

Request for Proposal

ERP System Selection for Rhode Island Convention Center Authority

January 23rd, 2023

Notice and Disclaimer

This request is not and shall not be deemed to be or construed as an offer to purchase products or services from the recipient hereof, nor shall this request obligate or be deemed or construed to obligate Citrin Cooperman to select any of the responses submitted by the respondents. In submitting a response to this request, the respondent acknowledges it has read this document in its entirety and has agreed to its terms and conditions.

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Introduction

Purpose of RFP

Rhode Island Convention Center Authority (“RICCA”) is seeking to select and implement a new Enterprise Resource Planning (“ERP”) system as the organization seeks to transition off of several outsourced vendor ERP systems and continues the development of the internal finance function.

The purpose of this RFP is to identify suitable ERP systems capable of supporting RICCA’s requirements in a way that will allow them to achieve high-levels of efficiency and automation across core business processes, allowing the organization to focus on product development, customer satisfaction, and employee satisfaction. **This selection has been initiated with the goal of selecting a solution by March 27th, 2023 and implementation of the selected solution by June 30th, 2023.**

Overview of Rhode Island Convention Center Authority

Located in the heart of downtown Providence, the Rhode Island Convention Center Authority operates the Rhode Island Convention & Entertainment Complex, which includes the Rhode Island Convention Center and garages (RICC), Amica Mutual Pavilion (AMP), Veterans Memorial Auditorium (The Vets), and Clifford Street Parking Facility. The Authority, governed by an eleven-member board of commissioners, works with several marketing partners to book its facilities, including ASM Global, which manages the AMP PVD and RICC, Professional Facilities Management (PFM), which manages The Vets, PSE Agency (PSE), the exclusive sales & marketing agent of all three facilities, and the Providence Warwick Convention & Visitors Bureau (PWCVB).

The Authority and its staff strive to provide the community with world-class concerts and family shows, high-profile sporting events and amazing conventions and tradeshow. The staff prides itself for outstanding service for event planners and promoters, while also maintaining a safe, clean and professional environment.

Mission of the Authority

To construct, manage and operate facilities used to house conventions, trade shows, exhibitions, meetings, banquets, concerts, sporting events, family shows and other events, as well as facilities which are related thereto such as parking lots, garages, office buildings, including incidental retail facilities located thereon. To generate positive growth in the surrounding community and the State of Rhode Island and serve as a positive influence on the quality of life in Rhode Island.

Website: <http://www.riconvention.com/about-ricca>

Overview of Rhode Island Convention Center

The Rhode Island Convention Center (RICC) is one of New England’s premier meeting and exhibition facilities. Located in the heart of downtown Providence, the RICC is within walking distance to restaurants, hotels, shops, art galleries, night clubs, museums and more.

Capable of hosting trade shows, consumer shows, exhibits, receptions, banquets, meetings, and, of course, conventions. We offer 100,000 square feet of exhibition space, 20,000 square feet of ballroom

space, 23 meeting rooms, 30,000 square feet of pre-function space and a superb in-house catering team.

The Convention Center is conveniently connected to the 564 guestroom Omni Providence Hotel, The Arena, and the Providence Place Mall via sky bridge.

Website: <http://www.riconvention.com>

Overview of the Amica Mutual Pavilion

Located in the heart of Providence, The Amica Mutual Pavilion (AMP PVD) is New England's premier multi-use entertainment arena. Home to the AHL Providence Bruins and the Big East Providence College Men's Basketball team, the AMP PVD hosts a wide variety of sporting events, concerts, family shows, trade shows and more. The arena floor can be set up to accommodate center stage shows, table seating, ice, dirt, basketball, and event trade show booths.

The Amica Mutual Pavilion was built in 1971 and was then known as the Providence Civic Center. Entertainers such as, Elvis Presley, Elton John, Cher and Aerosmith have performed to sell-out crowds at the arena. In September of 2008, following a multi-million dollar renovation, the Amica Mutual Pavilion re-opened boasting new seats, a state of the art video scoreboard, facility and concession upgrades, luxury suites, a redesigned concourse and expanded lobby, and a sky-bridge to the Rhode Island Convention Center.

