



Government Finance Officers Association

Research and Consulting Center

In Response To: Bid #24-20



SUPERIOR

W I S C O N S I N

Living up to our name.

City of Superior, WI

**Enterprise Resource Planning
Software Selection Advisory Services**

April 16, 2024



Government Finance Officers Association

203 North LaSalle Street, Suite 2700

Chicago, IL 60601-1210

312.977.9700 fax: 312.977.4806

April 15, 2024

City of Superior

Attn: Contract Analyst

1316 North 14th Street, 2nd Floor

Superior, WI 54880

The Government Finance Officers Association (GFOA) is pleased to present this proposal to the City of Superior (“the City”) to provide enterprise resource planning (ERP) software selection advisory services for replacement of the City’s Naviline Central Square system and potentially other related administrative systems. We understand the great opportunity that an ERP system replacement project provides and focus on using that chance to make lasting improvements to policies, business processes, and outcomes for the organization. We also understand the importance of making decisions on the future of your systems after careful analysis, understanding of issues, development of future state goals and the risks that organizational change can bring. We will work with staff from the City and its staff to make recommendations in the best interest of the City going forward related to its systems, business processes, and overall administrative functions.

Over 600 governments (including others in Wisconsin) have found value in our experience, expertise, and detailed approach to ERP projects. As one of the premier membership associations for public-sector professionals, we very much appreciate our ongoing partnership with the City. As a service provided to members, GFOA can offer independent, objective, and best practice focused consulting services consistent with our mission to improve government management.

If there are any questions or you would like to discuss the proposal, please let me know.

Sincerely,

A handwritten signature in dark blue ink, appearing to read 'Michael J. Mucha', is written over a light blue horizontal line.

Michael J. Mucha

Deputy Executive Director

Director, Research and Consulting Center

Government Finance Officers Association

Phone: 312-977-9700

Email: mmucha@gfoa.org

Washington, DC Office

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1. Background Information

The Government Finance Officers Association (GFOA) is the premier association for public sector finance professionals in the United States and Canada. Founded in 1906, GFOA currently has over 23,500 members that look to GFOA as the gold standard for identifying, developing, and communicating leading practices in government management. As a non-profit organization, GFOA's mission is to promote excellence in state and local government financial management. GFOA accomplishes this mission by identifying and developing policies and practices and promoting them through education, training, certification, membership recognition, consulting, and ongoing advocacy and leadership.



GFOA's Research and Consulting Center (RCC) is nationally recognized for its comprehensive analytical and advisory services, as well as for research on issues specific to state and local governments' financial, human resource, procurement, payroll and operational management. Since beginning operations in 1977, the RCC has assisted hundreds of cities, counties, public utilities; and other forms of government to create best practice solutions to meet their unique challenges. Approximately 20 years ago, GFOA began consulting for enterprise resource planning

(ERP) system assessments, procurement, contract negotiation, and implementation advisory services. This practice now represents the majority of all GFOA engagements and GFOA has built a reputation as the unparalleled leader in the field of providing objective, independent advice for ERP procurement and implementation projects. Our approach to ERP projects focuses on business process improvement, effective governance, and building organizational readiness throughout each stage of the procurement process.



9. Enterprise Resource Planning Software Selection Advisory Services

Date: 4/15/2024

City of Superior, Wisconsin

I/we, the undersigned, being familiar with all the factors and other conditions affecting the work, are hereto attaching the following documents:

- 1) Subcontractors List
- 2) Addenda Acknowledgment
- 3) Qualification & Evaluation Checklist
- 4) References


I/we, the undersigned, hereby propose to furnish all labor, tools, materials, skills, equipment and all else necessary to execute the work, in accordance with the specifications and are hereby submitting the following proposal:

Total Cost (Not-to-Exceed): \$ \$173,000

Amount in written figures: One hundred seventy three thousand

Completion Date: 12/31/2025 (date)

Interested firms may, at their discretion, suggest additional services not explicitly requested by this RFP. Proposals should include line item costs for additional services. Please note that additional services may or may not be awarded by the City and that costs for additional services are excluded from the base proposal.

SIGNATURE  Date 4/15/2024
Print Name Michael Mucha
Name of Company Government Finance Officers Association
Address 203 N. LaSalle Street, Suite 2700, Chicago, IL 60601
Phone 312-578-2282 Fax NA
E-mail Address mmucha@gfoa.org

11. Addenda Acknowledgement (Must be submitted with Proposal)

Enterprise Resource Planning Software Selection Advisory Services

I/we hereby acknowledge receipt of the following addenda(s):


Addendum No. 1 Dated 4/1/2024
Addendum No. Dated
Addendum No. Dated
Addendum No. Dated

I/we further certify that no agreement has been entered into to prevent competition for said work and that I/we carefully examined the site where the work is to take place, and the plans, specifications, form of contract and all other contract documents.

I/we further agree to enter into the contract, as provided in the contract documents, under all the terms, conditions and requirements of those documents.

* If no addenda were issued, the consultant/firm shall so indicate and sign this document.

Government Finance Officers Association

Company


Representative Signature



2. Key Personnel

All GFOA consultants assigned to this project will have multiple years of experience with similar projects, continually conduct market research, and have prior public sector work experience.

All GFOA consultants have held positions within local government and have prior experience leading ERP projects similar to this engagement.

All GFOA consultants have managed projects similar to this engagement. As a result, our consultants are able to understand your unique needs and future goals, and help provide recommendations and advice from within the team. We understand the current market and will work to transfer that knowledge to the City so it not only creates a recommended plan for implementation, but also so that implementation of that plan is successful.

All of our consultants approach projects with similar goals.

- 1) Understand your needs and challenges and work with you to meet project goals
- 2) Provide accurate, timely, and relevant information and gain your trust as a key member of your team.
- 3) Provide honest recommendations that are solely influenced by the best interests of the County
- 4) Serve as the County's advocate throughout the project. In both short and long-term, we will be a passionate champion for best practice and ensuring the County gets the best possible project outcomes.

GFOA does not plan on using any subcontractors for this project. All proposed staff would be available to help the City following timelines provided in the RFP.

