Request for Proposals

For Consultant Services for Selection Assistance and Implementation of an Enterprise Resource Planning System

ISSUE DATE: February 15, 2017

PROPOSAL DUE DATE: March 10, 2017 4:30 PM (CT)

PROPOSALS RECEIVED AFTER DEADLINE WILL BE RETURNED UNOPENED

The City of Lake Forest
Joseph Gabanski
Assistant Director, IT Division
800 N. Field Drive
Lake Forest, IL 60045
(847)-234-2600
Proposal Submission Summary

Proposal Due Date: March 10, 2017 at 4:30 PM (CT) local time
Submit: 1 printed, signed, original proposal and signed addenda
         1 copy of the original proposal
         1 CD or flash drive containing (one) 1 Electronic version of proposal in
         PDF or Word format

Send to: City of Lake Forest
         Sealed Proposal: ERP Software Assessment and Selection Assistance
         Joseph Gabanski, Assistant Director IT Division
         800 N. Field Drive Lake
         Forest, IL 60045

Effective immediately upon release of this Request for Proposals (RFP) and until notice of contract award, all
communications from proposers regarding this RFP shall be directed to:

   Joseph Gabanski, Assistant Director IT Division
   gabanskij@cityoflakeforest.com

The City, or designee, shall distribute all official changes, modifications, responses to questions or notices relating to
the requirements of this RFP. Any information from any other source shall not be considered official and proposers
relying on information from other sources do so at their own risk.

Listed below are specific and anticipated dates and times of actions related to this RFP. The actions with specific
dates must be completed as indicated unless otherwise changed. Dates are subject to change at The City’s
discretion:

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Anticipated Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Release of RFP</td>
<td>February 15, 2017</td>
</tr>
<tr>
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</tr>
<tr>
<td>Interviews with selected firms</td>
<td>March 23 – 28, 2017</td>
</tr>
<tr>
<td>Best and final negotiation</td>
<td>March 29 – April 6, 2017</td>
</tr>
<tr>
<td>City Council Approval</td>
<td>April 17, 2017</td>
</tr>
<tr>
<td>Contract Execution</td>
<td>April 18, 2017</td>
</tr>
<tr>
<td>Anticipated project start – Phase I</td>
<td>May 3, 2017</td>
</tr>
</tbody>
</table>
# Table of Contents

1. Purpose of Request for Proposals .......................................................................................................................... 4

2. Background .......................................................................................................................................................... 4

3. Scope of Work ....................................................................................................................................................... 4

4. Anticipated Project Schedule ............................................................................................................................. 10

5. Intent to Respond .................................................................................................................................................. 11

6. Proposal Submission Requirements .................................................................................................................... 11

7. Evaluation Criteria and Selection Process .......................................................................................................... 12

8. Award of Agreement ........................................................................................................................................... 13

9. The City of Lake Forest Reservation of Rights .................................................................................................. 13

10. Terms and Conditions ....................................................................................................................................... 13

11. Identity Theft Protection Form .......................................................................................................................... 14

12. General Certification Requirements ................................................................................................................ 15

13. City of Lake Forest Insurance Requirements .................................................................................................. 16
1. **Purpose of Request for Proposals**

The City of Lake Forest is soliciting proposals from qualified vendors to assist in the assessment and selection of an Enterprise Resource Planning (ERP) system for the city organization. The intent of this Request for Proposals (RFP) is to establish a contract between The City of Lake Forest and a qualified professional(s) with Enterprise Resource Planning System experience to perform the scope of work being requested.

Software requirements are to be solicited via meetings with all pertinent stakeholders. The selected consultant will then work with a core project team to make the final software vendor selection. A project coordinator will be assigned from the City of Lake Forest to work with the selected consultant.

2. **Background**

The City of Lake Forest is a prestigious North Shore community of about 19,000 residents located north of Chicago.

