



# Government Finance Officers Association

Research and Consulting Center

Proposal for:



**Town of Palm Beach, FL**

**Enterprise Resource Planning (ERP) Advisory Services**

September 28, 2023  
Revised October 9, 2023



**Government Finance Officers Association**

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October 9, 2023

Town of Palm Beach  
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Dear Dean,

The Government Finance Officers Association (GFOA) is pleased to present this proposal to the Town of Palm Beach ("the Town") to assist the Town in evaluating current business process and systems and provide assistance in migrating to a new ERP system and/or other related systems. We understand the importance of an ERP system on the Town's ability to provide administrative services aligned with best practices and the role of technology in being able to promote accountability, transparency, and improved efficiency. We also appreciate the great opportunity that replacement of the Town's current Tyler EDEN system can bring with the ability to modernize operations, establish strategic alignment and vision for other major systems, provide an opportunity for collaboration across the organization, and facilitate lasting improvements. We feel that our approach, focused on governance, readiness, and process improvement will allow the Town to make decisions that will serve the Town for years to come and mitigate the risk of a large enterprise software project.

GFOA is a 501(c)3 non-profit association with 22,500 members representing nearly 10,000 local governments. As one of the premier membership associations for public-sector professionals, GFOA can offer independent, objective, and best practice focused consulting services consistent with our mission to improve government management. Over 600 governments, including many in Florida, have found value in our experience, expertise, and detailed approach to ERP projects.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael J. Mucha". The signature is fluid and cursive.

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## Section I – GFOA Qualifications

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 22,500 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, consulting 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. 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. In addition to our consulting projects, we frequently teach our approach as part of GFOA’s training program and in some cases even other consulting firms have used GFOA templates and past consulting deliverables to leverage our lessons learned and market leading formats.

**GFOA’s strategic mission is to improve state and local government financial management**

GFOA does not implement software. We also have no desire or incentive to make recommendations that increase our services and costs on the project. Our focus is exclusively on providing honest and unbiased recommendations to our clients and leveraging our experience to help all public-sector organizations with informed ERP guidance. The ERP market has undergone significant change in recent years and governments are increasingly more reliant on technology to implement financial management best practices. In addition, because of the growth in “cloud” and the importance of these systems on the overall administration of local government, these technologies continues to evolve. 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.

## Florida Experience

In addition to bringing best practice examples from across the United States, GFOA is also very familiar with the State of Florida. Over the past 20 years, GFOA has worked with over 25 local governments within the State of Florida. Below are some of our clients that included a similar scope to this project. Those in **bold** are active GFOA projects.

### Cities:

City of Cape Coral  
**City of Deerfield Beach\***  
Islamorada, Village of Islands  
**City of Fort Myers\***  
**City of Lady Lake\***  
City of Orange City  
**City of Palm Bay\***  
City of Palm Coast  
City of Port Orange  
City of Plant City  
City of Riviera Beach  
City of Sarasota  
**City of St. Petersburg\***  
City of Tampa  
City of Weston

### Counties:

**Hernando County\***  
Indian River County  
Pinellas County  
Polk County

### Special Towns:

Emerald Coast Utility Agency  
Osceola County School Board  
Pasco County School Board  
Volusia County Schools  
Miami-Dade Expressway Authority  
Orlando-Orange Expressway Authority  
Orange County Public Schools

\* *Current Projects*

## Other Products and Services

GFOA also provides many services to members and other government managers in addition to consulting services. 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.

- **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.

- **Other Research and Publications:** GFOA conducts ongoing research with its member network and communicates information on leading practices, lessons learned, and trends in financial management such as technology utilization and governance. GFOA currently has over 40 titles available. The following is a sampling of products recently written by GFOA consultants.

- ***Technologies for Government Transformation: ERP Systems and Beyond***
- ***IT Budgeting and Decision Making: Maximizing Your Government’s Technology Investments***
- **Financial Foundations for Thriving Communities**



- **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 consultants are regular trainers at these seminars including seminars on ERP procurement, project management, and best practices in ERP implementation.