Craig Lesner, Senior Manager



Craig Lesner joined the Government Finance Officers Association (GFOA) of the U.S. and Canada in 2017 as a Senior Manager in the Research and Consulting Center. In this role, Craig works with local governments to help navigate the complexities and obstacles that arise through implementing financial best practices and improving business processes.

Prior to joining GFOA, he served for nine years as the Chief Financial Officer for the Village of Oak Park, IL. During his tenure, the Village initiated a performance measurement program and received GFOA's Distinguished Budget Presentation Award for the first time. For the ten years prior, Craig served in several roles in the City of Chicago's Office of Budget and Management, progressing to deputy director.





While with the City, he helped lead the \$5.2 billion annual appropriations process and served as a member of the cash management team.

Relevant Past Projects

- City of Concord, NC
- City of Grand Rapids, MN
- City of Myrtle Beach, SC

Education

- B.A in Economics and Political Science, University of Illinois at Chicago
- M.P.P in Public Policy, University of Chicago

Jake Kowalski, Consultant



Jake Kowalski joined GFOA’s Research and Consulting Center in 2018. He does research and training on a wide range of topics including equity in budgeting and exploring how the budget process can be more responsive and representative of citizen demands. Jake staffs the Committee on Economic Development and Capital Planning which develops best practices and advisories in conjunction with practitioners around the country. Additionally, Jake leads the Urban Forum which offers training and networking events that cater to the uniquely urban issues finance officers encounter in large metro areas. He also supports GFOA’s consulting practice by assisting governments in risk-based reserve consulting, business process improvement, and navigating the enterprise resource planning system procurement process.

Prior to GFOA, Jake worked for the City of Austin’s Mayor’s Office and Housing Department as well as the Texas State Legislature. He received his B.A. in Economics from the University of Wisconsin-Madison and his Master of Public Affairs from the University of Texas at Austin.

Relevant Past Projects

- Kern County, CA
- Las Vegas Convention Authority

Education

- B.A in Economics from the University of Wisconsin-Madison
- M.P.A. from the University of Texas – Austin





Mark Mack, Senior Manager



Mark Mack is a senior manager in the GFOA's Research and Consulting Center. Prior to joining GFOA, he worked in municipal government and higher education. Mark supports government jurisdictions through various finance related consulting projects and technology acquisitions such as Enterprise Resources Planning (ERP) systems. He also conducts research and writes on various topics impacting public sector finance. In addition to research and consulting, Mark also staffs various finance and budget related professional development trainings and leads GFOA's Black Caucus.

Relevant Past Projects

- Hernando County, FL
- City of Bartlesville, OK
- Yavapai County, AZ
- City of Sarasota, FL

Education

- BBA, Barry University
- MPPA, Northwestern University

Additional Staff Resources

Our consulting services complement and utilize much of our research knowledge and membership network to deliver current, relevant, and proven strategies. The same consultants who regularly advise clients also research and write white papers and journal articles, author and edit publications, conduct training, coordinate GFOA's annual conference, and staff best practice committees. In addition, GFOA consultants have access to other GFOA subject matter experts who lead other GFOA programs and services including best practice development, training, and technical accounting guidance. GFOA has broad knowledge of accounting standards and other best practices in government through our research and development of the following resources:

- **Industry Standard Publications:** GFOA staff prepare the industry's leading publication to guide governmental accountants on all standards and financial reporting guidance. Governmental Accounting, Auditing, and Financial Reporting (The "Blue Book") is published by GFOA and GFOA consultants and clients have ready access to GFOA's technical experts throughout the project for any complex accounting or financial reporting questions as we work through business process change, chart of account configuration, or system set up challenges.
- **Government Finance Review:** GFOA consultants also regularly contribute articles and serve as reviewers for GFOA's bi-monthly publication, The Government Finance Review, along with other leading journals, books, and white papers.
- **Best Practice Committees:** GFOA has seven standing committees made up of leading finance professionals from governments throughout the United States and Canada that meet regularly to develop best practices to promote and guide sound financial and overall government management.





- **Annual Conference and Training:** GFOA's Annual Conference attracts approximately 5,000-7,000 government finance professionals and provides a forum to discuss innovative practices, learn best practice examples, network with peers, and interact with exhibitors. GFOA also provides ongoing training seminars throughout the country to assist members with continued professional development.

GFOA's consulting team also has experience working with local governments in Wisconsin, and we are currently working with the City of Fond du Lac.

Approach for Project Management

See Task 1 under GFOA's proposed services.



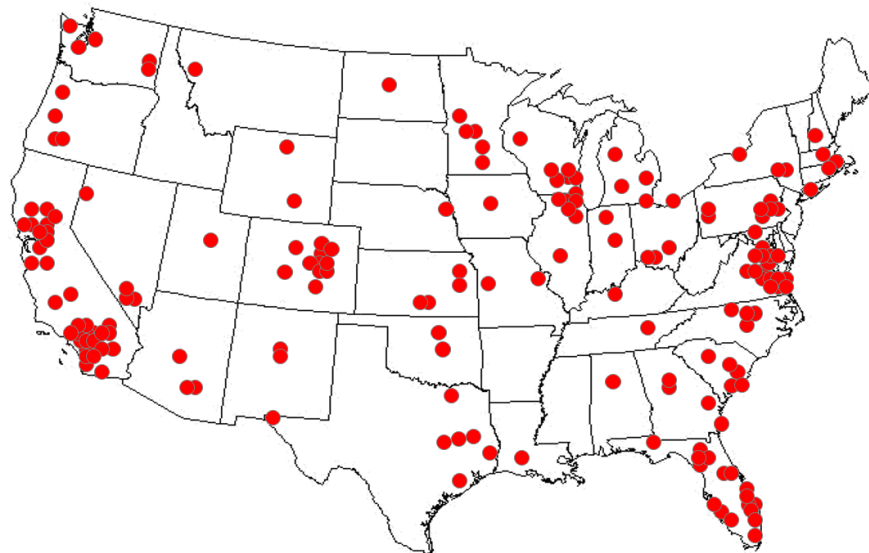


3. Related Experience

Over the past 25 years, GFOA’s technology consulting practice has grown to become the market leader in assisting local governments through the process of assessing current systems, understanding the vendor marketplace, facilitating procurement of new systems, and providing detailed analysis and contract negotiation assistance to protect the best interests of governments **and** help reduce implementation risk. We have assisted approximately 600 cities, counties, school districts, and special district governments with system selection, contract negotiation, and implementation readiness for ERP systems.

