution's ability to meet said needs.

Submission of Proposals

All proposals shall be submitted to:

City of Pittsburgh
 Office of Management and Budget
 City-County Building, Room 526
 414 Grant Street
 Pittsburgh, PA 15219

All proposals should be delivered no later than 4:00 pm EST, January 30, 2015. Any proposal received after the abovementioned date will be returned to the Proposer unopened. Electronic transmissions will not be deemed an official delivery mechanism.

The Proposer shall submit 4 copies plus one original of its proposal in a sealed envelope, addressed to the abovementioned address. All copies of the proposals should be clearly marked with page numbers. The proposer should submit loose leaf copies (i.e. unbound, not stapled) to the abovementioned address. All proposals should be submitted in a sealed envelope clearly marked with the vendors return address.

The Proposer retains the right to withdraw any submission to the City prior to the expiration date to submit proposals. To withdraw, the Proposer should deliver a written request, to the above-mentioned address, outlining a desire to remove a proposal from consideration.

All proposals and any subsequent clarification or response to the City's questions shall be valid for a minimum of 120 days.

Solution Demonstrations

Proposers may be required to participate in demonstrations of their proposed solutions. This proposal will be presented to a panel comprised of members of the selection committee. Proposers will be allotted time to demonstrate the functionalities of their proposed solution and its ability to meet the needs of the City. Proposers who are selected to participate in the demonstration round of this RFP process should make every effort to attend.

Rights of the City of Pittsburgh

This RFP does not commit the City to enter into a contract, nor does it obligate the City to pay for any costs incurred in the preparation and/or submission of proposals or in anticipation of a contract. The City retains the right to:

- Modify this RFP by issuance of one or more written addenda,
- Make a selection based solely on the discretion of the City,
- Reject any and all proposals and waive technicalities and informalities when such waiver is determined by the City to be in the City's best interest,
- Meet with select offerors at any time to gather additional information,
- To add or remove functionality (e.g., modules, components) until the final contract signing,
- Issue subsequent request for proposals,
- Approve or disapprove the use of particular sub-contractors,
- Negotiate with any, all or none of the Proposers,
- Accept other than the lowest offer,
- Enter into an agreement with another Proposer in the event the originally selected Proposer defaults or fails to execute an agreement with the City.

- End of Section -

IV. Legal Considerations

- 1. No Collusion or Conflict of Interest:** By responding to this RFP, the Respondent shall be deemed to have represented and warranted that its submission was not made in connection with any competing Respondent submitting a separate response to this RFP, is in all respect fair, and was without collusion or fraud.
- 2. Fees Disclosure:** Pursuant to Section 161.36 of the City of Pittsburgh Code, the Respondent must include a disclosure of any finder's fees, fee splitting, firm affiliation or relationship with any broker-dealer, payments to consultants, lobbyists, or commissioned representatives or other contractual arrangements that could present a real or perceived conflict of interest.
- 3. Fair Trade Certification:** By responding to this RFP, the Respondent certifies that no attempt has been made, or will be made, by the Respondent to induce any other person or firm to submit or not to submit a submission for the purpose of restricting competition.
- 4. Debarment:** This RFP is also subject to Section 161.22 of the City of Pittsburgh Code related to debarment from bidding on participating City contracts.
- 5. Professional Services Agreement/Contingent on Council Approval:** Respondents must confirm its willingness to enter into a Professional Services Agreement with the City and to comply with the terms agreed to by the parties' therein. The City's Professional Services Agreement terms include, but are not limited to, insurance (liability and workers compensation) and indemnification requirements. Respondent acknowledges that the City's final selection of a Respondent if any, is contingent upon prior authorization by Pittsburgh City Council to enter into a Professional Services Agreement for these services after the selection process is completed.
- 6. Proposed Term of Professional Services Agreement:** Services performed pursuant to this agreement shall commence upon execution of this agreement and continue for a period of Five (5), unless canceled or terminated within THIRTY (30) days written notice by either party. This agreement may be automatically renewed at the mutual agreement of the parties after the initial contract period. This option shall be exercised only if all discounts, prices, terms and conditions remain the same.