The 14,000-seat AMP PVD offers 31,000 square feet of arena space with a ceiling height of 86 feet, a 25,000-square-foot concourse, a 9,000-square-foot lobby, 20 luxury suites, and five additional meeting/hospitality rooms. There are 5,500 hotel rooms in the Greater Providence area—1,800 located within walking distance of the Center.

Website: <https://www.amicamutualpavilion.com>

Overview of the Veterans Memorial Auditorium

Since 1950, the Veterans Memorial Auditorium (The VETS) has held a unique place in the cultural life of Rhode Island as a performance venue for legendary artists, local performers and community traditions. The theater at The VETS has hosted a wide range of performers in recent years including Chris Botti, Mavis Staples, Wynton Marsalis, Savion Glover, Amy Schumer and Bryan Adams.

Furthering its commitment to arts and culture in Rhode Island, The VETS is home to visual and performing arts companies like FirstWorks, the Rhode Island Philharmonic Orchestra, and Festival Ballet Providence.

On the National Register of Historic Places, The VETS is located on the revitalized Avenue of the Arts across from the Rhode Island State House. With just over 2,000 seats, it is acclaimed for its unique combination of size and intimacy. The theater celebrates flawless acoustics, a breathtaking proscenium stage and exquisite interior with a one-of-a-kind ceiling featuring the shields of Rhode Island's original 39 communities.

In 2015 The VETS completed a multi-million dollar renovation that turned the theater into a state-of-the-art performance facility and created multipurpose event spaces throughout the building that can be used for pre-show or post-show gatherings, business functions, and a variety of special events.

The VETS is managed by Professional Facilities Management, the company that manages the Providence Performing Arts Center (PPAC). Under the guidance of the Rhode Island Convention Center Authority and PPAC/PFM team, The VETS is proud to serve the people of Rhode Island and strives to bring the highest quality experience to all of its valued guests.

Note: The Vets Is out of scope for this selection and will remain on their current ERP system

Website - <https://www.thevetsri.com/about>

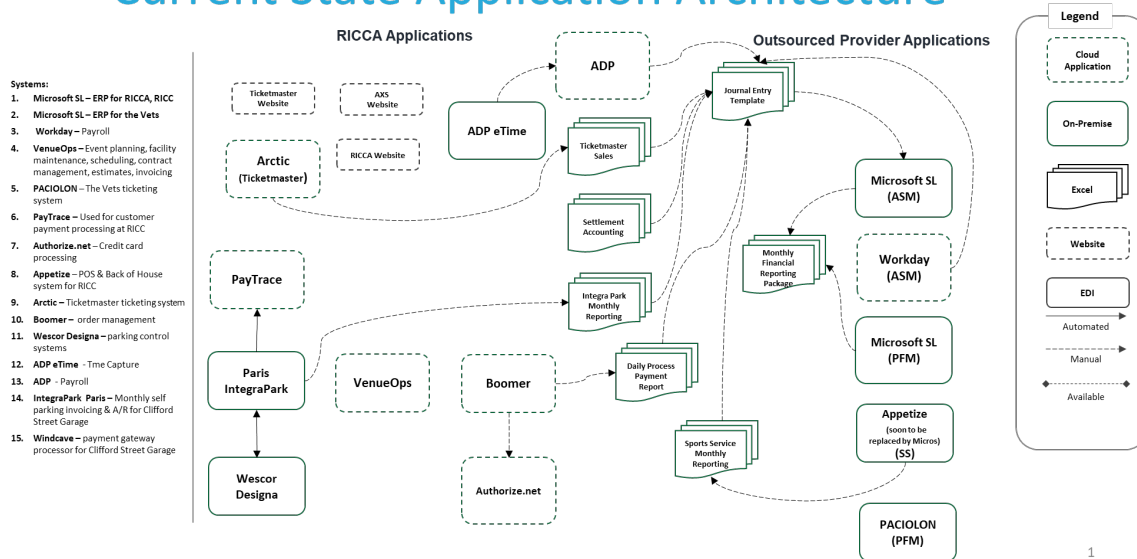
Why now?

