REQUEST FOR PROPOSALS
Financial Software Assessment

Denver Urban Renewal Authority

Proposals due October 23, 2019
by 5 p.m. Mountain Time

Responses must be prepared according to this
Request for Proposals and delivered by
electronic mail only to:

Robin Hickey
Denver Urban Renewal Authority
rhickey@renewdenver.org
1. **About the Organization**

The Denver Urban Renewal Authority (Authority) was created by ordinance of the City and County of Denver (City) in 1958 under Colorado Urban Renewal Law which was enacted by the State Legislature in that same year. The Authority is a redevelopment agency, performing the traditional duties of an urban renewal authority – eliminating blight where it currently exists and helping foster the sound growth and development of the City. The Authority also has responsibility for implementing several housing rehabilitation programs designed to improve the quality of existing single-family homes owned by low to moderate income residents.

In its redevelopment capacity, the Authority uses an important financing tool called tax increment financing (TIF) to fill the gap between the cost of a redevelopment project and the level of private financing it can support in situations where blight exists. State law enables urban renewal authorities to use incremental property and sales taxes generated by a redevelopment project to provide project financing. Redevelopment activities which benefit from tax increment are either financed through the issuance of tax increment revenue bonds, notes or with developer reimbursement obligations.

The Authority’s Housing Department administers six housing rehabilitation programs, which provide low interest loans and grants to low and moderate-income Denver residents for making needed repairs to their owner-occupied homes. The Authority assists low to moderate-income residents with low-interest loans for emergency repairs such as hot water heater replacement, or for more thorough rehabilitation of a single-family home, installing a new roof and replacing sewer lines – repairs that ensure the home is safe and comfortable.

The Authority is governed by a 13-member Board of Commissioners that directs policy. The Executive Director is appointed by the Board and directs the 16 person staff and its operations.

2. **Background and RFP Objectives**

The Authority is in the process of reviewing many of the organization’s key operations and functions to ensure optimal cost efficiency, operating effectiveness, and service levels and quality. This review of key operations extends to the Authority’s software systems, including the system used by the Finance Department. The Finance Department plays a key strategic role in ensuring financial performance, accountability, and transparency throughout the agency.

In 2018, the Authority underwent a financial operations assessment, which reviewed operations, financial processes and technology. The assessment provided actionable recommendations for improved and integrated Finance Department processes, including a recommendation that the Authority investigate alternatives to its existing financial software, Sage 50 Premium Accounting 2019 (Sage 50).

An earlier iteration of Sage 50 (formerly Peachtree) was first implemented by the Authority more than 25 years ago. While updates to Sage 50 have been made periodically, the Authority’s structure and financial transactions have become increasingly complex, such that consideration of a new software solution is now warranted.

The Authority is seeking an in-depth review of its use of Sage 50, including the Sage 50 company structure and related charts of accounts, and a comprehensive analysis of the type or types of financial software that will meet the needs of the Finance Department and the wider organization.
now and into the future. These needs include, but are not limited to, accurately recording the Authority’s financial transactions and position per U.S. Generally Accepted Accounting Principles (GAAP), the ability to record and report transactions to support management financial reports and the Authority’s decision-making process, meeting all financial reporting requirements, budgeting, and providing enterprise-wide financial performance reporting and monitoring.

The ideal software package will be cloud-based and include general ledger, accounts payable, accounts receivable, asset tracking, budgeting, and debt management functionality, at a minimum. The recommended software should allow for streamlined sharing of information, provide ad hoc reporting and query capabilities, and contain executive dashboard functionality. Additionally, it should allow for digitization of a significant subset of the Authority’s financial review and approval processes.

The Authority seeks a highly experienced firm specializing in performing evaluations of local government financial software systems. The consulting firm must be knowledgeable about government financial management, accounting, and reporting principles, standards and the application of these standards in actual practice. This firm must also have substantial experience in assessing local government accounting systems and financial reporting practices, including the ability to understand and articulate the differing needs of a varied set of end users and report users.

The Authority is requesting proposals for a financial systems assessment that will provide the Authority’s management team with an evaluation of and recommendations for an improved, comprehensive, fully-integrated software solution that addresses coordination with internal departmental programs and their related software systems, payroll, time management and reporting systems, as well as external financial banking systems.