- End of Section -

V. Functional Requirements

Below the vendor will find a list of the functional requirements that the proposed solutions should be able to address and comprehensively accomplish. These requirements are classified under the following categories:

1. Budget Management/Monitoring
2. Budget Creation and Preparation
3. Workflow/Training
4. Reporting
5. Forecasting
6. Publication
7. Personnel
8. Integration
9. Capital Budget
10. Vendor Responsibility

These categories are defined below to provide the vendor with a clearer understanding as to the expectations that the solution should provide. Should the vendor be selected to present their solution to the City, they should be prepared to highlight how the proposed solution satisfies the requirements listed below.

Instructions: In the “vendor response” column, proposers are required to respond with ‘yes’ indicating that the requirement is met or ‘no’ that the requirement is not met. For comments, the proposers are encouraged to submit a separate document identifying how requirements are met. Proposers need to ensure that the same order as below is kept and that the respective ID number is referenced.

1. Budget Management/Monitoring:

This category embodies the functionality of day-to-day operations by both the Office of Management and Budget and individual departments. These functions include viewing snapshots of current budget conditions, budget modifications, what-if analysis etc.

ID	Requirement	Vendor Response
1a	Ability to account for seasonality and monitor/flag unusual expense trends (e.g., 70% expenses used up in first 3 months)	
1b	Ability to identify all budget components as either recurring or non-recurring (for operating or non-capital appropriations). Items are assumed to be recurring unless otherwise identified as non-recurring	
1c	Ability to provide a system that is based on real time updates	
1d	Ability to make budget modifications	
1e	Ability to periodically roll-up and assess/monitor the budget	
1f	Ability to use and review assumptions (e.g., enrollment growth of X %)	
1g	Ability to perform drill down request pertaining to division, cost centers, funds, accounts, projects, etc.	
1h	Ability to apply percentage increase/decrease to any line item category in the budget and assess impact on budget as a whole	
1i	Ability to provide multiple calculation methodologies for statistical, real, nominal (revenue and expenditure) account budget monitoring and “forecasting”	
1j	Ability to re-label existing system field descriptions	
1k	Tracking of revenues, expenditures, and positions by budget phase (e.g. Base, Proposed, Adopted, and Amended/Adjusted)	

1l	Transfer Entries are correctly recorded in both funds affected by the transfer	
1m	Ability to “bookmark” certain areas of the budget system	
1n	Automatic updates of fee cost components	
1o	Calculation of cost-recovery level	

2. Budget Creation and Preparation:

This category embodies the functionality that enables the Office of Management and Budget, Council Budget Office and individual departments to enter/modify data used to generate the proposed budget document for the subsequent fiscal year. These functions are needed throughout the budget development cycle.

ID	Requirement	Vendor Response
2a	Ability to export/import data to/from spreadsheet/database applications	
2b	Ability to perform calculations such as addition, subtraction, multiplication and division	
2c	Calculate incremental budget changes based on percentages, target budgets and/or user-defined formulas	
2d	Balance budgets within the system for various funds	
2e	Plan budgets beyond the upcoming fiscal year for items such as multi-year grants and items with a termination date beyond the fiscal period	
2f	Carry forward budgeted amounts to new fiscal year for unspent budget dollars	
2g	Model five years of forecast data with adjustments	
2h	Establish a base budget for which all changes will be made	
2i	Populate current budget requests with data from previous year’s requests	
2j	Copy prior year data to current budget year	
2k	Attach/submit supporting documents (e.g. excel, PDF, word files etc.)	
2l	Access data immediately after import into the system	
2m	Redesign budget structure	
2n	Spelling and grammar check	
2o	Input and document performance measures	

3. Forecasting and Modeling:

This category outlines the requested functionality for the solution to support forecasting and modeling processes. Forecasting relates to the solutions ability to facilitate developing cost (personnel, health benefits, workers’ compensation etc.) and revenue (major taxes, licenses/permits/fees, charges for services, fines and forfeitures, etc.) projections. These projections should be fluid/dynamic and able to be incorporated into various budget scenarios, thus enabling modeling/what-if scenarios.