GFOA’s position as a mission focused non-profit organization can provide truly objective recommendations aligned with your goals.

GFOA does not implement software and has no interest in expanding into this role in the future. Our focus is exclusively on providing honest and unbiased recommendations to our clients and all GFOA members and public sector organizations. The ERP market has undergone significant change in recent years and governments are increasingly more reliant on technology to implement financial management best practices. With our consulting experience and continued research, GFOA has been able to improve its approach and generate additional value for our clients through reduced costs, reduced risk, and best practice recommendations to improve not only technology, but also business process.



As requested in the RFP, the following provides examples of past projects GFOA has assisted with in the past five years. All projects were similar in length and scope to the proposed services identified within our approach to the City.





Project List	
Organization	System Selected
Accomack County, VA	SAP
City of Arvada, CO	Workday
City of Bakersfield, CA	Oracle
Butte County, CA	Workday
Charles County, MD	Tyler Munis
City of Charleston, SC	Workday
City of Deerfield Beach, FL	Tyler Munis
City of Dubuque, IA	Tyler Munis
City of Edgerton, KS	Tyler Incode
Forsyth County, NC	Oracle
City of Grand Rapids, MI	Oracle
City of Grand Rapids, MN	Oracle Net Suite
Hawaii County, HI	Oracle
City of Issaquah, WA	Tyler Munis
Kenosha County, WI	Microsoft
City of Johnson City, TN	Oracle
Kern County, CA	Workday
City of Lady Lake, FL	Springbrook
City of Laguna Beach, CA	Tyler Munis
City of Littleton, CO	Workday
Mariposa County, CA	Oracle
City of Olympia, WA	Workday
City of Owatonna, MN	OpenGov
City of Pittsburg, CA	Tyler Munis
Pueblo County, CO	Workday
Roque Community College, OR	Jenzabar
City of Sarasota, FL	Workday
City of South Bend, IN	Microsoft
Spokane County, WA	Workday
Thurston County, WA	Oracle
City of Ventura, CA	Workday
Western Municipal Water, CA	Infor

See following page for references.



13. Statement of Qualifications Reference Form

Applicant Firm Name: Government Finance Officers Association

Contact Person: Mike Mucha

Address: 203 N. LaSalle Street, Suite 2700

City, State, and Zip Code: Chicago, IL 60601

Telephone: 312-578-2282

Reference #1

Owner or Company Name: City of Dubuque

Contact Person: Jennifer Larson

Type of Service(s) Provided: ERP Advisory Services

Calendar Year(s) of Service(s) Provided: 2022-2024

City, State, and Zip Code: Dubuque, IA 52001

Telephone: 563-589-4322

Reference #2

Owner or Company Name: City of Owatonna

Contact Person: Rhonda Moen

Type of Service(s) Provided: ERP Advisory Services

Calendar Year(s) of Service(s) Provided: 2020-2021

City, State, and Zip Code: Owatonna, MN 55060

Telephone: 507-774-7350

Reference #3

Owner or Company Name: City of Grand Junction

Contact Person: Ashley McGowen

Type of Service(s) Provided: ERP Advisory Services

Calendar Year(s) of Service(s) Provided: 2022-2024

City, State, and Zip Code: Grand Junction CO 81501

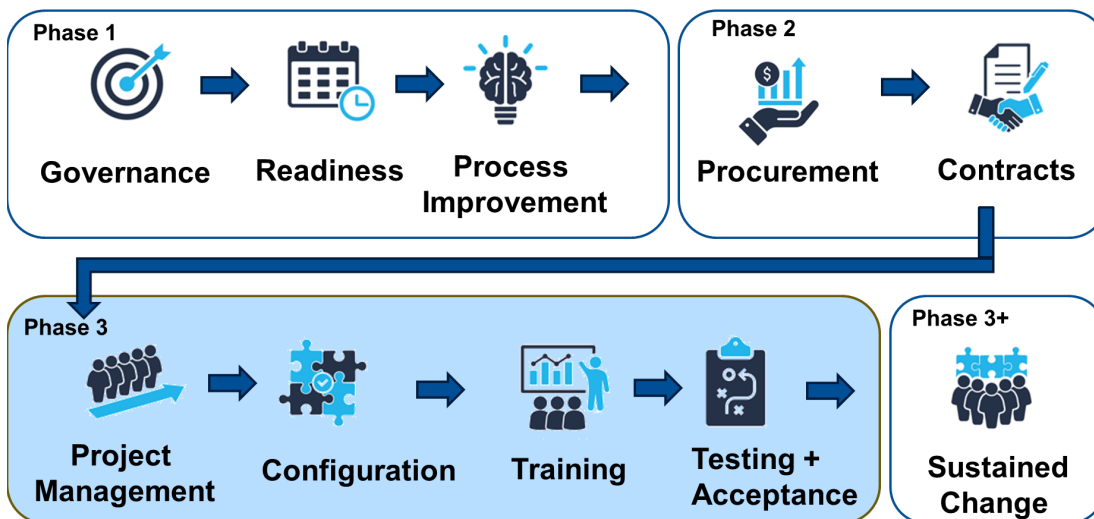
Telephone: 970-256-4012



4. Statement of Services

ERP system implementations offer much promise for improving business processes, empowering employees with tools to become more effective, and ultimately transforming the entire organization. With improvements in technology and market trends favoring “cloud technologies,” this shift not only includes business process, but also risk management, organizational roles, and governance. However, implementation of these systems is a complex effort and many organizations struggle to realize many of the promised benefits. GFOA understand that the City is using Central Square Naviline systems. Compared to current systems, more functional and modern alternatives exist in the market that may provide advantages to the City. Prior to making decisions on technology, the City is looking for GFOA to provide an overall assessment of business process, system utilization, and help plan for future vision for administrative processes in the City. While focus of the analysis will be on the scope of functions in the primary finance, supply chain, and human capital systems, GFOA will also review other related administrative systems, such as the organizations use of work order/asset management applications or other systems that integrate to an ERP system or where the market may support options for replacement within an ERP system. GFOA prefers to take an enterprise-wide approach to system decisions with knowledge of the complete systems landscape.