The City desires to replace its core business information systems with a new suite of integrated systems. The City has been running its current (SunGard HTE) business application software for the past 18 years. Modules in use include: Building Permits, Cash Receipts, Fixed Assets, Accounting/Budgeting, Accounts Receivable/Payable, Water Billing, Payroll/Personnel, Purchasing/Inventory, Building Permits, Code Enforcement, and Land/Parcel Management. The applications are well integrated and are one of the strengths of the system. However, the system’s inability to easily link to external databases and accommodate a more mobile and e-government world are difficult and are current weaknesses. The system reporting deficiencies result in multiple shadow systems, which usually produces duplication of data throughout the City.

In addition to replacement, the City is contemplating enhancement to or addition of some applications, such as human resources and electronic data management system (EDMS).

The new business information system must improve service to residents and increase employee productivity and mobility. It must also be reliable and secure. The City anticipates enhancing its processes by implementing a system that takes advantage of the most current system technology and network services. The new system must maintain its current capabilities while easily linking to third party applications to provide additional functionality not available in the base software.

3. **Scope of Work**

The City requires a qualified professional with proven experience in ERP projects, including overall project management, needs assessment, RFP development, software selection, contract negotiations, and implementation to provide direction for selecting a comprehensive ERP software system.

The project will be split into three phases. This request for proposal includes project management services and costs for Phase I and II, with the scope of services for Phase III to be determined at a later date. The consultant must identify experience in all three of the following phases:

- **Phase I** – Requirements specification and development of a Request for Proposal for an ERP system to include financials, land use and building permits, human resources, and EDMS.
- **Phase II** - Review of proposals, selection of a preferred vendor and contract negotiations
- **Phase III** - Implementation of selected system and data conversion
The City reserves the right to proceed or not proceed at the conclusion of each phase and to issue an RFP for implementation services at a later date.

Phase I – Requirements specification and development of a Request for Proposal for an ERP system

The focus of this phase is to gather functional requirements needed to run and streamline our business practices for input into the Request for Proposal. Departments will be interviewed to determine final requirements and discuss industry best practices. Major outcomes of this phase include a requirements specifications document approved by all end users of the software, a list of potential vendor candidates, and a Request for Proposal. Managing the vendor Q & A and working with The City to prepare an RFP addenda is also a part of this phase.

The selected consultant must have the ability to coordinate and deliver the following for Phase I:

3.1. Project Management

- Create a project charter.
- Facilitate identification of all project stakeholders.
- Formalize a consultant communications plan.
  - Include a weekly e-mail summary of progress, decisions, issues and actions to core project team.
- Develop a project plan.
  - Include a timeline for Phase I based on your experience.
- Facilitate project meetings.
  - Work with City staff to organize, plan, attend and oversee project meetings, which may include the entire project team or only core project team.
  - Prepare standard agendas for each meeting.
- Track all decisions.
  - Keep an up-to-date decisions log.
- Track all issues with proposed actions:
  - Keep an up-to-date issues and actions log that includes who is responsible for resolution and what the resolution was.

Deliverables include:

- Completed Project charter
- Stakeholder register with communication options (who will get what status update, how and when they will receive it)
- Contractor communication plan (monthly contractor status report including completed activities and anticipated completion dates for future tasks)
- A detailed project plan and timeline for Phase I
- A decision Log
- Issues and Actions list

3.2. ERP System Requirements
- Using appropriate facilitation techniques and interviews develop a required software features and functions list to include in vendor RFP and selection process.
  - Include discussions on best practices and process improvements.
- Interview all pertinent City of Lake Forest Staff to determine future ERP requirements. The departments include:
  - Parks and Recreation Department
  - Office of City Manager
  - Fire Department
  - Police Department
  - Public Works Department
  - Finance Department
  - Community Development Department
  - IT Department
  - CROYA (Committee Representing Our Young Adults)
  - Human Resources

**Deliverables include:**

- Detailed list of required future software features and functions by module

### 3.3. RFP Preparation and Delivery

- Develop a detailed RFP for an ERP system procurement. Responses must include the following elements at a minimum:
  - Comprehensive list of modules, including required and optional
  - Comprehensive list of functions to be identified as base, custom, or future by respondents
  - Cost – including purchased (on premise), leased (on premise), hosted (cloud), or a combination
  - Installation costs
  - Migration costs
  - Training costs
  - On-going training options
  - Implementation timeline
  - Required Technical specifications

- Develop list of potential vendor RFP candidates along with contact information.