ID	Requirement	Vendor Response
3a	Support “What-if” analysis scenarios in budget development	
3b	Allow multiple forecasts for the same line item using different forecasting techniques display the results and allow the user to select the most appropriate calculation	
3c	Parallel development of various forecast models	
3d	Allow multiple forecasts for the same, and different, line item using various forecasting techniques, display the results, and allow the user to select the most appropriate calculation	
3e	Use past fiscal year actual data and current fiscal year projected data to forecast future expenditure levels	
3f	Compare base model to scenarios developed through forecasting and what-if analysis	

4. Workflow / Tracking:

This category outlines the desired functionality to track and monitor changes/requests for changes to the budget, delegation of user rights/access to individuals and departments, and the creation of repository and version controlled documents.

ID	Requirement	Vendor Response
4a	Delegate some user administration functions to departments and bureaus. Administrative functions should include the ability to view, adjust and submit changes only for those budget codes to which they have access	
4b	Design a hierarchal structure for the approval of requests and modifications made to the budget by approved/delegated users in various departments and bureaus. Additionally, should provide the ability to pass the request for approval should he/she not be present (pass through workflow)	
4c	Reject (or restrict) a user from entering the same, or invalid information into predefined fields	
4d	Role-based security; the ability to restrict users to a particular view based on user profile attributes. This access should be adjustable throughout the budget cycle	
4e	Restrict non-vital users/departments (during predetermined times throughout the budget cycle) from viewing, accessing, and/or editing data	
4f	Maintain and view an audit trail of all changes made during budget development. This backup information should include: (User IDs, Date, Time, Type of Change, etc.)	
4g	Add comments or notes for recording actions such as budget change requests. The comments/notes should be searchable	
4h	Maintain and view the approval history of each budget version as it moves through the budget development cycle	
4i	Allows users to develop journal entries outlining the data that has been added, deleted or modified	
4j	Accommodate multiple users working simultaneously to update, edit and enter data/information for various components of the budget throughout the budget development cycle	
4k	Attach support documents to budget change requests	
4l	Communicate key information (i.e. announcements, budget calendar, instructions, alerts, and reminders) to all system users via e-mail	
4m	Allow reviewers and approvers to comment on decisions of budget change requests	
4n	Add text fields to provide narrative and/or justification for each budget request	

5. Reporting:

This category outlines the desired functionality to produce reports. Reports can be interpreted as static/pre-defined documents. In addition, reports can also represent the ad-hoc creation of documents reporting specific information requested by various stakeholders.

ID	Requirement	Vendor Response
5a	Ability to aggregate or disaggregate the budget from the lowest level of detail to the highest cost center (department), job inquiry (capital project, bond, or trust fund), ledger types, debt service, and grants	
5b	Ability to extract and use historical budget information by cost center (department), job inquiry (capital project, bond, or trust fund), ledger types, debt service, and grants for trend analysis over time	
5c	Ability to identify and report by fiscal year any change (increases and decreases) to	

	base budget by division, cost center, fund, etc.	
5d	Ability to perform queries to obtain list of budget requests that meet user defined criteria for any combination of data fields in the budget request	
5e	Ability to produce the Historical Budget	
5f	Ability to create custom reports that track expenditures by funding source, date, project, and debt issuance	
5g	Ability to summarize budgets, allocations, and expenditures for individual funding sources and debt issuance	
5h	Ability to capture, track, and report progress of division key performance indicators and program performance measures over multiple years	
5i	Ability to easily convert reports to other formats after viewing (e.g., Excel or PDF)	
5j	Ability to produce reports at any level of detail (e.g., division, cost center, fund, grant, project, account)	
5k	Ability to create ad hoc custom reports	
5l	Ability to produce reports that compare expenditures to budget	
5m	Ability to produce reports that compare performance against projections	
5n	Report writing tool	
5o	Report template development	
5p	Comparative analysis of budget to actuals (e.g. straight lining)	
5q	Display of actual expenditure and revenue data by month, quarter, and year	
5r	Access to prior year Budget and Actual data for reporting and analytical purposes	
5s	Ability to display report data in graphical form	

6. Publication:

This category outlines the desired functionality to publish preliminary and final budgets.