### 3. General Information

**Current Software:** Sage 50 Premium Accounting 2019, on premise

**Current Sage 50 Structure:** 12 companies, each with its own chart of accounts

**Current Users:** 6 total – Finance Department (CFO, Controller, Senior Accountant, Accountant/Analyst), Executive Director, Sage 50 IT Consultant

**Other Data Systems:** Microsoft Office (full transition to Office 365 anticipated in fall 2019); Neighborly (Housing Department CRM and project management system); Microsoft Dynamics CRM (legacy CRM system); ADP Workforce Now; ADP Time & Attendance.

**Payroll:** 16 – 20 full-time employees

**Audited Financial Statements:** The Authority’s 2018 Audited Financial Statements can be downloaded at the link below. All respondents are encouraged to review the audited financial statements to gain a more complete picture of the authority’s finances: [http://renewdenver.org/dura-wp/wp-content/uploads/2019/04/DURA_Audited_Financial_Statements_-123118.pdf](http://renewdenver.org/dura-wp/wp-content/uploads/2019/04/DURA_Audited_Financial_Statements_-123118.pdf)

**Debt:** Information about the Authority’s debt, including offering documents can be accessed on the Municipal Securities Rulemaking Board (MSRB) website [www.emma.msrb.org](http://www.emma.msrb.org).
Related Organizations: The Authority has one component unit, Denver Neighborhood Revitalization, Inc. (DNRI), a registered State of Colorado non-profit organization. The Authority manages the finances of DNRI, and all recommendations should account for this structure.

4. Scope of Services

This Request for Proposals (RFP) is to procure a highly qualified consulting firm to (1) analyze the Authority’s use of its current financial software, Sage 50, and (2) make recommendations for software alternatives that will best meet the Authority’s current and future needs.

(1) Analysis of current software shall include, but not be limited to:
   a. Company structure
   b. Chart of accounts for each company
   c. Utilization of all accounting functions
   d. User access
   e. End user needs
   f. Reporting recipient needs
   g. Information storage
   h. Management reporting and GAAP-based financial reporting
   i. Off-book spreadsheet utilization

(2) Recommendations for software alternatives should consider, but not be limited to, the following:
   a. The current and future needs of the Authority
   b. Structure compatible with governmental accounting needs at the transactional, fund, entity and reporting levels
   c. Ability to provide financial reports in a format consistent with U.S. GAAP to support periodic financial reporting and the annual audit
   d. Ability to easily provide useful, timely and accurate management financial reports to support oversight and decision making
   e. Efficient transaction processing
   f. Ability to allow for analysis to support decision making and financial planning
   g. Effectiveness in supporting internal controls and compliance
   h. Ease of sharing information cross functionally
   i. Ability to quickly generate executive dashboards
   j. Efficient development of ad hoc reports and queries; ability to schedule routine reports and queries
   k. Digitization of financial review and approval processes, particularly in the areas of accounts payable and accounts receivable
   l. All required modules (general ledger, accounts payable, accounts receivable, asset tracking, budgeting, and debt management), plus any other modules deemed necessary by the selected consultant and the Authority’s management team
   m. Ease of updating and track record of regular upgrades to ensure consistency with governmental accounting best practices
   n. Security of cloud-based platform

The results of this financial software assessment will be summarized in a final report for presentation to the Authority management team, Audit and Finance Committee and/or Board of Commissioners. Both a full detailed final report and an executive summary are required. The report must include all of the alternatives evaluated and the rationale for the selected consultant’s recommendation, including a cost-benefit analysis and a recommended implementation timeline.
Upon review of the selected consultant’s recommendations, the Authority may issue a second RFP to assist with the implementation of a new software system (Implementation RFP). In order to ensure that the recommendations from this Financial Software Assessment RFP best meet the Authority’s needs, the selected Financial Software Assessment consultant will be ineligible to respond to the Implementation RFP.

5. **Basis of Evaluation**

General criteria upon which proposals will be evaluated include, but are not limited to, the following:

- Expressed understanding of and ability to achieve proposal objectives
- Work plan for achieving proposal objectives, including capacity to apply and commit resources to complete required services on a successful and timely basis
- Qualifications of the firm and its personnel, including experience conducting similar assessments for other local government organizations
- Completeness, thoroughness and detail of response (i.e., discussion and coverage of all elements of work listed in the RFP)
- Cost/value in relation to level of service to be provided

The Authority, at its sole discretion, reserves the right to:

- Interview or request additional information from any firm prior to its selection; or
- Consider information about any firm from other sources in addition to information submitted by the firm.

Notwithstanding the above, the Authority reserves the right to make an award without further discussion of the proposals submitted. Therefore, proposals should be submitted initially on the most favorable terms, from both technical and price standpoints, that the bidder can propose.