**Deliverables include:**

- Written software RFP
- List of potential vendor candidates

- Coordinate and attend vendor question and answer session.
- Prepare an RFP addenda to address questions received from professional respondents.

**Deliverables include:**

- Addendum
Phase II – Review of proposals, selection of a preferred vendor and contract negotiations

This phase includes review of vendor proposals, coordination of vendor demonstrations and facilitation of selection committee meetings to determine vendor semi-finalists, and ultimately a vendor finalist. The major outcome of this phase is the selection of an ERP System and vendor with supporting selection criteria.

Note: It is imperative that the selected consultant demonstrate an ability to facilitate consensus to ensure that the Core Project Team make final vendor selection for recommendation to the City Council.

The selected consultant must have the ability to coordinate and deliver the following for Phase II:

3.4. Project Management

- Create a project charter.
- Facilitate identification of all project stakeholders.
- Formalize a consultant communications plan.
  - Include a weekly e-mail summary of progress, decisions, issues and actions to core project team.
- Develop a project plan.
  - Include a timeline for Phase II based on your experience.
- Facilitate project meetings.
  - Work with City staff to organize, plan, attend and oversee project meetings, which may include the entire project team or only core project team.
  - Prepare standard agendas for each meeting.
- Track all decisions.
  - Keep an up-to-date decisions log.
- Track all issues with proposed actions.
  - Keep an up-to-date issues and actions log that includes who is responsible for resolution and what the resolution was.

Deliverables include:

- Completed Project charter
- Stakeholder register with communication options (who will get what status update, how and when they will receive it)
- Contractor communication plan (monthly contractor status report including completed activities and anticipated completion dates for future tasks)
- A decision log
- Issues and Actions list

3.5. Software Vendor Response Analysis
Work with Core Project Team to provide input and recommendations to assist with vendor RFP response review.

Develop consistent comparison criteria for a qualified vendor selection process, including:

- A list of required features and functions, along with deliverability to assist client in narrowing the list of prospects. Identify each of the features/functions as:
  - Base
  - Custom
  - Future
- Percentage of required features and functionality in base code
- Supported hardware and database platforms
- Any additional third party software requirements
- Cost options with associated costs of each, such as:
  - On premise
  - Cloud
  - Combination of on premise and cloud
- A formatted side-by-side vendor comparison to allow easy visual feature confirmation

Develop a 10 year cost analysis using the various cost options provided by vendor. This may include:

- On premise
- Cloud
- Combination of on premise and cloud

**Deliverables include:**

- Side-by-side vendor comparison matrix that includes required features, the feature availability and/or deliverability, and supported hardware and database platforms
- A 10 year cost analysis of the various cost options for each vendor

### 3.6. ERP System Vendor selection

- Prepare a vendor finalist selection process, including a:
  - Vendor scoring matrix, with a price comparison
- Communicate vendor selection process documents and strategy to Core Project Team.
- Assess vendor market presence.
- Provide templates for selection of semi-finalists.
- Facilitate and attend vendor product demonstrations of semi-finalists.
- Assist Core Project Team with final vendor selection.
  - Prepare a suggested agenda for use in vendor demonstrations.
  - Prepare a sample demonstration script.
  - Prepare vendor demo evaluation forms for use by selection committee.
  - Participate in reference interviews which may or may not include phone and/or site visits.
  - Prepare a written recommendation for City Council presentation reflecting core project team support for purchase of the finalist ERP system.
- Attend City Council meeting in support of recommendation to purchase the ERP Vendor finalist system.
Deliverables include:
- Scoring matrix for each selected vendor to assist with final vendor selection
- Written recommendation for purchase of selected ERP system with joint presentation to City Council

3.7. Contract Negotiations
- Participate in client meeting to discuss contract negotiating strategy.
- Review finalist vendor’s contract and recommend changes.
- Assist in negotiation of final contract.