ID	Requirement	Vendor Response
6a	Publish performance measure data online in dashboard or other graphical displays and to regularly update the data (e.g. monthly, quarterly, annually) and comparison of budget to actual data	
6b	Publish multi-year actual performance data online in graphical form	
6c	Produce high quality (at least 600 dpi) bookmarked PDF for printing and viewing on the City's website in addition to final document pages	
6d	Insert changes or edit photos	
6e	Add or removes sections or pages	
6f	Provide for dynamic, data-driven pagination/table of contents for publications	
6g	Supply current field prompts- downs, expandable/collapsible lists, etc.	
6h	Provide "drag-and-drop" functionality to organize the budget document	
6i	Develop templates for requests and copy requests, as well as make modifications to templates and copies	
6j	Create page templates that incorporate both financial information and supporting information, such as text or graphics	
6k	Allow attachment of files (e.g., Word documents, Excel spreadsheets, other documents) to individual budget requests, cells, or to any field where there is a text box	
6l	Easily edit, integrate, and format custom Excel charts, graphs and tables into documents	
6m	Provide word processing capability for the textual write-up of the budget document using user-defined templates. Word processing capabilities include spell checking, grammar check, mixed upper and lower case formatting, paragraphs, bullets, etc.	
6n	Implement automated budget book publishing	

6o	Provide for dynamic, rule driven formatting of content for publications	
6p	Provide the ability to produce multiple budget formats/presentation structures (e.g., capital, historical, executive)	
6q	Provide the user a function to create or enter footnotes and comments for budget publications	
6r	Automatically update charts, graphs, spreadsheets, etc., when data stored in budget system is altered	
6s	Manage online publication processes by creating bookmarks, maintaining web links embedded in documents, and providing for proper pagination	
6t	Allow for the organization of budget documents using a hierarchical structure to place the various components of the book in production order	
6u	Produce reports and documents in either PDF format and/or a HTML for website publishing	
6v	Supply on-line documentation - searchable master help documents	
6w	Supply printable hard copy documentation/user manuals	
6x	Automatically compile and paginate document and build the table of contents	
6y	Manage text, data, and publishing components for multiple documents (operating budget, capital budget, municipal fee schedule, long range financial forecast, and others)	

7. Personnel:

This category outlines the desired functionality to manage, track, budget and analyze personnel costs incurred by the City. This functionality is desired to address the specific needs of non-union, part-time, temporary and union employees.

ID	Requirement	Vendor Response
7a	Enter position titles, salary, FTE and funding source for requested positions, even though the requested positions are not yet approved	
7b	Assign multiple funding sources to a position	
7c	Filter personnel roster and provide reports detailing authorized, proposed, filled, and vacant positions	
7d	Upload position cost information (salary, special pay, benefits, pension etc.) based on position attributes (e.g. step and grade, union affiliation etc.)	
7e	Calculate additional pay information based on type of pay (i.e. overtime, hours, on-call hours etc.)	
7f	Calculate and model total personnel expenditures (e.g. salary, pension, retiree healthcare, special pays, health benefits etc.) by position, department, and union	
7g	Calculate payroll projections based on authorized filled and/or vacant positions	
7h	Calculate pay raises based off of schedule of payment raises, step advancement, and cost of living adjustments	
7i	Calculate actual vacancy rates for positions by department	
7j	Track trends in salary, special pay, FTE using multi-year data through tables and graphs	
7k	Ability to provide a forecasting “what if” tool to analyze the impact of division restructuring by identifying additional positions, functions, costs etc.	
7l	Calculate vacancies by department or union	

8. Integration:

This category represents the ability of the solution to interact with current databases used by the City. These databases include, JD Edwards ERP, eCivis grants management software, Accela, and Ceridian for personnel management. Although the City currently uses the abovementioned systems, the solution should be flexible and readily able to integrate with other leading softwares.