## Section II – Project Scope

Enterprise Resource Planning (ERP) systems combine functions in finance, procurement, human resources, payroll, and other administrative areas into one common system to take advantage of integration of data, flexible reporting, business process automation, and specific features for managing operations across the entire organization. For organizations like the Town of Palm Beach, ERP systems can offer much promise for improving business processes, empowering employees with tools to become more effective, and ultimately transforming the entire organization. However, ERP implementations typically go beyond simply installing new software or technologies. An ERP project provides an opportunity to rethink business processes and usher in a more modern approach to operations. The ERP market is constantly evolving and recently with improvements in technology and market trends favoring “cloud technologies,” the Town can better access powerful software without large in-house staff support organizations. However, implementation of these systems are still a complex effort and other public sector organizations have been challenged to complete projects and fully implement promised benefits. Our approach works to establish a plan for providing accountability and avoiding common implementation problems through improved readiness.

GFOA’s scope and services are organized into three major phases. Within each phase we have identified major tasks and each task includes deliverables and milestone payments. GFOA’s proposal is based on fixed fees for completion of deliverables and milestones. Phase 1 will focus on analysis of the current systems and associated business processes. With the analysis we will recommend a plan of action for the Town to consider. Phase 2, which includes services to help with replacement of those systems. GFOA also provides services to assist with implementation (phase 3), but finds that clients are in a much better position to discuss options and understand how GFOA can provide most value during implementation after completion of the action plan in Phase 1.

With all of our services, we know that events will come up during the project and we want to be able to work with you to solve those challenges without any consideration for additional costs or change orders. 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 momentum for realizing success.

### **Phase 1 – Business Process Improvement / Readiness**

- Task 1: Project Planning and Management
- Task 2: Needs Assessment / Process Analysis
- Task 3: Action Plan

### **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)**

- *Task 8: Implementation Advisory Services*

Each phase and task, along with their related deliverables is detailed below.

**Task 1: Project Planning and Management**

No project can be successful without proper planning and tools to manage the effort. Working together, the GFOA and the Town project manager will prepare the following tools that will be essential to project coordination.

- **Governance Support** – GFOA recognizes that the success of any large enterprise 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. Even in smaller organizations like the Town of Palm Beach, there are stakeholders from various business operations and departments. We are proposing to assist the Town 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 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. GFOA



will utilize recent research as part of our “Financial Foundations for Thriving Communities” Initiative to help inform the governance structure and change management function for this project. 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 Town prepare for analysis meetings by providing resources to assist in identifying the appropriate stakeholders for each





meeting. GFOA prefers to have representative stakeholders from various departments 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 Town’s project.

- **Project Plan** – GFOA will prepare a project plan in Microsoft Teams. This plan identifies all the detailed tasks for the project, the person responsible for executing those tasks, the estimated time required to complete them, and any dependencies that a given task may have relative to other tasks. GFOA will then track status using the Teams site throughout the engagement.
- **Project Documentation** – GFOA uses Microsoft Teams to establish a project site that allows for collaboration, file sharing, and communications. GFOA is open to a site administered by either the Town or GFOA, but GFOA will take on responsibility for setting up and maintaining information throughout the project.
- **Project Manager Coaching** – ERP project managers often are assuming leadership position in the organization that may be new to them. Often times, project managers are selected based on their technical skill, but must need to relay on a completely different set of leadership skills once in the role of project manager. GFOA can make available a leadership coaching resources to provide additional assistance outside of the project to new leaders in the organization.
- **Project Management** – GFOA will participate in regular project management meetings and provide a regular (monthly) 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. As part of our ongoing project management services, we will help prepare any communications, attend council meetings, or help delivery key messages to stakeholders.

### ***Project Deliverables***

1. Project Management Documents
  - a. Project Charter
  - b. Project Goals
  - c. Project Plan
  - d. Staffing Readiness
  - e. Collaboration Website
  - f. Status Report Template
  - g. Ongoing Readiness and Project Support Recommendations