As discussed in previous sections of this RFP, RICCA and its underlying organizations, have long maintained relationships with several key outsourced providers. These providers have traditionally retained ownership of the finance and operations business applications technology stack that was being used to deliver outsourced services to RICCA. Given the central role that these business applications play in RICCA's organization, and as finance technologies continue to advance at an accelerated pace, RICCA has decided to select and implement an ERP system to be owned and managed by the organization.

Overview of the Current State Business Application Architecture

The following diagram contains a high-level overview of the different applications within RICCA's current business application environment.

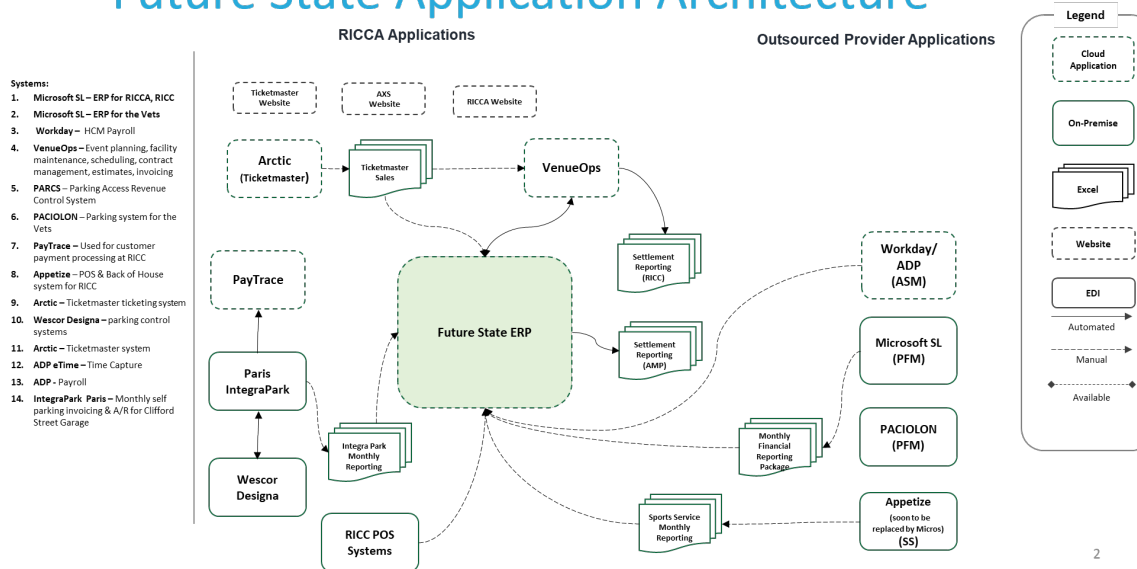
Current State Application Architecture



Future State Application Architecture

The diagram below contains a conceptual view of the future state business application architecture at RICCA.

Future State Application Architecture



Adjacent Projects to Consider

Rhode Island Convention Center Authority, and its outsourced providers, are in the process of evaluating and/or initiating the following projects that should be considered when responding to this RFP:

- **ADP to Workday Transition**
 - Long-time outsourced services provider, ASM, is transitioning HCM and Payroll functions off of ADP and onto Workday. The transition is expected to take place in early March 2023. It is not expected that the future state ERP system will directly integrate with ADP or Workday, however data will need to be transferred from Workday into the future state ERP to support calculation of labor allocations, creation of payroll journal entries, and support financial & management reporting processes.
- **VenueOps**
 - RICCA currently leverages VenueOps to support certain event management operations at the RICC and in a limited capacity at the AMP. RICCA is currently in the process of rolling out additional VenueOps functionality for the RICC with the goal of managing end-to-end event specific Contract-to-Cash and Procure-to-Pay processes within VenueOps. This will require a tight integration between the future state VenueOps and ERP applications.
 - RICCA is currently in the process of evaluating the ability for VenueOps to meet the operational requirements of the AMP.
- **Boomer Migration to VenueOps**
 - Boomer is a system used to support exhibitor ordering processes (i.e., exhibitors can order internet, furniture, etc. for their booths). This system is expected to be discontinued, and exhibitor ordering processes will be moved to VenueOps.