Deliverables include:
- Signed Vendor contract

Phase III – Implementation and data conversion

The scope of this phase to be determined at a later date, and may or may not include the following:

3.8. Project Management
- Create a project charter.
- Facilitate identification of all project stakeholders.
- Formalize a consultant communications plan.
  - Include a weekly e-mail summary of progress, decisions, issues and actions to core project team.
- Work with the selected ERP Vendor to develop a detailed implementation project plan.
  - Include an implementation timeline.
  - Provide milestones with anticipated dates.
  - Include training and data conversion.
  - Meet with vendor representatives to communicate timetables and expectations.
- Monitor implementation plan.
  - Identify and address ways to minimize project risks.
  - Review and comment, as needed, on progress towards achieving activities and milestones defined in the project timeline.
  - Organize and schedule weekly meetings with City Core Project team to review progress, issues and actions that need to be taken.
- Monitor data conversion/migration.
- Track all decisions.
  - Keep an up-to-date decisions log.
- Track all issues with proposed actions.
- Keep an up-to-date issues and actions log that includes who is responsible for resolution and what the resolution was.

  - Facilitate project meetings.
  - Work with City staff to organize, plan, attend and oversee project meetings, which may include the entire project team or only core project team.
  - Prepare standard agendas for each meeting.

**Deliverables may include:**

- Completed Project charter
- Stakeholder register with communication options (who will get what status update, how and when they will receive it)
- Contractor communication plan (monthly contractor status report including completed activities and anticipated completion dates for future tasks)
- A decision log
- Issues and Actions list

3.9. **Training**

  - Monitor training as agreed in contract.
  - Work with Vendor to provide training agenda.

3.10. **User acceptance and Signoff**

  - Monitor vendor compliance to the negotiated contract.
  - Provide guidance in conducting user acceptance testing.
  - Authorize system acceptance, with input from client, for project closeout.
  - Conduct a project close-out meeting with city project participants.
    - Prepare Lessons Learned document.

**Deliverables may include:**

- Completed Lessons Learned document
- Completed user acceptance document
- Resolutions of all issues noted during project implementation

4. **Anticipated Project Schedule**

This schedule represents the targeted project milestones for selection of a professional to assist with ERP software assessment and selection. This schedule is subject to change by The City of Lake Forest:

<table>
<thead>
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</tr>
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5. **Intent to Respond**

All vendors who intend to respond to this RFP should signify their desire to do so by submitting an e-mail with all contact information by March 1, 2017, 4:30 PM (CT) to:

Joseph Gabanski, Assistant Director, IT Division  
The City of Lake Forest  
800 North Field Drive  
Lake Forest, IL 60045  
E-Mail address: GabanskiJ@cityoflakeforest.com

6. **Proposal Submission Requirements**

6.1. Applicants must submit **1 original physical & 1 electronic copy** of their Proposal to The City. Proposals shall be submitted in a sealed envelope bearing the legend "ERP Software Assessment and Selection Assistance ". All proposals received after the time specified for proposals due shall be returned unopened. The electronic copy must be in .PDF format and enclosed in the sealed envelope on CD or thumb drive.