GFOA’s scope and services for this proposal are organized into major phases.



Phase 1 – Business Process Improvement / Readiness

- Task 1: Project Planning and Management (Governance)
- Task 2: Initiate Readiness - Needs Assessment / Process Analysis
- Task 3: Readiness/Action Plan (Process Improvement)

Phase 2 – RFP Development and Selection Assistance





- Task 4: RFP Development / Scope Development
- Task 5: Evaluation Strategy
- Task 6: System and Vendor Selection
- Task 7: Contract Negotiations

Phase 3 – Implementation Project Management Services (NOT PROPOSED HERE)

- Task 8: Implementation Advisory Services

Phase 3+ - Sustained Change (NOT PROPOSED HERE)

- Task 9: Post Project Assessments

Within each phase we have identified major tasks and each task includes deliverables and milestone payments that are defined below. GFOA views every project as a partnership with our client and we aim to work together as a team to address project risks, issues, recommendations and build a strategic path forward along with organizational momentum for the ERP implementation. All topics areas in the RFP will follow the same approach:

- Accounting / General Ledger
- Budget
- Procurement and Inventory
- Accounts Payable
- Customer Billing
- Treasury
- Asset Management
- Human Resources
- Personnel Actions
- Time Entry
- Payroll
- Employee Web Portal

Task 1: Project Planning and Management (Governance)

Working together, the GFOA and the City project manager will prepare the following tools that will be essential to project coordination. In preparing all project planning and management plans, we will work to work this project into the structure that already exists at the City.

- **Governance Support** – GFOA recognizes that the success of any change project depends on the ability to adapt to the changes that technology brings to both business process and organizational culture. We also understand that any enterprise system is not owned or controlled by one department in the organization. We are proposing to assist the City with the development of a governance structure for the project.





This would include identifying the model for a steering committee, project team, and any business process improvement functions. We have also found that governance of a future ERP system needs to be enterprise-wide and will work to develop a collaborative model that works for all stakeholders. We also

know that having clear and defined roles is a huge advantage when issues arise. Our Financial Foundations Framework identifies five (5) key pillars of effective and sustainable management. Each pillar includes different leadership strategies and/or institutional design principles that we have found translate exceptionally well to ERP governance. Understanding that local governments cannot order people to collaborate, leadership strategies help inspire pride and public support for a strong financial foundation. Institutional design principles, meanwhile, are the “rules of the road.” They provide the context for leadership strategies and ensure continuity of good financial practices through changes in leadership. For more information, please visit <http://gfoa.org/financial-foundations>.



- **Project Team Set Up** - GFOA will help the City prepare for analysis meetings by providing resources to assist in identifying process investigation teams (“PIT Crews”). These PIT Crews will be made up of representative stakeholders from various departments from the City to help bring an “enterprise-wide” focus to existing business processes and system functions. We consider this approach a critical element in the long-term success of the project and will help initiate teams and begin planning for overall involvement throughout the project.
- **Project Plan** – GFOA will prepare a project plan that lists tasks and milestones. We then track the project in a collaboration tool (Microsoft Teams). GFOA also will prepare project dashboards, issue lists, and communication tools that will be used throughout the project.
- **Project Management** – GFOA will participate in regular project management meetings and provide a regular (monthly or more frequently as desired) status report for the project. We expect our project manager to serve as a coach, guide, and advisor throughout the project. They will maintain regular communication to address issues, point out risks, provide lessons learned, and ultimately work to help the project be a success. Ongoing costs and effort for all project management activities are built into GFOA’s milestones and deliverables. As part of our ongoing project management services, we will help prepare any communications, attend council meetings, or help delivery key messages to City stakeholders.
- **Project Management Coaching** – GFOA offers coaching services to City project management staff. Often, ERP project managers step into a new role – taking on





additional responsibilities and a position of authority within the organization. For some new or inexperienced project managers, this can be quite intimidating. For experienced project managers, this project may represent new challenges related to communications, conflict resolution, diverse teams, or change management. GFOA has established an executive coaching program that brings together a cohort of project managers from across GFOA’s ERP projects. The program is optional, but provides resources and support for up to two (2) City project managers. Meetings occur monthly (or as necessary) and include both live and on-demand training services.

Task 1: Project Planning and Management	
Duration	<ul style="list-style-type: none"> • 1-2 Months + Ongoing Throughout Project
On-Site Presence	<ul style="list-style-type: none"> • As Necessary
Deliverables	<ul style="list-style-type: none"> • Project Charter • Project Goals • Project Plan • Staffing Readiness • Status Report Template • Ongoing Readiness and Project Support Recommendations • MS Teams Collaboration Site • Weekly Status Reports • Additional Update As Required