Key Challenges to be Addressed:

Through the selection of a future ERP system, RICCA is seeking to address the following key challenges:

1. Accounting processes are largely managed via offline spreadsheets and paper worksheets requiring manual keying of data into the current ERP system.
2. Difficulty tracking of labor at the event level across complex payroll requirements (i.e., union labor with shift differentials, role differentials, etc.), which has limited the organization's ability to analyze event-level profitability efficiently and effectively
3. Creation of settlement reporting to close out events requires a significant number of offline spreadsheets, is highly inefficient, and has a high risk for error
4. Allocation of direct and indirect costs at the event and project level requires the manual calculation of data to allocate costs properly.
5. Much of RICCA's business application environment is comprised of disparate applications. As a result, data must be manually moved from system to system, often in summary format and often manually keyed directly into the system or into a journal entry template in excel
6. Manual financial and management reporting with limited ability to analyze data to support decision-making activities

7. Manual budgeting & forecasting processes with limited ability to support budget vs. actual reporting

Project Success Factors

RICCA has defined the following key success factors for this initiative:

1. Scalable solution capable of supporting RICCA as it seeks to drive digital transformation across the organization.
2. Tight integration with VenueOps to support efficient and accurate accounting of events with the ability to analyze profitability at the event level.
3. Intuitive, easy-to-use, user interface capable of supporting employees throughout the organization.
4. Ability to easily import transactional data from 3rd party systems (i.e., Ticketmaster, ASM/PFM owned systems, etc.)
5. System-driven internal controls, including workflow-driven approval processes, systemic security & segregation of duties, and the ability to produce audit reports if needed.
6. Ability to easily reconcile data between 3rd party data (i.e., Ticketmaster sales data, bank account data, SportService data, etc.) and RICCA internal data

RFP Instructions and Time Frame

RFP Documentation

This RFP contains instructions and requirements that the supplier must agree to and complete entirely to be eligible for consideration.

RFP Schedule

Each of the following activities must be completed and submitted by no later than 2:00pm ET on the date(s) outlined:

The following table contains a high-level schedule of activities and corresponding due dates for this RFP:

Activity	Due Date
Distribution of requests to vendors	01/23/23
Complete response from vendor	02/03/23
Vendor demonstrations	02/23/23 – 03/09/23
Vendor selection	03/27/23

Note: Due dates are subject to change. All vendors will be notified via email of any changes.

Vendor Submission Process

Vendors are expected to respond to this RFP directly via the Smartsheet links that are referenced in this RFP in addition to submitting a written response to all other information requests listed in this RFP.

- Responses must be physically delivered on Friday, February 3rd, 2023, prior to 2pm on the 3rd floor administration offices located at 1 LaSalle Square, Providence, RI, 02903 C/O Daniel McConaghy, Executive Director.
- Proposals received by the Rhode Island Convention Center Authority after the submission deadline will be considered void and will not be considered in the selection process.
- Please also submit electronic copies of your responses to Peter Emerling at Pemerling@citrincooperman.com. Electronic responses must be delivered by the deadline identified above.

Questions Regarding this RFP

Citrin Cooperman encourages you to submit questions and requests for clarification regarding this request and advise the Company of any errors, omissions, inconsistencies, or ambiguities in this request before submitting a response. These questions, clarifications, and error notifications must be directed to the following representatives of Citrin Cooperman only on or before the date listed above. Questions regarding use cases, requirements, and any supporting documents can be entered directly in the requirements Smartsheet in the identified column.

Questions may be directed to: Peter Emerling, Citrin Cooperman

pemerling@citrincooperman.com

(781) 351-1506

Each vendor will be allotted time to speak with the Citrin Cooperman representative above regarding this RFP and any information contained herein. Vendors are NOT to contact any employees of the client without permission.