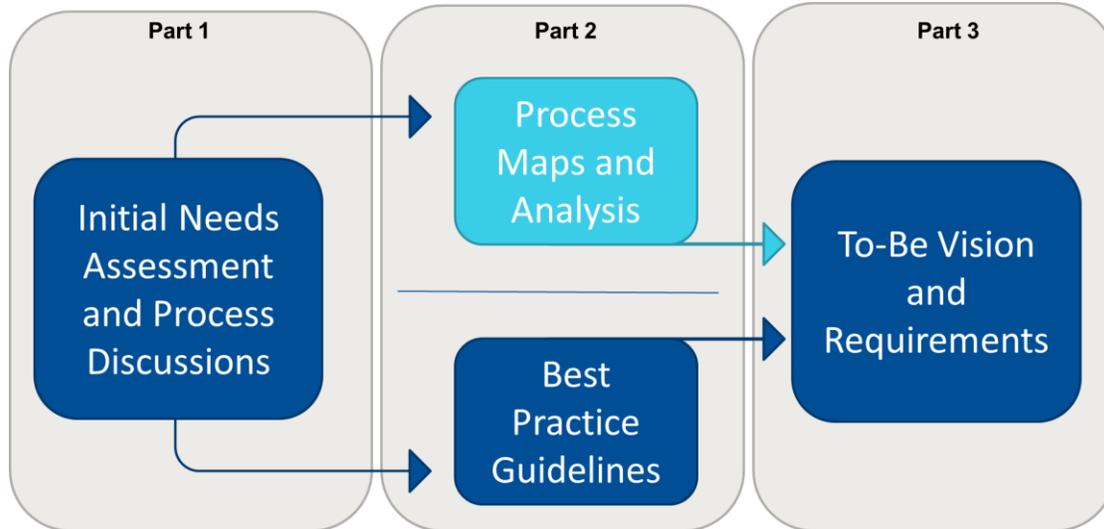


## **Task 2: Needs Assessment / Process Analysis**

Many consulting firms take the approach to wait on business process improvement activities until after the software vendor is on board or to focus software decisions solely on utilization of software features. GFOA strongly disagrees with this approach. Evaluating current software use without considering future needs can lead to poor decision making. In addition, relying 100% on software vendors to develop a to-be definition requires the Town to buy software prior to truly identifying its needs. Software vendors also will focus on configuring software and are prone to re-creating existing (bad or outdated) processes in the new system. Our experience with software vendors can point to countless examples where this has occurred. Our proposal includes services for GFOA to take a lead role in identifying business process change prior to and along with preparing a needs assessment and the development of an action plan for moving forward. The needs assessment focuses on needs to accomplish Town goals and realize a future vision for administrative processes. While we will look at opportunities for system improvements and consider how the Town is currently using its current systems we go beyond the technology to also consider business process and policies. The overall system inventory developed through this project can serve as a guide for our analysis and we will make sure to include functionality provided by Tyler EDEN along with other key administrative systems or ad-hoc tools like Microsoft Excel that may be used to support various functions.

As lead, GFOA will facilitate most meetings, convene focus groups, and interview staff individually. Meetings may be in-person or remote depending on the type of meeting and preference of the Town. Throughout the project, we will manage project documentation. However, throughout this phase, staff participation in providing feedback, making decisions, and starting to identify next steps is important. As described above, GFOA's "needs assessment" goes beyond simply identifying need. It also works to begin setting in place the action plan for the project. In many cases, improvements can be independent of a system and the Town will begin taking advantage of efficiencies before going live with a new system.





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 that highlights key issues and areas for further analysis. As we move toward Part 2, 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. 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 who were identified 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 Town's project goals. We will also facilitate sessions that are similar to "Lean" process improvement workshops to discuss improvement strategies with staff. Focus of these workshops will be to identify root cause of issues, improve efficiency by reducing non-value added activities, and considering overall outcomes from a customer perspective.

GFOA applies these process improvement strategies to the Town'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.

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.

Both steps extremely important to the success of the project and allows various stakeholders to better understand existing processes (including limitations and inefficiencies).

While there is significant value in the documentation for both process maps and the best practice guidelines, the major benefit from these sessions (both process mapping and best practice discussion of options) is that stakeholders from across the Town will share a common understanding of the current process and can explore together the current challenges, weaknesses, and areas for 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 Town and many any adjustments that are necessary.