Task 2: Needs Assessment / Process Analysis

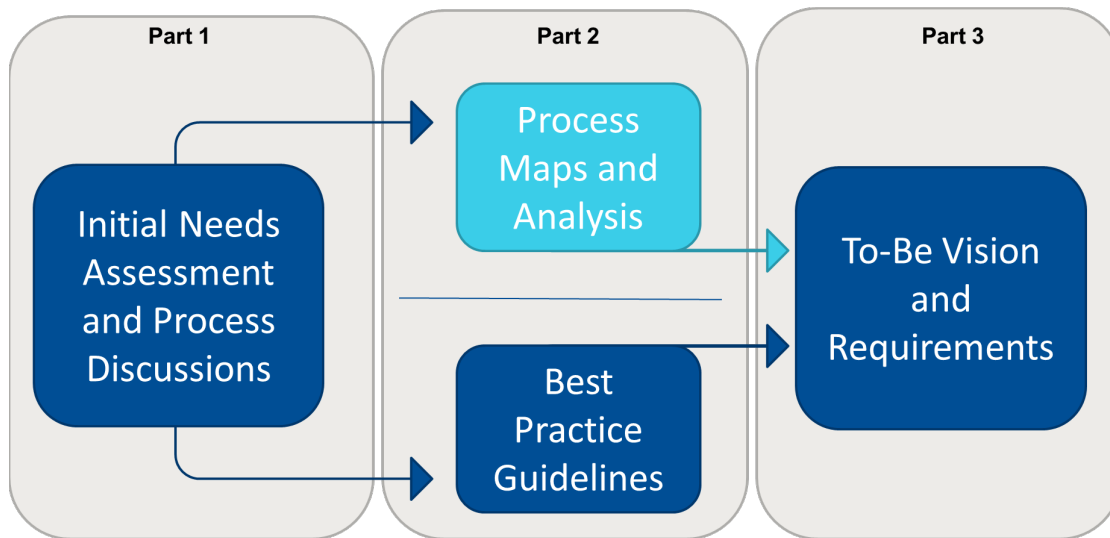
Our proposal includes services for GFOA to take a lead role in identifying potential business process changes along with preparing a needs assessment. The needs assessment focuses on gaps to address or improvement options for the organization and helps to establish a future vision for administrative processes. While we will look at opportunities for system improvements, we also want to consider business process and policies – as the most impactful changes occur when system and process/policy change occur together.

GFOA will meet with stakeholders and gather information on how the current systems are being used and how it supports business processes. GFOA uses the three-part approach depicted in the graphic above to guide business process improvement. For the first part, GFOA will facilitate initial business process discussions to better understand the current situation and begin discussing expectations and goals for a future system. As part of this effort, GFOA will also prepare an initial needs assessment for the City that highlights key issues and areas for further analysis.





A major benefit from sessions facilitated by GFOA consultants is that stakeholders will share a common understanding of the current process and can explore together the current challenges, weaknesses, and areas for improvement. By discussing changes in the open, it is also a critical change management strategy to help the organization begin the transition to a new process.



Based on our understanding of the City’s needs, the needs assessment report will be used to achieve the following:

- Identify strategic decision for the City’s financial system including options for:
 - Upgrading to Tyler MUNIS (Enterprise ERP)
 - Moving to completely different software product
- Identify strategic decision for related administrative systems
- Identify business process improvements for the City based on GFOA’s knowledge of industry best business practices and other public organizations
- Identify lessons learned from other similar cities recently moving to cloud or transitioning from New World and/or upgrading to a Tyler product
- Highlight key trends within the ERP software market
- Develop preliminary project budget
- Determine recommended scope and schedule of system replacement project
- Potential schedule for system replacement (considering potential for staggered project phases or procurements)
- Identify short-term options that may be available for risk mitigation or process improvement

The following table identifies GFOA’s starting point for identifying the process scope of the project. During Task 1, GFOA project managers will confirm this scope with the City and many any adjustments that are necessary. Where appropriate, we may conduct





separate meetings with select City departments, but GFOA’s initial approach is to facilitate meetings with representation from a variety of departments together.

Process List	
Process	Task / Topics
Accounting	<ul style="list-style-type: none"> • Chart of Accounts • General Ledger Transactions • Grant / Project Tracking • Financial Reporting
Budget	<ul style="list-style-type: none"> • Operating Budget • Capital Improvement Planning (CIP) • Capital Budget • Budget Adjustments / Amendments
Procure – Pay	<ul style="list-style-type: none"> • Vendors • Purchase Requisitions <ul style="list-style-type: none"> ○ RFP / RFI / RFQ • Purchase Orders / Contracts • Inventory • P-cards • Change Order • Accounts Payable • Travel Reimbursement
Customer Billing	<ul style="list-style-type: none"> • Customer File • Online Bill Pay • Billing • Accounts Receivable
Treasury	<ul style="list-style-type: none"> • Cash Receipts <ul style="list-style-type: none"> ○ Online payments • Disbursements • Interest Allocation • Bank Reconciliation
Asset Management	<ul style="list-style-type: none"> • Asset Acquisition • Asset Tracking • Transfer / Disposal / Retirement • Inventory • Work Order <ul style="list-style-type: none"> ○ Service Requests ○ Work Orders / Scheduling ○ Preventative Maintenance ○ Asset History
Human Resources	<ul style="list-style-type: none"> • Positions • Employee File • Benefit Enrollment • Personnel Evaluations / Performance Management





Process List	
	<ul style="list-style-type: none"> • Risk Management (Injury / Workers Comp) • Training / Certifications
Personnel Actions	<ul style="list-style-type: none"> • Recruitment • New Hire • Personnel Actions (Salary Adjustment / Position Change)
Time Entry – Payroll	<ul style="list-style-type: none"> • Time Entry • Time Approval • Payroll Calculations • Payroll Processing • Leave Management (FMLA)
Third Party System Integration	<ul style="list-style-type: none"> • Time Clock Plus • PlanIT • AladTec • Tyler EnerGov • MuniLink • IMB Maximo • RTA Fleet • NeoGov

Note: For general system wide features such as reporting, dashboards, workflow, notifications, document management, etc. we will cover each within the appropriate business process areas. For third party systems in place, GFOA will analyze the existing business process and make recommendations to better integrate the application in with a modern ERP.

Task 2: Needs Analysis / Process Analysis	
Frequency	<ul style="list-style-type: none"> • 2-3 Months
On-Site Presence	<ul style="list-style-type: none"> • Approximately 50-75% Onsite
Deliverables	<ul style="list-style-type: none"> • Process and System Analysis • Current State Process Documentation

Task 3: Develop a Plan of Action

Moving forward with guidance from the City, GFOA will continue discussions bringing in either a collaborative approach to process mapping and process change or use of best practice guidelines to generate additional discussion and reaction around business process change to prepare for potential system change. For processes where GFOA’s mapping technique is used (typically processes that occur frequently and involving many different stakeholders (example: purchasing approvals or time entry)), mapping process is a critical first step in change management. GFOA’s mapping process is a highly collaborative one and will involve participation of a wide variety of stakeholders, including the PIT crews established in Task 1. Once maps are developed, GFOA





consultants will conduct an analysis to benchmark the existing processes against recognized public sector best practices, ERP functionality, other organizations, and the City’s project goals. We will also facilitate sessions that are similar to “Lean” process improvement workshops to discuss improvement strategies with the City staff.