Evaluation of RFP Responses

Evaluation Process

RICCA will evaluate each RFP as follows:

- 1) Verification that each response complies with the administrative requirements outlined in this RFP.
- 2) Evaluation and analysis of the suppliers' offers (technical requirements and pricing)
- 3) Evaluation and analysis of the suppliers' statements of direction
- 4) Further meetings/conversations may be scheduled with each supplier to clarify the RFP or further.
- 5) Obtain assurance of supplier's qualifications.
- 6) Citrin Cooperman will engage selected vendors in a solution demonstration process to evaluate the functionality and usability of the software. This process will be coordinated with each of the vendors individually to conduct this process.

Considerations

RICCA will consider whether the suppliers have complied with the requirements of the RFP (adherence to the Schedule of Activities, competitive pricing, complete and thorough response to this RFP,

availability of qualified personnel and resources, and ability to negotiate expeditiously and in good faith any pricing issues and required contracts)

Vendor Selection

Vendors, and the software they represent, will be evaluated based on both written and oral proposals. However, RICCA may use the information other than that provided by the vendor in its evaluation. Vendors will be evaluated against the following criteria:

Criteria	Description
Quality and timeliness of response	Evaluation of content and general adherence to administrative guidelines in inquiry responses and submitted proposals
Ability to meet requirements	Assessment of the strengths of the software application as provided by deliverables/documentation outlined throughout the selection process
“Out-of-the-box” functionality	Ability to meet requirements without requiring significant customization or third-party add-ons
Pricing and TCO	Prices, terms, the total cost of ownership of the solution (licenses, maintenance, and services)
Technical maintenance and integration	Ability to integrate with RICCA’s current technical infrastructure and listed software/applications. General adherence to corporate standards and ease/availability of support
Technical scalability	The ability for the solution to scale without degradation in performance as the company scales in transaction volume, across multiple disparate locations, and user counts
References and relevant project history	History of the proposed solution to be effectively utilized in customers with requirements similar to those of RICCA
Ability to deliver successful demonstrations	Assessment of overall ease of use and ability to meet functional requirements as demonstrated to RICCA
Ability to execute implementation	The complexity of implementation, stability of the latest version of the product, availability of skilled development and implementation resources

RICCA reserves the right to make an award based solely on the information provided, to conduct discussion, or request proposal revisions if deemed necessary. The vendor(s) selected for the award will be chosen based on RICCA’s evaluation and determining which vendor will provide the most significant benefit to RICCA. RICCA has no obligation to reveal how vendor proposals were assessed. Therefore, submissions should contain your best terms within the proposed functional, technical, and financial approach.

Response format

We understand each vendor responds to many RFPs each year and have a preferred format they use. We invite you to submit your response in the format best suited to your team – either Word or PowerPoint- as well as responding to the requested topics in the Smartsheet links that will be sent to you following your acceptance of this RFP. In your response, please address the following topics:

Part 1 – Vendor & Solution Overview

Please outline your company credentials and any relevant experience working with companies similar to RICCA.

Provide a comprehensive overview of the following:

Client profiles

- Provide 2-3 client profiles of similar organizations that you have worked with.

Company size and scale

We would like to know about the scale and capabilities of your company. Please outline the following metrics, plus any others that you feel would be relevant:

- Company structure – are you independent, part of a larger company, the parent company of a series of smaller solution-specific companies, etc.?
- How many employees work for your company? If this product is from a division of your company, please break out company from your division.
 - Total employees
 - Employees in this division
 - Employees dedicated to support.
 - Employees dedicated to product development.
- Office locations, number of employees per location

Part 2 – Ability to Meet Requirements & Use Cases

Please review the requirements and use cases outlined in this document, and in the Smartsheet link that will be sent to you upon your acceptance of this RFP, and provide a response as to how your solution would handle each use case. Please identify any additional relevant functionality which would provide value or efficiencies to either Citrin Cooperman or its clients.