ID	Requirement	Vendor Response
8a	Integrate with JD Edwards ERP system	
8b	Integrate with eCivis Grant Management software	
8c	Integrate with leading payroll management systems, including but not limited to Ceridian	
8d	Import from/export to standard spreadsheet, word processing, and other OLE compliant packages	
8e	Use compatible browsers (Chrome, Internet Explorer)	
8f	Accommodate up to 50 concurrent users during peak times, Approximately 150 total budget users are expected	
8g	Allow OMB to initiate budget line items not included in the previous year's budget submission	

9. Capital Budget:

This category represents functional requirements specifically related to the capital budget. The following list of requirements is related to both budget development and budget management processes. The capital budget includes multi-year projects that are funded through bond, CBDG and Pay-go monies.

ID	Requirement	Vendor Response
9a	Prioritize and rank projects based on user-defined criteria	
9b	Track both funded and unfunded capital projects (unfunded projects would not impact operating budget)	
9c	Maintain at least six years of active capital budgets in the system and perform queries on at least six years of historical capital budget data	
9d	Track capital projects according to the funding sources of the project (pay-as-you-go, bond, CDBG, other)	
9e	Identify and track expenditures by project, date, and amount	
9f	Estimate project labor costs based on assignment of staff, projected labor hours and average labor expense rates for the staff. Ability to manually enter or override labor and equipment cost estimates	
9g	Enter and track multi-year operating budget impacts of capital projects and link the cost impacts to the development of the operating budget and forecasts	
9h	Create custom fields (e.g. recurring, continuing, complete, new, etc.)	
9i	Identify project status (e.g. recurring, continuing, complete, new, etc.)	
9j	Create capital specific report packages for different stakeholders. For instance, project summaries, project detail reports, funding source summaries, and reserve fund balance projections	
9k	Perform bulk edits on projects, such as moving selected projects to an approved stage	
9l	Select from a list of templates to create new capital projects	
9m	Track actual costs against the budgeted amount for each capital project	
9n	Attach documents, GIS-based maps, and/or pictures to specified projects	
9o	Add or subtract decision packages with immediate impact to long-term budgets	
9p	Merge operating with capital budgets for reporting	

10. Vendor Responsibilities:

This category represents the responsibilities that the vendor should be prepared to assume with relation to the maintenance, support, training etc.

ID	Requirement	Vendor Response
10a	Provide system functional training to users and system administrators	
10b	Provide functional training documentation for end-users and administrators	
10c	Manage and maintain upgrades at the vendor level	
10d	System is an “off the shelf” solution and does not require custom development/coding by the vendor or the City	
10e	Provide ongoing or on-demand support maintained by the vendor or partner vendor	
10f	Provide service standards regarding system support and escalation process	
10g	Provide an implementation plan which includes task descriptions, level of involvement of City staff (number of staff, types of staff, and hours), and a standard timeline	

- End of Section -

VI. Technical Requirements

1. Data Integrity and Availability

ID	Requirement	Vendor Response
11a	Basic functions such as full backup, customization and real time update processing should be available without advanced programming knowledge	
11b	The solution should be compatible with current versions of Internet Explorer, Chrome, Firefox and Safari.	
11c	The solution should be capable of withstanding high-load situations and must also provide both full and incremental backup capabilities	
11d	Data archiving should be an included feature, and archived data should be able to be viewed, reloaded and reported on	

2. Integration Capabilities

The software should include APIs to directly connect to multiple systems. It must be able to integrate with City systems, which includes, but is not limited to:

- JD Edwards
- Ceridian (and other leading payroll software)
- ESRI ArcGIS
- Accela
- Cartegraph
- Microsoft Access/Excel/Word

ID	Requirement	Vendor Response
12a	The solution must be capable of integrating with various programs that are configurable by the City.	
12b	Operate with the current version of Microsoft SQL reporting services, SSRS	

3. Security Capabilities

ID	Requirement	Vendor Response
13a	Encrypt user IDs and passwords and should prevent display and printing of passwords	
13b	Have the capability to suspend user IDs and automatically log off IDs after a certain period of inactivity	
13c	Provide the ability to maintain security policies and maintain confidential and Personally Identifiable Information	
13d	Provide the ability of the vendor to perform periodic security checks, as well as provide security training for employees	
13e	Provide updates to security documentation with each new version released and there should be a single point of contact for escalation of security issues	
13f	Provide an audit trail of all system activity, including by user, date and time	
13g	Provide alerts for unauthorized or suspicious activity	
13h	Maintain information on security events and provide reporting on demand	

