



789-2014 ADDENDUM 1

REQUEST FOR PROPOSAL FOR CONSULTANT SERVICES FOR THE INVESTIGATION OF BILLING AND ACCOUNTS RECEIVABLE ACTIVITIES WITHIN THE CITY OF WINNIPEG

URGENT

PLEASE FORWARD THIS DOCUMENT TO WHOEVER IS IN POSSESSION OF THE REQUEST FOR PROPOSAL

ISSUED: July 22, 2015
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THIS ADDENDUM SHALL BE INCORPORATED INTO THE REQUEST FOR PROPOSAL AND SHALL FORM A PART OF THE CONTRACT DOCUMENTS

Template Version: Ar20150105

Please note the following and attached changes, corrections, additions, deletions, information and/or instructions in connection with the Request for Proposal, and be governed accordingly. Failure to acknowledge receipt of this Addendum in Paragraph 9 of Form A: Proposal may render your Proposal non-responsive.

PART B – BIDDING PROCEDURES

Revise: B2.1 to read:

B2.1 The Submission Deadline is 4:00 p.m. Winnipeg time, August 11, 2015.

QUESTIONS AND ANSWERS

- Q1** B3.6a – The scope is described as “all departmental billing and AR systems”. E2.2 indicates the Special Operating Agencies are in scope. Are both the departments and the Special Operating Agencies included in the scope of Phase 1?
- A1** Yes, all departments and Special Operating Agencies are included.
- Q2** B3.4 – The RFP describes “a number of unique and diverse processes within departments”. Should we assume we need to review each of the thirteen (13) departments and four (4) Special Operating Agency’s AR and Billing processes need to be reviewed. Is there any existing documentation that can be leveraged or should we assume that documentation of the current state will need to be developed?
- A2** Yes you should assume you need to review each of the thirteen (13) departments and four (4) Special Operating Agencies. Please assume that current state will need to be developed.
- Q3** B3.4 – Indicates that many departments have incorporated delivery of AR and billings services within Finance. Can you describe the overall model (i.e. centralized vs. decentralized) for the Finance function. Specifically, what is centralized vs. decentralized and what exactly does incorporated delivery of billing and AR within Finance refer to?
- A3** I would describe the current model as decentralized as it pertains to AR and billing systems. Most departments have their own applications some of which are integrated with some of their other business applications. With an integrated PeopleSoft application, the computerized applications for AP, Purchasing, General Ledger, Budgeting, Commitment Control, Projects and Asset Management are centralized but data entry is decentralized for all except AP. PeopleSoft Inventory Control houses some of our inventory data but not all.

- Q4** B3.6a – Phase 2 includes configuration and implementation. Deliverables such as future state process flows, business requirements, technical requirements, etc. have not been identified as deliverables in either Phase 1 or Phase 2. Should we assume they are out of scope of Phase 1 or do you see developing some of these deliverables to support Phase 1 findings and recommendations? If so, what specific deliverables would you see as part of Phase 1?
- A4** The requirement for this has been identified in E2.2 and specifically in E2.2 (j).
- Q5** E2.2(i) – Does providing recommendations for improvements to processes/procedures include high level and/or detailed future state process design?
- A5** A high level process design should be sufficient as long as it is understandable to the reader what the future state process design looks like.
- Q6** B3.8 Do you have an inventory of 3rd party and stand-alone systems that are in scope? Can you estimate the number of systems for the purposes of planning?
- A6** At this time there is not an inventory of 3rd party and stand-alone systems. I would estimate that there would be 10-15 of those systems.
- Q7** B3.6d – Are there estimates of baseline (i.e. current performance) related to the costs, process efficiency, service standards? Are there any specific targets in these areas for the future state?
- A7** There are no estimates or specific targets in these areas for the future state but an estimate of what the future performance may be based on the recommended solution would be required for the business case.
- Q8** E2.2(e) – Refers to a survey of other municipalities. How many other municipalities do you wish to survey? Are you looking for an informal survey? Would work we have done with other municipalities suffice or do you require a formal survey?
- A8** Three (3) to five (5) municipalities of a size equal to the City of Winnipeg would be appropriate. A formal survey is not required but we want to gather information from other municipalities who have recently (past 3-5 years) improved their Billing and Accounts Receivable environment.
- Q9** E2.2(g) – To what degree have stakeholders been engaged to date?
- A9** All stakeholders are aware of the project and the timeframes. Some stakeholders have been involved in the RFP creation. A few stakeholders have volunteered to review the RFP responses and to be a pilot site if that is necessary.
- Q10** E2.2(g) – Who is the executive sponsor of the project? What governance has been/will be established (e.g. steering committee etc.) to oversee Phase 1?
- A10** The executive sponsor will be identified to the successful Proponent and a steering committee will be established once the Proponent has been selected.
- Q11** E2.2(j) suggests that the business case should include recommended org structure / physical location changes as well as the costs associated with each. What level of detail are you looking for as it relates to these deliverables? Are you looking for costs associated with moving physical locations as well?

