Government Finance Officers Association

Prepared for:

City of Palm Bay, FL

**Enterprise Resource Planning (ERP)
Implementation Advisory Services
April 19, 2023**

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City of Palm Bay
Attn: Brian Robinson, Director of Information Technology
120 Malabar Road
Palm Bay, FL 32907

EMAIL: Brian.Robinson@palmbayflorida.org

Dear Brian,

The Government Finance Officers Association (GFOA) is pleased to present this proposal to the City of Palm Bay, FL (the City) for implementation advisory services for the City's Enterprise Resource Planning (ERP) and Utility Billing Solution project. Services in this proposal are based on initial discussions with City staff and our experience providing services for other governments in the past. GFOA services will provide oversight and quality assurance during the City's ERP implementation, and the City will receive an objective, independent perspective focused on public sector best practices, business process improvement, organizational governance, and quality assurance.

GFOA has enjoyed working with the City so far on its project and we very much look forward for the opportunity to continue this engagement. If contracted, we expect to keep the same project team intact to allow for a seamless transition to this next phase of the project.

If there are any questions, please let me know.

Sincerely,

Michael J. Mucha
Director, Research and Consulting Center
Government Finance Officers Association

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Implementation Quality Assurance

GFOA will provide a project oversight role throughout the City's project and work with the City and the City's selected ERP vendor to achieve the City's project goals. A project oversight role with GFOA will enable the City to leverage the presence that GFOA has in the public sector technology industry, and will allow the City 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.

GFOA has past experience with project oversight on a variety of projects. We are familiar with the implementation approach proposed by most vendors and can use lessons learned to help avoid some of the challenges that previous clients have faced. We expect to provide these lessons learned as well as proactive management of issues to mitigate any risks to the City's project.

Task 7: Implementation and Acceptance	
Frequency	• Ongoing
Project Consultants	• Rob Roque • Adam Powell • Mike Mucha
On-Site Presence	• As Necessary
Cost	• $250/Hour (not including travel costs)
Deliverables	• Monthly Status Reports • Deliverable Review Reports • Business Process Recommendations • Other Reports As Necessary

The following services are planned to be in scope for this project. GFOA will take direction from the City on the specific tasks and assignments and will report monthly on hours used. These tasks have been identified based on feedback from City staff. All services are proposed as an hourly fee where GFOA will invoice for hours worked.

If desired, and where appropriate, GFOA would be willing to provide additional fixed fee proposals for "mini-tasks" or "work orders" throughout the project that identify key milestones instead of an hourly rate. With these mini-tasks or work orders, the City project manager and GFOA project manager would agree to the appropriate scope and price for desired work.

Deliverable Review

As part of the City's statement of work with its selected vendor, GFOA will negotiate terms that require the vendor provide several key deliverables/work products. GFOA will work with the City to help set expectations for the vendor, review templates, monitor progress for deliverable completion, and provide a detailed review of the critical deliverables once complete. GFOA will provide a report to the City outlining any issues (either with compliance against the contract or consistency with best practices). To properly review the deliverables, GFOA expects that it have sufficient levels of participation during the development of the deliverables that may include participation in site visits, conference calls, or other information gathering activities. As part of that participation, GFOA will be available to provide further guidance, best practice information, or other lessons learned.

Note: It is the City's responsibility to accept all deliverables and milestones. GFOA cannot accept or reject items on behalf of the City.

Business Process Design

GFOA assumes that the City will be moving forward with business process changes and best practice recommendations from GFOA's process mapping sessions. During the implementation project, GFOA will participate in the business process design sessions with the ERP vendor when on-site to ensure that the City will deploy best business practices aligned with earlier recommendations rather than "re-creating the old system." Additionally, as part of the design process, GFOA can provide research into best business practices and communicate both advantages and disadvantages of specific design decisions based on our implementation experience and/or lessons learned from our member network. When GFOA is not able to participate in on-site meetings, we can provide a thorough review of any meeting notes, design documents, or other system or process documentation to review for best practices, process inefficiencies, or other potential issues.

Participation in Project Meetings

GFOA's team will participate in project management meetings and steering committee meetings to provide updates to key stakeholders and help resolve any outstanding issues. If GFOA is not scheduled to be on-site, GFOA will be available to participate by phone (if required).

Quarterly Project Reviews

GFOA will conduct project reviews for the City each quarter. Each review will be completed by GFOA's Director of Research and Consulting or GFOA's Consulting Practice Manager (or a similar senior level representative from GFOA as approved by the City). For the review, GFOA representatives will be on-site and will conduct interviews with project stakeholders and key members of the project governance structure (including vendor staff). GFOA will also review project deliverables, project progress, status

reports, and other relevant information. These Periodic Project Reviews will provide a regular and independent assessment of project progress and project health.

The review may include any relevant issue with the project, but is likely to cover project goals, ongoing risks, contract compliance, best practice implementation, business process review, project communications, project decision making, project management, change management, and training strategies, and testing plans.