6.2. All inquiries or questions regarding this RFP are to be e-mailed only, along with the intent to respond by March 1, 2017, 4:30 p.m. (CT) to the following individual:

Joseph Gabanski, Assistant Director, IT Division  
The City of Lake Forest  
800 North Field Drive  
Lake Forest, IL 60045  
E-Mail address: GabanskiJ@cityoflakeforest.com

6.3. Responses to questions will be provided by March 3, 2017.

6.4. Sealed Proposals to be mailed to:

The City of Lake Forest  
Sealed Proposal: ERP Software Assessment and Selection Assistance  
Joseph Gabanski, Assistant Director, IT Division  
800 North Field Drive  
Lake Forest, IL 60045

6.5. All proposals due by March 10, 2017, 4:30 p.m. (CT).

*Any proposals received after the deadline will be returned unopened.*

6.6. Proposal Format:
6.6.1. RFP Cover letter – a signed letter briefly stating the proposer’s understanding of the work to be done in compliance with the City’s Request for Proposal, a statement why the firm believes itself to be the best qualified firm to perform the services, and a statement that the proposal is a firm and irrevocable offer for 180 days. Any exceptions to requirements listed in the City’s Request for Proposal must be clearly identified in the Cover letter, including exceptions to the desired scope of services outlined in Section 3. The Cover letter must be signed by an authorized representative of the firm.

6.6.2. Response to each item in Section 3. (Scope of Work).

6.6.3. At a minimum, provide samples for the following deliverables identified in Section 3. (Scope of Work):
   - Project Charter
   - RFP
   - Cost Analysis
   - Vendor Scoring matrix

6.6.4. The cost of services to be provided and an explanation of the basis on which fees are determined. All potential services and associated pricing must be disclosed. The cost proposal must include a not-to-exceed amount for Phase I and Phase II as outlined in the scope of work.

6.6.5. Resume(s) of staff to be assigned to this project.

6.6.6. Minimum of three (3) professional references for similar projects:
   - 6.6.6.1. Please provide contact name and number for each reference (see attachment A).
   - 6.6.6.2. Brief description of similar project (see attachment A).

6.6.7. Complete required signatures for The City of Lake Forest identity Theft and General Certification Requirements understanding. Please submit a fully complete RFP Section 11 and Section 12.

7. Evaluation Criteria and Selection Process

The City reserves the right to designate respondents as qualified and to prepare a list ranking those designated as qualified on the basis of the City’s determination, in its sole discretion, of the best interest of the City and the project.

The following criteria will be used in the evaluation and selection of the consultant. Note that this is not a comprehensive list and is not in order of priority:

7.1. It is anticipated that a group of consultant finalists will be selected for in-house interviews by a City of Lake Forest staff RFP review committee to be conducted in Lake Forest, Illinois on between the dates of March 23rd and March 28th, 2017. You must have the ability to meet with this committee. (See criterion 7.2.7. Finalist Interviews)

7.2. The City of Lake Forest will evaluate each firm’s proposal in a fair, consistent, and objective manner. Selection of the consultant shall be based on response to questions or requirements identified in this RFP and personal interviews. The final recommendation will be made by a City of Lake Forest staff RFP review committee for City Council consideration and approval. The staff RFP review committee will carefully and thoughtfully consider all RFP responses. Each potential consultant will be evaluated on the following criteria:
   - 7.2.1. Completeness of Proposal
   - 7.2.2. Conformance to RFP Requirements
7.2.3. **Availability** and ability to meet The City of Lake Forest anticipated schedule.

7.2.4. **Qualifications** – Include a summary of the firm’s qualification to perform the work outlined in the RFP (see 6.6.1). A current resume must be provided for the individual(s) designated to work on this project (see 6.6.5).

7.2.5. **Customer References** – Include a minimum of three (3) references from similar projects (see Attachment A and 6.6.6).

7.2.6. **Cost Proposal** – Separate and include detail costs for Phase I and Phase II as outlined in Section 3. (Scope of Work). Should the City decide to proceed with Phase III, scope of services and costs to be negotiated at a later date. The City reserves the right to issue an additional RFP for Phase III - Implementation of selected system and data conversion.