A11 As much detail as possible must be provided to support the recommendations. The more detail that is provided the better the recommendations will stand up to scrutiny. Org structure and physical location changes were only given as examples of what may be required.

Q12 Form B: Prices – Are you looking for a lump sum pricing for each Project Phase (i.e. Project Initiation, Discovery, and Recommendation Report) or some other form of detail? Are you looking for a fixed fee or time and material pricing proposal? How should expenses be reflected in this form?

A12 The Proponent shall state the price in Canadian funds for each item of the Work identified on Form B: Prices.

Q13 B21.1 – Indicates that “This Contract will be awarded as a whole” – could you clarify what this point? Does this mean if you are awarded Phase 1 and the City decides to move forward with Phases 2 and 3 the successful vendor is awarded all three phases?

A13 This RFP is only for Phase 1. Please refer to D3.3 for further clarification of this question.

Q14 B2.1 – We would like to request an extension of the Submission Deadline by two weeks.

A14 Please see the revision to B2.1 above.

Q15 Will the IT/Business Process Reengineering materials (tools/templates/completed content) used in conjunction with the original PeopleSoft implementation project be made available to the successful proponent for usage during this project?

A15 If that material could be of assistance then it will be made available.

Q16 Can you please provide a listing of the functions and/or business processes that the City considers to be within the scope of this investigation/project - specific to Billing and Accounts Receivable?

A16 This is not a complete list but the following should be included:

- Managing customer accounts
- Invoicing/ Billing
- Processing payments
- Receivables aging
- Dunning
- Applying interest
- Write-offs
- Set-offs
- Collection agency

Q17 Can you please provide a listing of the departments and/or special operating units that the City considers to be within the scope of this investigation/project?

A17 The following departments are in scope:

- Assessment & Taxation
- Audit
- City Clerks
- Community Services
- Corporate Finance
- Corporate Support Services

Fire Paramedic
Legal Services
Planning Property & Development
Public Works
Transit
Water & Waste
Winnipeg Police Service

The following Special Operating Agencies are in scope:

Animal Services
Golf Services
Winnipeg Fleet Management Agency
Winnipeg Parking Authority

Q18 Can you please provide a listing/inventory of the standalone solutions and/or third party systems that provide functionality to the listing of business processes across each department?

A18 A listing will be provided to the successful Proponent. There are approximately 10-15 standalone systems at the City of Winnipeg.

Q19 Can you please clarify both the start date for this project and the expected duration of this project?

A19 I would expect to start this project no later than November 1, 2015 and I would expect the duration to be no more than 3 months.

Q20 Can you please provide your estimate of the budget associated with this project?

A20 A specific budget amount has not been established for this Work. Prices will be evaluated in accordance with B21.

Q21 What is the budget range for this project (Phase 1)?

A21 See answer to **Q20**.

Q22 What are the estimated and/or preferred timelines for this project – start date and completion date?

A22 See answer to **Q19**.

Q23 Can you please clarify the requirement in section B11.4. The requirement states: "The Bidder shall provide an estimate of what resources the City will be required to provide during the duration of the contract. Please provide as much detail as possible including durations, level of resources (skill and effort), facilities, etc. This estimate should be included with the implementation plan and schedule in E2.2(i) to provide a complete picture of the next phase(s) of the project."

A23 We require an estimate of City resources required for Phase 1 as part of your response.

Q24 We have assume that you require the estimate of City resources for Phase 1 as part of our response. The estimate of the City resource requirements for Phases 2 and 3 will be determined during Phase 1 and part of the final recommendations and implementation plan.

A24 Yes City resource requirements for Phases 2 and 3 will be determined during Phase 1 and part of the final recommendations and implementation plan.

Q25 Are the references for Phase 1 only or also Phases 2 and 3?

A25 References are for Phase 1 only.

Q26 E2.2(j) – To what level of precision are you looking to develop the organization structure and to identify physical location changes in terms of costing and detail.

A26 The level of precision should be in the -20% to +30% range.