GFOA applies these process improvement strategies to the City’s current process and mark up or revise the process maps as part of discussions and meetings to communicate potential business process improvements, changes, and future state options. This documentation will also highlight potential change impacts and identify change management strategies and success factors for moving forward. Where appropriate, we may wish to coordinate joint meetings to discuss future opportunities for collaboration.

For processes that are more system dependent, GFOA will leverage best practice guidelines and templates to help communicate future state options. This short cut allows for more time to discuss future options where change management issues don’t present as much of a risk.

GFOA will prepare a readiness plan for internal tasks for each organization that need to be completed along with the procurement of a new system or considerations for system upgrade. These internal readiness tasks will prepare for and include implementation of the plan of action. GFOA’s project plan will take into account past lesson’s learned on projects and identify several milestones or benchmarks for the organization to measure its readiness progress against. It is expected that the readiness project plan include tasks related to the following:

Readiness Plan	
Process	Readiness Tasks
Accounting	<ul style="list-style-type: none"> • Chart of Accounts
Budget	<ul style="list-style-type: none"> • Budget Policies / Smarter School Spending • CIP Policies
Procure – Pay	<ul style="list-style-type: none"> • Procurement Policies • Process Improvements • Data Conversion
Treasury	<ul style="list-style-type: none"> • Data Conversions
Asset Management	<ul style="list-style-type: none"> • Data Conversions • Process Improvements • Asset Management Policies
Human Resources	<ul style="list-style-type: none"> • Position Control • Employee File Prep
Personnel Actions	<ul style="list-style-type: none"> • Process Improvements
Time Entry – Payroll	<ul style="list-style-type: none"> • Documentation of Current Policies • Payroll Policy Review • Data Conversion





Readiness Plan	
Third Party System Integration	<ul style="list-style-type: none"> • Specification Development

In addition, GFOA’s readiness plan will cover overall issues related to:

- Project management
- System inventory
- Procurement of a new system (procurement considerations)
- Staff planning
- Budgeting for the project
- Project communications

Task 3: Develop a Plan of Action	
Frequency	<ul style="list-style-type: none"> • 1-2 Months
On-Site Presence	<ul style="list-style-type: none"> • Approximately 50-75% Onsite
Deliverables	<ul style="list-style-type: none"> • Readiness Plan • Future State Process Documentation

Task 4: Develop Request for Proposal (RFP)

In this phase, GFOA will develop a detailed Request for Proposals (RFP) document for the City or multiple RFPs depending on the procurement strategy. The GFOA RFP format is designed to remove disparity between proposals and to provide as close to an apples-to-apples comparison as possible. In addition, GFOA develops all RFP’s with the end goal in mind – a successful contract that mitigates risk and leads to a successful project.

GFOA has a template RFP that was specifically designed for ERP procurements and that we have continually updated as required by changes in the ERP market. GFOA is also working to develop standardized functional requirements that serve as a baseline for a successful ERP implementation and provides accountability for major areas within a core system. We plan to work collaboratively with the City’s procurement team to include any terms and conditions from the City’s standard documents, decide on the procurement process, and ensure compliance with any other the City requirements.

When complete, the RFP document will incorporate information developed with many of the other deliverables from this project including:

- 1) Procurement terms and conditions
- 2) Detailed vendor response templates
- 3) Templates to build core elements of vendor statement of work
- 4) Functional Requirements
- 5) Interface Definition
- 6) Technical Documentation





- 7) Key Objectives / Goals / Critical Success Factors for the Project
- 8) Service Level Agreements
- 9) Statement of Work Templates
- 10) Other information necessary for vendors to prepare detailed response that meets the City's needs.

GFOA maintains a list of ERP vendors, implementation partners, and others in the industry. We will help publicize the City's RFP to get the most competitive response.

A key part of the RFP will be the development of detailed functional requirements and overall business process expectations that will be important throughout the selection project and throughout implementation. For the processes that are determined to be in scope, GFOA consultants will work with the City PIT Crew members to review, validate and ultimately make decisions on the high-level to-be process definition and those requirements that will serve as a tool for accountability going forward.

GFOA focuses functional requirements development on business process and will prepare requirements in the form of testable use cases that will have value beyond the procurement phase. Functional requirements will be split into two categories. GFOA will use its baseline of standard functional requirements for city governments. GFOA will then also work to develop unique requirements for the City based on City policies, future state business processes or any statutory or regulatory requirements. At each step in the business process we will determine both the system requirements and implementation requirements and document those using a Microsoft Excel template that is aligned to our process maps that will be included in the eventual RFP. Requirements development focuses on functional requirements that define "what" needs to be completed (such as tasks, outputs, interfaces, calculations, processing, etc.) and not on "how" the system or the organization handles tasks currently. This allows for future improvement and full utilization of the system tools and built in processes to make the City more efficient.

At this stage in the process, it is important for the business process improvement decisions to be made so the RFP can present a clear direction for the City's project. While every ERP system has slightly different ways of completing business process transactions and the full business process can't be defined at a fine level of detail without the assistance of system consultants, the overall direction and high-level understanding of the process is important to communicate.

It is expected then that the requirements serve as the base document that establishes a template for proposal comparisons, the scope of the implementation project, the base level criteria for user acceptance testing, and the standard for post implementation warranty.





Task 4: RFP Development	
Duration:	<ul style="list-style-type: none"> • 1-2 Months
On-Site Presence	<ul style="list-style-type: none"> • Approximately 25% Onsite
Deliverables	<ul style="list-style-type: none"> • RFP Document • Functional Requirements

Task 5: Identify Evaluation Criteria

GFOA’s system selection and procurement methodology relies on principles of fairness, attention to detail, and competition, yet remains flexible enough to adapt to local procurement laws or other unique situations. Our approach considers how best to use the procurement process to facilitate a statement of work and contract that holds the vendor accountable, ensures a quality implementation, and makes expectations clear. In addition, the approach is continually enhanced by feedback from the hundreds of public sector clients that we work with, our own staff experience, and the vendor community. Recently, GFOA has been working to incorporate our research on decision architecture into our approach for ERP RFP evaluations. GFOA will work with staff from the City to develop an evaluation strategy and work to define clear evaluation criteria. Once established, GFOA will prepare a guide for evaluators and conduct training alongside procurement staff from the City.