7.2.7. **Finalist Interviews** – a group of finalists will be chosen for in-house interviews. The finalists should be available to discuss their qualifications at a designated location in Lake Forest, Illinois on between March 23rd and March 28th.

8. **Award of Agreement**

The selected consultant will be required to enter into a written professional services agreement with the City. Such agreement shall reflect the terms and conditions included in the RFP and the selected consultant’s response, as well as any other provisions mutually agreed to by both parties. The agreement is subject to approval by the City Council of The City of Lake Forest.

9. **The City of Lake Forest Reservation of Rights**

The City reserves the right, at its sole discretion, to use without limitation any and all information, concepts, and data submitted in response to this RFP, or derived by further investigation thereof. The City further reserves the right at any time and for any reason to cancel this solicitation, to reject any or all Proposals, to supplement, add to, delete from, or otherwise change this RFP if conditions dictate. The City may seek clarifications from a vendor at any time and failure to respond promptly may be cause for rejection. The City also reserves the right to interview only those firms it determines shall provide the most advantageous services and to negotiate with one or more vendors to develop contract terms acceptable to The City.

10. **Terms and Conditions**

10.1. This RFP is issued pursuant to applicable provisions of the City’s Purchasing Policies and Procedures. Responses to this RFP shall be opened in private by City officials to avoid disclosure of contents that may contain confidential or proprietary information to competing Respondents.

10.2. The City will not be liable in any way for any costs incurred by respondents in replying to this RFP.

10.3. An agreement resulting from the acceptance of a Proposal shall be on forms approved by the City’s legal counsel and shall contain, as a minimum, the applicable provisions of this request for Proposal and the Proposal itself. The City reserves the right to reject any agreement which does not conform to the request for Proposal, the Proposal of the firm concerned, or the City’s requirements for agreements and contracts.

10.4. The contracted firm shall not assign any interest in the contract and shall not transfer any interest without the prior written consent of the City.

10.5. If, through any cause, the contracted firm fails to fulfill the obligations agreed to in a timely and proper manner, the City shall have the right to terminate the contract by notifying the firm in writing and specifying a termination date not less than thirty (30) calendar days in advance. In such event, the contracted firm shall be entitled to just and equitable compensation for any satisfactory work completed.
10.6. Any modifications to or clarifications of this RFP will be distributed by the City to each Respondent requiring to be so informed, who also provides a fax number, mailing address, and/or email address for such purpose.

10.7. City officials shall direct the examination of the Proposals and other documents submitted to determine the validity of any written requests for nondisclosure of proprietary or confidential information. After award of the contract, all responses, documents, and materials submitted by the Respondent pertaining to this RFP will be considered public information unless otherwise determined by the City. All data, documents and other information developed because of these contractual services shall become the property of the City. Based on the public nature of RFP’s a Respondent must inform the City, in writing, of the exact materials in the submittal, which it believes, are proprietary or confidential, and should not be made part of the public record in accordance with the Illinois Freedom of Information Act. The Respondent will be financially responsible for all expenses of the City, its public officials, consultants, employees, agents and representatives in defending the denial of access to such material pursuant to a Freedom of Information Act request.

11. **Identity Theft Protection Form**

All City Vendors with access to sensitive material must acknowledge receipt of a copy of the City of Lake Forest’s identity theft prevention program policy. The policy can be found at the following website:


All proposals submitted in response to this RFP must include a fully executed certification:

**IDENTITY THEFT PREVENTION PROGRAM CERTIFICATION**

I certify that I have read, understood and agree to comply with The City of Lake Forest’s Identity Theft Prevention Program.

______________________________
Institution

______________________________
Signature

______________________________
Title

______________________________
Date
12. **General Certification Requirements**

STATE OF ________________

COUNTY OF ________________

PROPOSER’S CERTIFICATION

The undersigned, being first duly sworn on oath, deposes and states that all statements made herein are made on behalf of Proposer, that this deponent is authorized to make them, and that the statements contained herein are true and correct.