- End of Section -

Attachment A
SAMPLE COST PROPOSAL FORMAT

(Costs should be associated with cost for scope of services presented in the RFP. Refer to the functional/technical requirements outlined within the RFP)

Scope	Labor Categories (e.g. Consultant, Sr. Consultant etc.)	Estimated Hours	Hourly Rate	Extended Rate
Phase 1 : Cost of implementation (cost of all professional services required for installation, implementation, data conversion, application development, training, and the first year's warranty, maintenance, and support as well as any applicable license costs.)			\$	\$
			\$	\$
			\$	\$
			\$	\$
			\$	\$
			\$	\$
TOTAL NOT TO EXCEED, PHASE 1			\$	\$
Phase 2 : Annual Maintenance, Year 2			\$	\$
			\$	\$
			\$	\$
			\$	\$
Phase 3 : Annual Maintenance, Year 3			\$	\$
			\$	\$
			\$	\$
			\$	\$
Phase 4 : Annual Maintenance, Year 4			\$	\$
			\$	\$
			\$	\$
			\$	\$
Phase 5 : Annual Maintenance, Year 5			\$	\$
			\$	\$
			\$	\$
			\$	\$
TOTAL NOT TO EXCEED (PHASE 1 – 5)			\$	\$

Attachment B

MBE / WBE / Veteran Owned Solicitation and Commitment Form

CITY OF PITTSBURGH MBE / WBE / VETERAN OWNED SOLICITATION AND COMMITMENT FORM		
SPECIFICATION NO.:	DATE:	IS YOU OWN BUSINESS ANY OF THE FOLLOWING?
COMPANY NAME:		<input type="checkbox"/> MINORITY OWNED <input type="checkbox"/> WOMAN OWNED <input type="checkbox"/> VETERAN OWNED (CHECK ALL THAT APPLY)
ADDRESS:		
CITY, STATE, ZIP CODE:		
FAX NUMBER:		
EMAIL ADDRESS:		
FOR ASSISTANCE REGARDING MBE / WBE BUSINESS, CALL THE EQUAL OPPORTUNITY REVIEW COMMISSION AT 412-255-8804. FOR ASSISTANCE REGARDING VETERAN OWNED BUSINESS, CALL THE BUREAU OF PROCUREMENT, FLEET AND ASSET SERVICES AT 412-255-2485		FAILURE TO COMPLETE FORM MAY BE SUFFICIENT CAUSE FOR BID REJECTION

PLEASE LIST ALL MBE / WBE / VETERAN OWNED BUSINESSES SOLICITED FOR PARTICIPATION

SOLICITATED COMPANY'S NAME AND ADDRESS	PHONE	FAX NO.	EMAIL	MBE OR WBE OR VETERAN (CHECK ALL THAT APPLY)
1.				<input type="checkbox"/> MINORITY OWNED <input type="checkbox"/> WOMAN OWNED <input type="checkbox"/> VETERAN OWNED
2.				<input type="checkbox"/> MINORITY OWNED <input type="checkbox"/> WOMAN OWNED <input type="checkbox"/> VETERAN OWNED
3.				<input type="checkbox"/> MINORITY OWNED <input type="checkbox"/> WOMAN OWNED <input type="checkbox"/> VETERAN OWNED
4.				<input type="checkbox"/> MINORITY OWNED <input type="checkbox"/> WOMAN OWNED <input type="checkbox"/> VETERAN OWNED

Attachment C

MBE / WBE / Veteran Owned Solicitation and Commitment Form – WAIVER REQUEST

CITY OF PITTSBURGH MBE / WBE / VETERAN OWNED SOLICITATION AND COMMITMENT FORM – WAIVER REQUEST	
COMPANY NAME:	
ADDRESS:	
CITY AND STATE	
TELEPHONE, FAX NUMBER, EMAIL ADDRESS	

PLEASE EXPLAIN IN DETAIL WHY A WAIVER IS REQUESTED:

--