6. **Selection and Implementation Timeline**

**A. Selection Process:** The selection process will be overseen by a workgroup comprised of select Authority personnel and board commissioners. This group will evaluate the proposals and make a recommendation to the full board of commissioners who will make the final decision.

**B. Selection and Implementation Timeline (all times set forth herein refer to local Mountain Time in Denver, CO):**

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<tr>
<th>Event</th>
<th>Date/Times</th>
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<tbody>
<tr>
<td>RFP Issued</td>
<td>September 25, 2019</td>
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<tr>
<td>Submission of questions &amp; clarifications</td>
<td>October 2, 2019 at 5 p.m.</td>
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<td>Proposals must be submitted</td>
<td>October 23, 2019 by 5 p.m.</td>
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<td>Finalist Interviews</td>
<td>Week of November 18, 2019</td>
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<td>Final Selection &amp; Begin Contract Development</td>
<td>Week of December 2, 2019</td>
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<td>Contract Approval by Board of Commissioners</td>
<td>December 19, 2019</td>
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<td>Contract Begins</td>
<td>January 2, 2020</td>
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C. Technical Assistance: Inquiries regarding clarification or additional information must be submitted in writing via email to rhickey@renewdenver.org no later than 5 p.m. on October 2, 2019. For clarity, questions received regarding this RFP, along with answers, will be shared with all responding parities via a post on the Authority website at http://www.renewdenver.org/about-dura/rfp-procurements.html. Respondents are encouraged to review questions posted and answered on the website before submitting their own.

D. Response Deadline: The response deadline is no later than 5 p.m. on Wednesday, October 23, 2019. Additions or deletions must be submitted and included in the proposal on or before the deadline. Under no circumstances shall Authority staff or board commissioners deliver a proposal for a proposing entity.

E. Submission of Proposals: All proposals shall be submitted electronically to:

Robin Hickey, Deputy Director/CFO
rhickey@renewdenver.org

If the file is larger than 10MB, a link to download the file should be provided.

An email confirming receipt of submission will be sent to each respondent. Please contact Robin Hickey immediately if you do not receive a confirmation of submission email within one business day. It is the respondent’s responsibility to ensure the Authority has received the submission. A response may be judged nonresponsive and excluded from further consideration if it is not received by the deadline or does not follow the specified format.

Communication with any member of the Authority’s staff or board during the response and evaluation period concerning any matter related to this Request for Proposals (except as provided herein) is grounds for immediate disqualification.

F. Conditions of Proposal: Costs incurred in the preparation of a response to this RFP are the responsibility of the respondent and will not be reimbursed by the Authority.

7. Format of Proposals

All responses to this RFP must follow substantially the outline presented below. Responses should be delivered electronically in Adobe PDF (or equivalent) format.

A. Team Information. Provide a description of the team your firm will assign to execute this transaction. Specifically identify the representatives who will have day-to-day contact with the Authority. Please provide short bios for the day-to-day engagement leads, including the location of their primary office.

B. Qualifications and Related Experience. Please describe your team and your firm’s experience. Where possible, please provide this information in case study format, detailing your teams and your firm’s key strengths and qualifications and its role in bringing the service contract to successful conclusion.
C. **Work Plan:** Please detail proposed assessment activities, milestones and deliverables associated with each component in the Scope of Services. Include a detailed timeline for completion of the scope of work, including key milestone dates. Include a summary of the approximate amount of on-site time and staff time needed to conduct each activity.

D. **Cost and Fees.** Please provide a budget for the proposed Scope of Services. Flat fee proposals are preferred and should specify any services that are excluded. Please provide separate line items for any anticipated administrative and out-of-pocket expenses. If a fee structure other than a flat fee is proposed, please describe how the proposed cost/fee structure will be assessed and calculated, discuss the benefit to the Authority of such arrangements and any limitations thereon.

E. **References.** Provide the name, title, address, telephone number and email address of three client references the Authority may contact in connection with your proposal. Briefly summarize your experience with each client reference.

F. **Potential Conflicts of Interest.** Please disclose and describe any potential conflicts of interest that might arise through your work (see Section 8 below).

G. **Confidentiality:** By participation in this RFP process, bidder acknowledges and agrees that responses are subject to the disclosure requirements of the Colorado Open Records Act (“CORA”). If the bidder deems any material submitted to be proprietary or confidential, that must be indicated in the relevant section(s) of the response. DURA shall retain such information as confidential and not disclose such information to the extent permitted by CORA.