Part 3 - Pricing Requirements

Based on RICCA's requirements, please provide a high-level estimate of the cost associated with implementing your solution, including any necessary assumptions according to the points listed below:

- Software license pricing. Please note whether pricing is user/subscription based, transaction volume, hybrid model, etc.. Please provide a breakdown of user license costs.
- Break out hardware, subscription, hosting, support, and implementation costs (as applicable)
- Describe your pricing model and how the estimated cost was established, and what factors impact the cost
- Is product pricing based on named users or concurrent usage?
- Discuss the impact of expanding your product based on company growth and / or to other areas (or entities) of RICCA
- Discuss any potential future upgrade costs and what is included in the pricing proposed
- If not included in the subscription, please note the structure of support pricing including any support upcharges (i.e. escalated tickets, after-hours requests, separate integration or customization support, etc.
- Please clearly outline any third-party components that might be used in your solution and their associated costs over one, three, and five years respectively

Based on the information provided herein and implementations with similar requirements, vendors are asked to provide a high-level estimate of costs associated with implementing your solution, including any necessary assumptions. It is understood that additional scoping outside of the software selection process may be required to support an accurate implementation proposal. However, an estimate of the cost of implementing this software is necessary to properly evaluate the costs of each solution.

Part 4 – Module List

Please include a list of all modules available in your software package.

Part 5 – Proposed Architecture

Based on the information contained within this RFP and the attached requirements, please provide an overview of the architecture of your proposed solution, including the identification of any third-party solutions, integration tools, additional hardware/software requirements, etc.

Please note that RICCA expects any third-party software to be incorporated into the vendor demonstration process.

Part 6 – Implementation Approach

Based on the information contained within this RFP and the attached requirements, please provide an overview of your approach for implementing the proposed solution for RICCA and its subsidiaries. Please include data migration, testing, go-live cutover, and post-go-live support considerations.

We would also like to understand:

- The methodology including Waterfall/Agile
- Phase definition, etc.
- How the team is put together – are your resources internal, subcontracts, done through implementation partners, etc.
- The typical roles from your business that would be involved with a client implementation
- Describe your support model. Include details about how customers interact with your support organization, tools to manage tickets, expected service-levels, hours of availability, and locations.

Part 7 - Statement of Direction

Please include a Statement of Direction outlining your software’s strategic goals and roadmap over the next three to five years (product upgrades, functional changes, expansion plans, cost structure changes, etc.). If a parent company owns your software, please describe any changes in the direction that the company plans to advance.

Part 8 – Additional Relevant Information

Please provide any additional relevant information that you feel Citrin Cooperman may find relevant when evaluating your proposed solution, implementation capabilities and approach, etc.

Scope Information

As part of the systems implementation, the following areas are expected to be in-scope and by expected phase of implementation. Please note that scope and implementation phase is subject to change.

Module/Function/Entities	Phase 1	Phase 2	Out of Scope	Comments
Entities				
RICCA	X			
AMP	X			
RICC	X			
The Vets			X	
Clifford Street Parking Garage	X			
Modules				
Contract Management	X			Light contract management
Corporate Performance Management		X		
Document Management	X			
Finance (GL, AR, AP, FA)	X			
Procurement/Procure-to-Pay	X			
Project Accounting		X		
Lease Accounting		X		
Inventory Management	X			Light inventory mgmt for F&B, equipment rentals, etc.
Direct Integrations				
VenueOps		X		
Manual Data Imports				
Ticketmaster		X		
IntegraPark		X		
Workday/ADP		X		
SportService		X		
The Vets (Dynamics SL)		X		
Bank Accounts (~50)	X			Bank of NY, Citizens, Webster
PACIOLON		X		
RICC POS Systems		X		Several POS systems being used

Estimated User Counts

- RICCA – 34 Users
- Additional user license information will be provided via the Smartsheet links that will be sent to you following your acceptance of this RFP.

Functional Use Cases

Initial use cases will be provided via the Smartsheet links that will be sent to you following your acceptance of this RFP.