After the review is complete, GFOA will provide a brief project review report summarizing issues. It is also expected that GFOA would be available to participate in a meeting (either on-site or by phone) to discuss project issues and findings in the project review report.

Overall Project Oversight

Essentially, GFOA's role is to provide an "early warning mechanism," to the City at key points in the implementation process by tracking the progress of activities within the project plan and identifying risk areas.

Development of a thorough implementation plan is an important component to the development of an effective project structure. Furthermore, throughout an ERP system implementation, plans must be revised and appropriate controls must be present as part of effective project management to minimize deviations from the timeline and/or budget. GFOA will work with the City's vendor and the City project/program managers to monitor project status, resolve project scope and approach issues, and provide input on improving the logic of the overall plan if necessary. We will also work to keep the vendor on-track with the overall objectives of the organization as established in the contract agreements.

Primary activities for overall oversight will include contract monitoring, ongoing change management, support for the City's steering committee, managing the issues log, or other project tasks as may be necessary.

GFOA will provide a monthly status report throughout the duration of the project. The City and GFOA will agree on a format and due date for the status report.

Additional tasks as part of overall project oversight could include:

Contract Monitoring

GFOA has in-depth detailed knowledge of the contract and statement of work and will continue to track project progress against acceptance criteria and payment milestones. This is a critical task in ERP implementations. Based on GFOA's experience, ERP vendors often find it convenient to ignore key contract requirements. GFOA will monitor deliverable activity and if necessary can also review project invoices for contract compliance.

In addition, while we believe our procurement approach significantly reduces the chance that contractual issues will arise during implementation, the City must still be prepared. Because of our detailed knowledge of the statement of work, and our contract negotiation experience and expertise, we are often able to resolve issues or negotiate the scope of necessary change orders saving the City both time and money. As part of these services, GFOA will assist as issues are identified. The process used to resolve issues might involve phone calls, site visits, document review, and/or other activities.

Ongoing Change Management

GFOA will provide support to the overall organizational change management function of the project. GFOA's role in providing overall oversight to the project will enable GFOA to gain an important perspective on project risks, pace of change, and sources of resistance. GFOA will then work with the City staff to develop change management strategies to help overcome project issues. In addition, GFOA feels strongly that change management must focus on a proactive element of good governance, communications, and support for a positive collaborative culture within the project. GFOA will provide assistance and ongoing recommendations in making sure that project leaders are working to facilitate effective change management tactics throughout the project through their ongoing leadership

Support for the City's Steering Committee

In addition to participating in the City's Steering Committee meetings, GFOA can provide ongoing support and coaching for the Steering Committee. Throughout the project, GFOA may assist with strategy, project communications, budgeting, establishing an ongoing support structure, and any other overall IT governance tasks.

Management of Issues Log

Throughout the project, GFOA will work with the City and vendor to identify risks, project issues, and other concerns and proactively log, track, and resolve those issues. GFOA expects that the vendor will maintain an "issues log" and GFOA can assist both the City's project manager and steering committee in actively managing this log.

Additionally, at specific points in the project where City staff may be better utilized on other tasks (like training, testing, go-live support, etc.), GFOA can take over managing the issues log and ensuring there is a sense of urgency to the vendor completing tasks.

Other Tasks

GFOA is often asked to provide other types of services to clients during implementation. Some of these services have included serving as a subject matter expert, providing additional change management assistance, developing training materials, conducting research, and/or facilitating additional training sessions. If these services are requested, GFOA will work with the City's project manager to develop an appropriate scope within the assumptions of this proposal.

Pricing

GFOA will invoice the City at the end of each month for all hours/services delivered in the previous month. For hourly billing GFOA will invoice at a rate of $250/hour. Fixed fee deliverables are listed below. Both hourly and fixed fee rates include all travel and other expenses.

GFOA will report on total hours used in the project and projected hours for upcoming key tasks. GFOA can provide project status updates in the level of detailed required by the City.

Pricing			
	Total Hours	Rate	Total
Task 8: Implementation Quality Assurance	500	$250	$125,000
Travel Estimate	-	$1,500 per trip	$15,000
Total			$140,000

Note: GFOA plans to deliver the majority of services remotely. However, if required, GFOA would be available for travel to the City of Palm Bay. If travel is required, GFOA will invoice for travel up to NTE limit of $1,500 per trip.

Note: The City is not committing to these hours. Any unused hours will not be invoiced.

Contract Requirements

- GFOA is a nonprofit membership association made up of members representing organizations like the City. 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.

- Unless otherwise stated, the City agrees to confirm acceptance of deliverables within a mutually agreed upon number of business days. If a deliverable is not accepted, the City must state in writing to the GFOA Project Manager the changes needed to the deliverable to gain acceptance.

- When performing work on-site, GFOA staff will be provided appropriate workspace and access to copiers, projectors, workspace, and miscellaneous office supplies if necessary.

- If necessary, GFOA will have access to any project document repository established for the project.

- 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 City/City without obtaining prior written consent of the government.

- The City 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.