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Task 5: Identify Evaluation Criteria	
Duration:	<ul style="list-style-type: none"> • 1 Month
On-Site Presence	<ul style="list-style-type: none"> • Minimal Onsite
Deliverables	<ul style="list-style-type: none"> • Evaluation Guidebook





Task 6: Selection of Vendor

Through defined steps, vendors will be evaluated and scored according to pre-defined criteria with the top vendors moving on to compete at the next step. Each step is an opportunity to negotiate terms, address risks, and provide methods for holding stakeholders accountable. Overall, our approach is focused on identifying and mitigating risks throughout the procurement process. GFOA's RFP template provides the opportunity to focus the evaluation on key risk factors in the implementation and separates actual proposal from marketing buzzwords. GFOA's standard evaluation process includes the steps described below.

Step 1: Initial Assessment

Upon receiving the written proposals from vendors, the City's project team will begin an assessment and analysis of all proposals. GFOA will assist with this assessment by reviewing proposals and providing high level comments on potential risks, issues, and any significant weaknesses/gaps and/or strengths.

GFOA has learned over the years that it can be difficult to evaluate a best fit vendor or the proposal that provides the best value for the City by only looking at a written response. Vendors are quite good at marketing in proposals and proposals may not actually reflect what it's like to work with a firm. GFOA's approach tries to mitigate this misleading presentation by providing multiple opportunities to meet the actual consultants who will be working on the project and supporting the relationship. GFOA will also structure the analysis to try and remove instances of evaluator bias or marketing misrepresentations from the vendors.

After conducting an initial review of all proposals, the City will invite potentially viable solutions for a short virtual presentation (60-90 minutes). GFOA expects that the number of vendors elevated be based on the number of proposals the City receives, but potentially could include 8-10+ vendors. By providing each a short time to present their proposal, the City will be able to evaluate what the differentiating features of each vendor's proposal actually are. It also will give the City a chance to meet representatives for each firm.

After presentations are complete, GFOA and the City's project team will complete the proposal analysis. GFOA can also leverage our extensive experience to compare each proposal to industry standards. All key findings will be documented in a brief proposal assessment report that identifies GFOA's findings. This report will also identify additional information that will be needed from vendors going forward.

GFOA expects that after reviewing proposals, the City elevates a limited number of vendors for onsite demos/interviews.





Step 2: Software Demos and Team Interviews

GFOA staff will develop detailed demo scripts for each vendor. Demo scripts are based heavily on the requirements and business process decisions built in early tasks. Also, GFOA’s approach to software demos provides a focus on implementation activities. Typically time devoted to implementation and demo is split 50/50. GFOA believes that it is critical for vendors to explain HOW the software will be implemented along with the features of the software. The greatest system in the world will not be useful if it is not configured and implemented correctly to meet the needs of the organization.

Our approach to software demos and interviews differentiates GFOA and demonstrates our dedication to continually evolve our approach to a changing ERP market. As software features become more mature, it is less important for governments to evaluate “if” it will work. However, since most of the risk comes from implementation, we work through a series of business process case studies, sample “workshops,” and implementation resource interviews to make sure you can effectively evaluate the knowledge and skills of the proposed implementation team.

GFOA will also facilitate the demos and interviews with each vendor. In this role, GFOA would be on-site to guide the meetings, ensure compliance with the demo scripts, take notes, and point out differentiators. GFOA expects that after this first round of software demos and interviews, the City elevate two vendors.

Step 3: Discovery

Discovery acts as another opportunity for the City to clarify unresolved issues before it makes its final elevation. Prior to Discovery, GFOA will develop a Request for Clarification (RFC) letter for each vendor that was elevated. Then, during Discovery, each remaining vendor is invited back on-site for one more day of presentation. During this presentation, any remaining issues with software functionality, implementation approach, data conversion, or scope are clarified and vendors are asked to make any necessary revisions to their proposal. The main focus of this session is to plan the implementation so that the City and vendor can later develop a detailed statement of work. GFOA will facilitate the Discovery session for two proposal teams. Additionally, by clarifying outstanding issues at Discovery, development of the statement of work becomes easier. At the conclusion of Discovery, the City will enter contract negotiations with one vendor.

Task 6: Selection of a Vendor	
Duration:	<ul style="list-style-type: none"> 3-4 Months
On-Site Presence	<ul style="list-style-type: none"> 25-50% Onsite
Deliverables	<ul style="list-style-type: none"> Proposal Analysis Initial Interview Facilitation Demo Scripts and Facilitation RFC/Discovery





Task 7: Contract Negotiations

GFOA will be involved with the negotiation of any applicable software license contract, software maintenance agreement, hosting / SaaS agreement or implementation services agreement. In addition, GFOA will lead the development of the statement of work. The statement of work is the critical document that outlines responsibility for the implementation. GFOA will ensure that the City’s statement of work is defined to a fine level of detail to prevent any unnecessary issues or misunderstandings during implementation.

Also, for cloud contracts, it is essential that the City identify and negotiate appropriate service level agreements and other contractual provisions that establish performance standards and identify role responsibility. GFOA will take the lead in establishing this documentation.

Task 6: Selection of a Vendor	
Duration:	<ul style="list-style-type: none"> • 1-2 Months
On-Site Presence	<ul style="list-style-type: none"> • Offsite
Deliverables	<ul style="list-style-type: none"> • Software Agreement • Services Agreement • Statement of Work • Service Level Agreements • Third Party Agreements





Project Schedule

GFOA has proposed the following high-level schedule to complete all work described in this proposal.

Proposed Schedule	Project Start = June 2024															
	6	7	8	9	10	11	12	1	2	3	4	5	7	8	9	10
Task 1: Project Management	█	█														
Task 2: Process and System Assessment	█	█	█	█												
Task 3: Readiness Plan and Future Process				█	█	█										
Task 4: RFP Development					█	█										
Task 5: Evaluation Strategy							█									
Task 6: Vendor Selection								█	█	█						
Task 7: Contract Negotiations											█	█				
Task 8: Implementation														T	B	D

As part of the schedule, GFOA expects to complete working using a mix of remote and on-site meetings. Site visits would include conducting meetings, interviewing staff, conducting other data gathering, or facilitating discussions/workshops on the future plan.