| Process List     |  |
|------------------|--|
| Process          | Task / Topics  |
| Accounting       | <ul style="list-style-type: none"> <li>• Chart of Accounts</li> <li>• General Ledger Transactions</li> <li>• Grant / Project Tracking</li> <li>• Financial Reporting</li> </ul>  |
| Budget (Gravity) | <ul style="list-style-type: none"> <li>• Operating Budget</li> <li>• Capital Improvement Planning (CIP)</li> <li>• Capital Budget</li> <li>• Budget Adjustments / Amendments</li> <li>• Interface TBD</li> </ul>   |
| Procure – Pay    | <ul style="list-style-type: none"> <li>• Vendors</li> <li>• Purchase Requisitions               <ul style="list-style-type: none"> <li>○ RFP / RFI / RFQ</li> </ul> </li> <li>• Purchase Orders / Contracts</li> <li>• Bids / Quotes / RFP</li> <li>• Contract Management               <ul style="list-style-type: none"> <li>○ Risk Management Interface</li> </ul> </li> <li>• P-cards</li> <li>• Change Order</li> <li>• Receiving</li> <li>• Inventory</li> <li>• Accounts Payable</li> <li>• Travel Reimbursement</li> </ul> |





| Process List                          |   |
|---------------------------------------|---|
|                                       | <ul style="list-style-type: none"> <li>• Interface to Risk Management</li> </ul>  |
| Customer Billing                      | <ul style="list-style-type: none"> <li>• Customer File</li> <li>• Online Bill Pay</li> <li>• Billing</li> <li>• Accounts Receivable</li> </ul>  |
| Treasury                              | <ul style="list-style-type: none"> <li>• Cash Receipts               <ul style="list-style-type: none"> <li>◦ Online payments</li> </ul> </li> <li>• Disbursements</li> <li>• Interest Allocation</li> <li>• Bank Reconciliation</li> </ul>   |
| Asset Management (Facilities / Fleet) | <ul style="list-style-type: none"> <li>• Asset Acquisition</li> <li>• Asset Tracking</li> <li>• Transfer / Disposal / Retirement</li> <li>• Work Order (basic)</li> </ul>   |
| Human Resources                       | <ul style="list-style-type: none"> <li>• Positions</li> <li>• Employee File</li> <li>• Benefit Enrollment</li> <li>• Personnel Evaluations / Performance Management</li> <li>• Risk Management (Injury / Workers Comp)</li> <li>• Training / Certifications</li> <li>• Recruitment</li> <li>• Retirement</li> <li>• Self Service</li> </ul> |
| Personnel Actions                     | <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• New Hire</li> <li>• Personnel Actions (Salary Adjustment / Position Change)</li> </ul>  |
| Time Entry – Payroll                  | <ul style="list-style-type: none"> <li>• Time Entry</li> <li>• Time Approval</li> <li>• Payroll Calculations</li> <li>• Payroll Processing</li> <li>• Total Compensation</li> <li>• Retirement Contributions</li> <li>• Leave Management (FMLA)</li> </ul>  |
| Special Assessments                   | <ul style="list-style-type: none"> <li>• Special Assessments</li> </ul>   |
| Third Party System Integration        | <ul style="list-style-type: none"> <li>• Parking</li> <li>• Others as Necessary / TBD</li> </ul>  |
| Other Systems                         | <ul style="list-style-type: none"> <li>• TBD</li> </ul>   |

*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.*

Going forward, the Town and GFOA will identify future-state processes and document requirements. GFOA provides recommendations based on GFOA best practices, our past





experiences with similar ERP projects, the Town's project goals, and the Town's overall vision for the future. The Town is responsible for making decisions and confirming the proposed approach.

***Project Deliverables***

- 2. Process Analysis
  - a. Initial Needs Assessment
  - b. Process Workshop and Best Practice Recommendations

**Task 3: Develop a Plan of Action**

After conducting the process and system assessment, GFOA will facilitate a meeting of stakeholders to begin preparing the strategy for next steps. This will include looking at available options to replace the existing system(s) and preparing a plan for the procurement of a new system (including potential option of migrating to another system from Tyler Technologies). With any major strategy, we will document any essential readiness steps to complete prior to the beginning of the project.

Since the Town may be considering replacement of multiple systems and the scope of work covers a broad range of functional areas, GFOA will also work to provide recommendations on overall project schedules, priority of replacement projects, and procurement strategy for acquiring necessary software and services.

As part of action plan, GFOA can work with the Town to develop cost estimates, staffing plans, communication strategies, or prepare other analysis to assist the Town with planning and project mobilization going forward.

***Project Deliverables***

- 3. Plan of Action

**Task 4: Develop Request for Proposal (RFP) or Scope Definition**

In this phase, GFOA will develop a detailed Request for Proposals (RFP) document for the Town. 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.





When complete, the RFP or scope document will incorporate information developed with many of the other deliverables from this project and establish initial positions for negotiations. Information included will be:

- 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) Other information necessary for vendors to prepare detailed response that meets the Town's needs.