Proposer deposes, states, and certifies that Proposer is not barred from contracting with a unit of state or local government as a result of (i) a delinquency in the payment of any tax administered by the Illinois Department of Revenue unless Contractor is contesting, in accordance with the procedures established by the appropriate revenue Act, its liability for the tax or the amount of the tax, as set forth in 65 ILCS 5/11-42.1-1; (ii) a violation of either Section 33E-3 or Section 33E-4 of Article 33 of the Criminal Code of 1961, 720 ILCS 5/33E-1 et seq.; or (iii) a violation of the USA Patriot Act of 2001, 107 Public Law 56 (October 26, 2001) (the “Patriot Act”) or other statutes, orders, rules, and regulations of the United States government and its various executive departments, agencies and offices related to the subject matter of the Patriot Act, including, but not limited to, Executive Order 13224 effective September 24, 2001.

DATED This ______ Day Of __________________, 20___.

Attest/Witness:  

Proposer’s Name:

By: ___________________________  

By: ___________________________

Title: __________________________  

Title: __________________________

Subscribed and Sworn to My Commission Expires: ________________

before me this _____ day

of ______________, 20___.

__________________________  

[SEAL]

Notary Public
13. **City of Lake Forest Insurance Requirements**

These requirements are baseline standards for insurance to be provided in City procurements. They may require adjustment from time to time based on a variety of factors, including the nature, scope, duration, and value of the procurement, subject to approval of the City Manager.

I. **DESIGN PROFESSIONALS AND OTHER SIMILAR CONSULTANTS:**

   A. **Worker’s Compensation and Employer’s Liability** with limits not less than:
      
      1. **Worker’s Compensation:** Statutory;
      2. **Employer’s Liability:**
         - $500,000 injury-per occurrence
         - $500,000 disease-per employee
         - $500,000 disease-policy limit
      
         Such insurance shall evidence that coverage applies in the State of Illinois.

   B. **Comprehensive Motor Vehicle Liability** with a combined single limit of liability for bodily injury and property damage of not less than $1,000,000 for vehicles owned, non-owned, or rented.
      
      All employees shall be included as insureds.

   C. **Comprehensive General Liability** with coverage written on an “occurrence” basis and with limits no less than:
      
      - $2,000,000 Bodily Injury and Property Damage Combined Single Limit
      
      Coverage is to be written on an “occurrence” basis.
      
      Coverages shall include:
      
      - Broad Form Property Damage Endorsement
      - Blanket Contractual Liability (must expressly cover the indemnity provisions of the Contract)
      - Independent Contractors
      - Personal Injury (with Employment Exclusion deleted)
      - Broad Form Property Damage Endorsement
      - Bodily Injury and Property Damage

   D. **Professional Liability Insurance**, with a limit of liability of not less than $1,000,000 per occurrence and $2,000,000 in the aggregate and covering the supplier or vendor against all sums that supplier or vendor may be obligated to pay on account of any liability arising out of the contract. This requirement shall apply to design and consulting projects, as well as to contracts for professionals involved in construction projects.

   E. **Umbrella Policy**. The required coverages may be in any combination of primary, excess, and umbrella policies. Any excess or umbrella policy must provide excess coverage over underlying insurance on a following-form basis such that when any loss covered by the primary policy exceeds the limits under the primary policy, the excess or umbrella policy becomes effective to cover such loss.

   F. **City as Additional Insured**. The City shall be named as an Additional Insured on all policies except for:

      Worker’s Compensation Professional Liability (if applicable)

      Each such additional Insured endorsement shall identify the City as follows: The City of Lake Forest, including its City Council members and elected and appointed officials, its officers, employees, agents, attorneys, consultants, and representatives.

   G. **Other Parties as Additional Insureds**. Other entities should be included and named as additional insured on appropriate policies.