If additional information is necessary to interpret the requirements of this RFP, please direct your questions in writing to Robin Hickey at rhickey@renewdenver.org no later than Wednesday, October 2, at 5 p.m.

8. **Conflicts of Interest**

The Bidder must disclose, in an exhibit to the proposal, any possible conflicts of interest that may result from the award of the Contract or the services provided under the Contract. Except as otherwise disclosed in the proposal, the Bidder affirms that to the best of its knowledge there exists no actual or potential conflict between the Bidder, the Bidder’s project manager(s) or its family’s business or financial interests (“Interests”) and the services provided under the Contract. In the event of any change in either Interests or the services provided under the Contract, the Bidder will inform the Authority regarding possible conflicts of interest, which may arise as a result of such change and agrees that all conflicts shall be resolved to the Authority’s satisfaction or the Bidder may be disqualified from consideration under this RFP. As used in this RFP, “conflict of interest” shall include, but not be limited to, the following:

1. Giving or offering a gratuity, kickback, money, gift, or anything of value to an Authority official, officer, or employee with the intent of receiving a contract from the Authority or favorable treatment under a contract;

2. Having or acquiring at any point during the RFP process or during the term of the Contract, any contractual, financial, business or other interest, direct or indirect, that
would conflict in any manner or degree with Bidder’s performance of its duties and responsibilities to the Authority under the Contract or otherwise create the appearance of impropriety with respect to the award or performance of the Contract; or

3. Currently in possession of or accepting during the RFP process or the term of the Contract anything of value based on an understanding that the actions of the Bidder or its affiliates or Interests on behalf of the Authority will be influenced.

9. Governing Provisions and Limitations

Violation of any of the following provisions may cause a proposal to be rejected.

A. The purpose of the RFP is to ensure maximum, open, free competition in the solicitation of and procurement of services. This RFP is not to be construed as a purchase agreement or contract or as a commitment of any kind; nor does it obligate the Authority to award any contract or to pay for costs incurred prior to the execution of a formal contract unless the Authority specifically authorizes such costs in writing.

B. The Authority values diversity and encourages responses from qualified SBE, MBE and WBE firms. It is the policy of the Authority to encourage and support equal opportunity in the purchase of goods and services. The Authority shall comply with all Equal Opportunity requirements in the procurement of all goods and services.

C. The Authority reserves the right to accept or reject any or all proposals received, or to cancel or reissue this RFP in part or its entirety.

D. The Authority reserves the right to award a contract for any services or groups of services solicited via the RFP in any quantity the Authority determines is in its best interest. It further reserves the right to make no award as a result of this solicitation for any services or group of services if in the Authority’s best interest.

E. The Authority reserves the right to correct any error(s) and/or make any changes to this solicitation as deemed necessary. The Authority will provide notifications of such changes to all proposers recorded in the Authority office record (Distribution Log & Receipts Record) as having received or requested an RFP.

F. The Authority reserves the right to negotiate the final terms of any contract awarded as a result of this solicitation with the proposer selected and any such terms negotiated as a result of this RFP may be renegotiated and/or amended to successfully meet the needs of the Authority.

G. The Authority reserves the right to contact any individual or entity listed in the proposal that may have knowledge of the proposer’s experience, performance and qualifications.

H. Proposers shall not offer or provide any gratuities, favors or anything of monetary value to any officer, member, employee or agent of the Authority for the purpose of having an influencing effect toward their own proposal or any other proposal submitted hereunder. In addition, no employee, commissioner, officer, or agency
of the Authority shall participate in the selection, award or administration of contract supported by the Authority funds if a conflict of interest, real or apparent, would be involved.

I. Proposers shall not engage in any activity that is intended to restrict or eliminate competition. Violation of this provision may cause a proposal to be rejected. This does not preclude joint ventures.

J. The contents of a successful proposal may become a contractual obligation if selected for award. Failure of the proposer to accept this obligation may result in cancellation of the award. **No plea of error or mistake shall be available to successful proposer as a basis for release of proposed services at stated price/cost.**

K. The Authority reserves the right to request clarification or, explanation for, or verify any aspect of a response to this RFP, and to require the submission of any price, technical, or other revision to the RFP that results from negotiations conducted.

L. The Authority reserves the right to award to other than the lowest cost proposer.

M. The Authority reserves the right to award without discussion.

N. The Authority reserves the right to reject any proposal that fails to conform to the requirements of this RFP.

O. The Authority reserves the right to extend, shorten, increase or decrease any contract awarded as a result of this RFP.