A key part of the RFP or scope document 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 Town staff 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. 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 Town more efficient.

### ***Project Deliverables***

4. RFP Package
  - a. RFP Document or Scope Document
  - b. 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 County 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 Town.

### ***Project Deliverables***

5. 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 Town'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. The purpose of the initial assessment is to understand what is proposed and prepare for the initial "base presentation."

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 Town 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.

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

GFOA expects that all base presentations be conducted within the same week. After presentations are complete, GFOA and the Town'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 Town elevates a limited number of vendors for onsite demos/interviews. Typically, governments will elevate three vendors.

### ***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 Town elevate two vendors.





### **Step 3: Discovery**

Discovery acts as another opportunity for the Town 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 Town 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 Town will enter contract negotiations with one vendor.

GFOA expects that after Discovery, the Town identify a finalist vendor. If it is not possible for the Town to identify a finalist vendor, GFOA will facilitate additional clarification rounds.

#### **Project Deliverables**

6. System and Vendor Selection
  - a. Evaluation Criteria and Evaluation Team Training
  - b. Initial Assessment
  - c. Demo Scripts and Facilitation
  - d. Request for Clarification Letters

### **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 Town'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 Town 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. GFOA assumes that the Town will be negotiating one contract (or a contract for one proposal if that proposal contains multiple contracts for software, implementation, hosting, etc.).





### ***Project Deliverables***

7. Contract Negotiations
  - e. Completed Contract Documents

### **Task 8: Implementation Advisory Services (NOT PROPOSED NOW)**

GFOA can provide a project management and oversight role throughout the Town’s project and work with the Town and its selected vendor to achieve the Town’s project goals. A project oversight role with GFOA will enable the Town to leverage the presence that GFOA has in the public sector technology industry, and will allow the Town to benefit from ERP implementation experience and research along with access to our nationwide membership network. GFOA will also continue our role as lead in contract negotiations for any contract amendments and project support to review milestones and invoices.

No two GFOA clients are the same and GFOA works with each client to structure implementation services so we can deliver the most value while controlling costs. We believe the best time to discuss our specific scope is after the RFP has been released and the Town would have a better idea on scope, staffing needs, or specific risks in the project. This proposal contains a description of services that we typically provide and would be prepared to provide to the Town. However, at this time, it is difficult to know specifically where the Town will require the most assistance with implementation. GFOA’s project team is experienced leading ERP projects and can provide assistance in a variety of areas. Implementation advisory services often include:

- Project Planning
- Deliverable Review
- Subject Matter Expertise / Continued Business Process Design
- Participation in Project Meetings
- Quarterly Project Reviews
- Testing Support
- Training
- Overall Project Oversight
  - Contract Monitoring
  - Change Management
  - Steering Committee Support
  - Issue Log Management

### **Cost and Timeline**





GFOA has proposed the following high-level schedule to complete all work described in this proposal. With this schedule, GFOA assumed a start in November 2023 with analysis work beginning early in 2024.

We start every project by gather documents and becoming more familiar with the Town’s policies, structure, and overall background information while we are preparing the project plan an initial agendas. Typically we host a kick-off meeting and begin process analysis approximately one month after contract signing.

*Note: The schedule below presents an example timeline based on GFOA’s past experience. We understand that all projects are different and that the Town may have unique goals, expectations, and constraints. As part of Task 1, we will discuss and prepare a detailed schedule to match the Town’s needs.*

| Proposed Schedule                  | Month 1 = TBD |        |   |   |    |   |   |   |   |   |   |        |        |        |   |   |  |
|------------------------------------|---------------|--------|---|---|----|---|---|---|---|---|---|--------|--------|--------|---|---|--|
|                                    | 1<br>1        | 1<br>2 | 1 | 2 | 3- | 4 | 5 | 6 | 7 | 8 | 9 | 1<br>0 | 1<br>1 | 1<br>2 | 1 | 2 |  |
| Task 1: Project Planning           |               |        |   |   |    |   |   |   |   |   |   |        |        |        |   |   |  |
| Task 2: Needs Assessment / Process |               |        |   |   |    |   |   |   |   |   |   |        |        |        |   |   |  |
| Task 3: Plan of Action             |               |        |   |   |    |   |   |   |   |   |   |        |        |        |   |   |  |
| Task 4: RFP Development            |               |        |   |   |    |   |   |   |   |   |   |        |        |        |   |   |  |
| Task 5: Evaluation Strategy        |               |        |   |   |    |   |   |   |   |   |   |        |        |        |   |   |  |
| Task 6: Vendor Selection           |               |        |   |   |    |   |   |   |   |   |   |        |        |        |   |   |  |
| Task 7: Contract Negotiations      |               |        |   |   |    |   |   |   |   |   |   |        |        |        |   |   |  |
| Task 8: Implementation             |               |        |   |   |    |   |   |   |   |   |   |        |        |        |   |   |  |