GFOA’s proposed schedule aligns with scheduling expectations in the RFP. We plan on a June 2024 start with completion of the RFP by December 31, 2024.





5. Fee Proposal

Unless noted, all pricing is provided as a fixed fee inclusive of all travel costs or other expenses incurred by GFOA staff.

Task/Deliverable	Milestone	Price
1	Project Planning	
1-A	Project Management Documents	\$8,000
2	System Analysis / Needs Assessment	
2-A	Initial Needs Assessment	\$25,000
2-B	Detailed Process and System Analysis	\$25,000
3	Readiness Plan and Process Improvements	
3-A	Future State Process Documentation	\$20,000
3-B	Readiness Plan	\$5,000
4	Develop RFP	
4-A	RFP	\$10,000
4-B	Functional Requirements	\$10,000
5	Evaluation Strategy	
5	Evaluation Guidebook	\$7,500
6	Evaluation and Selection of Vendor	
6-A	Proposal Assessment	\$10,000
6-B	Initial Interviews	\$15,000
6-C*	Demo Scripts and Facilitation	\$15,000
6-D	Request for Clarification / Discovery	\$10,000
7	Contract Negotiations	
7	Contract Negotiations	\$12,500
TOTAL NOT-TO-EXCEED PRICE for PHASE 1 and 2 (including options)		\$173,000

GFOA's proposal is based on rates of \$275 per hour. GFOA will honor a rate of \$275 per hour for all future work on this project, including any potential services provided through the end of the City's ERP implementation project.

*Note: GFOA recognizes that the City's Addendum 1 indicated that vendors do not need to attend demonstrations. With past projects, we have found there to be value in having GFOA attend as discussions taking place at demos have direct impact on contract negotiations. However, if the City feels it would be best for GFOA to not attend, GFOA would reduce the price of the 6-C deliverable to \$5,000.





6. Subcontractors

GFOA does not plan to use any subcontractors on this project.



10. Subcontractors Listing (Must be submitted with proposal.)

Enterprise Resource Planning Software Selection Advisory Services

The undersigned agrees to employ the following listed subcontractors for the following enumerated classes of work and not to alter or add to such list without the written consent of the City of Superior, WI. Use separate sheet as necessary.

	<u>SUBCONTRACTOR</u>	<u>CLASS OF WORK</u>
1)	None.	
2)		
3)		
4)		
5)		

Submitted by: COMPANY Government Finance Officers Association
ADDRESS 203 N. LaSalle Street, Suite 2700, Chicago, IL 60601
COMPANY REPRESENTATIVE Mike Mucha



6. Qualification Evaluation Checklist

See following page for checklist. Notes and explanation to questions are listed below.

Question 1: GFOA's Research and Consulting Center has provided services to local governments since 1977. For the past 25 years, we have focused on ERP advisory services to help governments with planning, readiness, and procurement of ERP systems.

Question 2: GFOA has not failed to complete work. However, on projects needs change and the priorities of the local government can shift over time. As a result, we have contracted for services that were not ultimately provided. For services provided, GFOA provides opportunity for clients to review and accept deliverables. For any deliverables not meeting client expectations, GFOA will re-perform services or discount fees.

Question 3: GFOA has never defaulted on a contract.

Question 4: GFOA has never had claims filed for errors and omissions or has been sued for consulting services.

Question 5: GFOA is happy to provide on-site presentations about this proposal or our qualifications at no additional cost.

Question 6: GFOA has reviewed the agreement and would be prepared to sign the agreement or something similar.



12. Qualification Evaluation Checklist

Owner: Government Finance Officers Association

Contact Person: Mike Mucha

Address: 203 N. LaSalle Street, Suite 2700,

City: Chicago State: IL

Zip: 60601

Telephone: 312-578-2282

Instructions:

1. When filling out the checklist check "YES" only to those services provided "in-house" by your firm (or prior experience of key personnel anticipated to perform a substantial amount of the project work) and check "SUB" for services you intend to subcontract out. List the subcontracting firm in the "Comments/Explanation" area.
2. Respondents are encouraged to add comments and to attach more detailed information where appropriate in response to checklist items. Such clarification can greatly assist the evaluation process. **Firms may include other information as they deem appropriate.**
3. Attach to this checklist any appropriate licenses, certification, degrees, or appropriate training that will assist in qualifying your firm for these services.
4. Consultant qualifications will be determined using this checklist along with the information provided as outlined in the "Requirements for Statement of Qualifications".
5. Firms are expected to answer "YES" to some of the checklist items, but not all of them.
6. False, inaccurate or misleading information shall be grounds for disqualification at any time during and after the selection process. When in doubt attach a detailed answer or call for clarification.

Yes	Sub	No	#	Question
			1.	How many years has your firm been engaged in the consulting business under the present firm name? <u>46</u>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2.	Has your firm ever failed to complete any work awarded to you? Comment/Explanation:

Yes	Sub	No	#	Question
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3.	Has your firm ever defaulted on a contract? Comment/Explanation:
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	4.	Has your firm ever had claims filed for errors and omissions or been sued for services you provided? Comment/Explanation:
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5.	Is your firm willing to provide (at no cost to the City) an on-site presentation to the City regarding your firm's qualifications? Comment/Explanation:
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6.	Have you reviewed the example of the service contract attached and are willing to sign a similar agreement? Comment/Explanation:



7. Statement

GFOA has conducted its own examination, investigation and research regarding the method of doing the work, all conditions affecting the work to be done, the labor, equipment and materials, and the quantity of the work to be performed. GFOA agrees that it has satisfied itself by GFOA's own investigation and research regarding all of such conditions, and that GFOA's conclusion to enter into the Service Agreement and based upon such investigation and research, and that GFOA shall make no claim against the City because of any of the estimates, statements or interpretations made by any officer or agent of the City which may prove to be erroneous in any respect.