## Pricing

Unless noted, all pricing is provided as a fixed fee. GFOA will invoice for project deliverables upon completion of project deliverables.

| Task/Deliverable                 | Milestone  | Price            |
|----------------------------------|--|------------------|
| <b>1</b>                         | <b>Project Planning</b>                            |                  |
| 1                                | Project Management Documents                       | \$10,000         |
| <b>NA</b>                        | Ongoing Project Governance Support*                | \$5,000          |
| <b>2</b>                         | <b>Needs Assessment / Process Analysis</b>         |                  |
| 2-A                              | Needs Assessment                                   | \$20,000         |
| 2-B                              | Process Analysis and Best Practice Recommendations | \$20,000         |
| <b>3</b>                         | <b>Plan of Action</b>                              |                  |
| 3                                | Plan of Action                                     | \$3,000          |
| <b>4</b>                         | <b>Develop RFP</b>                                 |                  |
| 4-A                              | RFP  | \$7,500          |
| 4-B                              | Functional Requirements                            | Included         |
| <b>5</b>                         | <b>Evaluation Strategy</b>                         |                  |
| 5-A                              | Evaluation Guidebook                               | \$7,500          |
| <b>6</b>                         | <b>Evaluation and Selection of Vendor</b>          |                  |
| 5-A                              | Initial Assessment                                 | \$15,000         |
| 5-E                              | Demo Scripts and Facilitation                      | \$12,500         |
| 5-F                              | Request for Clarification / Discovery              | \$10,000         |
| <b>6</b>                         | <b>Contract Negotiations</b>                       |                  |
| 6-A                              | Contract Negotiations                              | \$10,500         |
| <b>TOTAL NOT-TO-EXCEED PRICE</b> |  | <b>\$121,000</b> |

*Note: GFOA will invoice for ongoing project management when the Town makes its decision to elevate a final vendor and begin contract negotiations.*

*Note: GFOA's milestone pricing includes travel costs.*





## Contract Requirements

GFOA would like to add the following to any future agreement.

- GFOA is a nonprofit membership association made up of members representing organizations like the Town. Therefore, the GFOA's liability and indemnification under any agreement reached with your organization will be limited to the extent of claims paid by insurance coverage currently in force.
- The Town's staff will be reasonably available for interviews and will participate in the project as agreed upon and appropriate. ciy
- Unless otherwise stated, the Town agrees to confirm acceptance of deliverables within a mutually agreed upon number of business days. If a deliverable is not accepted, the Town must state in writing to the GFOA Project Manager the changes needed to the deliverable to gain acceptance.
- The GFOA conducts the majority of the engagement work on a fixed-fee engagement, where payment is due upon completion of deliverables. If any work is to be billed using a time and expense method, the time and expense portion of the engagement will be billed on a monthly basis at the hourly rate of \$275/hour, unless otherwise noted.
- When performing work on-site, GFOA staff will be provided appropriate workspace and access to copiers, projectors, workspace, and miscellaneous office supplies if necessary.
- GFOA is scoped to prepare one RFP document and conduct the evaluation process for that one RFP. If it is determined to be in the Town's best interested to release multiple RFPs, GFOA will develop those RFPs at no additional cost. Proposal evaluation and system selection services for multiple RFPs may require additional cost depending on timing.
- As an educational, nonprofit, professional membership association, the GFOA reserves the right to publish non-confidential documents describing the results of, or created during, the services described in this scope of work. The GFOA will not publish any item with the name of the Town without obtaining prior written consent of the government.
- The Town recognizes that GFOA's role is to provide information, analysis and advisory services. As such, GFOA bears no responsibility for the performance of the software, hardware, or implementation service suppliers.

