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Bid #52-17 Enterprise Resource Planning (ERP) Project Management Consultant Services

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January 12, 2018

Chris Switzer, Purchasing Manager
City of Peoria
Purchasing Division
419 Fulton Room 108
Peoria, IL 61602

Dear Mr. Switzer:

Plante Moran would like to express our appreciation for the opportunity to submit our proposal to provide Enterprise Resource Management (ERP) consulting services to the City of Peoria ("City"). We understand the City's request for services involves assistance from a trusted advisor to project manage the City's implementation of Tyler Technologies Munis ERP software. Given the complexity and risks involved with the project the City is undertaking, we are prepared to share our unique experiences and lessons learned when working in partnership with our municipal clients implementing Tyler' ERP solution.

As one of the largest consulting and accounting firms nationally, we are well qualified and have extensive experience in serving the public sector. Over 200 current public sector clients have established Plante Moran as a leader in this industry. Additionally, Plante Moran's proposed project team brings to this engagement extensive knowledge and experience gained in working with cities and similar governmental organizations in conducting enterprise system needs assessments, system selections and implementation of ERP solutions. We offer the following benefits:

- **Industry Recognition.** A recent independent study of the ERP procurement marketplace in federal, state and local government conducted by Onvia ranked Plante Moran as the #1 independent consultant for ERP procurement services in the country.

- **Significant experience providing implementation support services associated with Tyler Munis and Tyler EnerGov Software Implementations** for clients using a blend of both on-site and off-site resources to perform these services. Through these experiences, we have been able to effectively delineate responsibilities between the client, software vendor and our team in providing seamless project management oversight services. Recent clients to which we provided such services a are below:

o City of Bend, OR	o Town of Jupiter, FL
o Village of Elk Grove, IL	o City of Hallandale Beach, FL
o City of Baton Rouge, LA	o City of North Miami Beach, FL
o Horry County, SC	o Borough of State College, PA
o City of Pinellas Park, FL	o City of Pueblo, CO
o St. Louis County, MO	o City of Fernandina Beach, FL

- **A Strong Project Team with Project Management and ERP Expertise.** The core Plante Moran project team members proposed for this engagement have been selected for their significant experience in the needs assessment, selection, and implementation of municipal ERP systems and for their expertise in related municipal operations, including but not limited to, finance and accounting, budgeting, human resources, purchasing, fixed assets, payroll, community development, content management, and general administration.

- **Significant understanding of the Munis** implementation approach and staff that can be leveraged to mitigate the City's risk during system implementation. This includes the development of a "lessons learned" document specific to Tyler implementations and a database of Tyler implementation consultants that we have leveraged to assist clients in understanding the skills and expertise of Tyler consultants assigned to their account.

- **Direct working relationship with Tyler Senior Management** which has been leveraged on a number of occasions to resolve significant implementation issues as part of our Tyler implementations to include Munis senior implementation leadership staff.

- **Business Transformation.** We bring a large depth and range of experience in facilitating current state assessments for our clients allowing them to successfully optimize core business processes and infrastructure and realize the benefits of system integration. Our team is skilled in lean transformation, to help our clients realize more value with fewer resources.

- **A High Level of Client Satisfaction.** We perform initial software assessment projects for clients who request subsequent selection implementation management assistance services.

We believe that based upon these experiences and the quality of our proposed team, we are well qualified to provide objective and comprehensive ERP Consulting Services for the City of Peoria. Our proposal is valid for 180 days from the from the Proposal Deadline date of the RFP. Please contact me at 248-223-3328 or adam.rujan@plantemoran.com if you have questions regarding our proposal.

Sincerely,
PLANTE & MORAN, PLLC

Adam Rujan, Engagement Partner

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Executive Summary

Summary of Proposed Services & Methodology

We understand that the City wishes to engage a firm to project manage the implementation of Tyler Technologies Munis ERP system. Having performed similar ERP implementation projects to local units of government over the years, Plante Moran's seasoned project consultants have developed and refined a proven methodology and set of related tools that provide outstanding and valued service to our clients. Our project methodology leverages the Project Management Institutes (PMI) Project Management Body of Knowledge (PMBOK) and industry best practices, while incorporating the unique needs of our clients.

ERP Implementation Project Management Methodology

We have developed a methodology that consists of a set of tools, techniques and templates in which to successfully execute these projects. This methodology, which has been refined over a period of time and a large number of ERP implementations, is based on the Project Management Institutes (PMI) Project Management Body of Knowledge (PMBOK) incorporating those elements of PMBOK that are relevant to each of the major phases and activities that need to be accomplished as part of a major systems implementation project. This approach is independent of the software Vendor/Integrator implementation methodology and, as a result, has been used successfully on a number of implementations with various Tier 1 and Tier 2 ERP solutions.

Our implementation projects are typically organized and executed according to the following major project management phases:

- Project Initiation and Planning Activities
- Project Execution and Controlling Activities
- Project Closing and Post Implementation Support Activities

We typically offer a Project Management Office (PMO) approach consisting of Plante Moran, vendor and City staff. This approach offers significant benefits over the traditional "contract project manager", including lower risk and lower overall costs. In addition, this approach allows for subject experts (such as accountants) to be easily and economically drawn into the project as needed. This approach will provide for a consistent project management presence throughout the entire course of the project.

Using this approach, Plante Moran can offer the City a team of staff who will provide a combination of on-site and off-site assistance while working seamlessly with the City staff. Using this approach we can provide the City with the following benefits:

- The City will have significant project management support including full-access to Plante Moran staff when needed. In fact, the coverage is better than being reliant on one individual (who may be ill, on vacation, or otherwise unavailable).
- The City may require additional project management resources at key times, or other subject matter experts (e.g., accounting). The PMO approach recognizes and provides these resources for better coverage.

- Knowledge Transfer. This is possibly the greatest benefit to the City. Plante Moran, will be using skills and templates from previous projects that can be leveraged by the City staff. As a result, the City staff build their skills, and the City realizes an increase in staff capabilities by project's end.

We believe that our project management services provide our clients with significant value in terms of the ability to implement the proposed solution on-time and within budget, as well as minimize the overall risk to the organization.

Critical Success Factors

As a firm, we bring a number of tools, methodologies and technology to enhance the ability for a successful project as follows:

Staff Capabilities	We will be assigning senior-level staff to the project that have conducted numerous engagements similar to what is requested by the City for a significant number of clients over a long period of time.
Leveraging of Previous Tools and Templates	Having performed a number of implementation assistance projects, we bring a significant number of project tools and templates that have been used on previous projects and can be brought to bear for the City to expedite execution of the project including:

- Project Charter Template
- Project Risk Register
- Project Issues and Action Items Tracking Log
- Testing Dashboard and Tracking Log

- ERP Implementation Cost Categories
- Detailed Implementation Management Checklist
- Vendor Payment Tracking Schedule
- Project Management Procedures

Client Satisfaction and Project Success Commitment

Our consultants and, more importantly, senior staff on our project team take significant pride and ownership in ensuring that the services provided to our clients achieve the highest level of satisfaction and quality results. Our consultants are engaged with all levels of staff from Executive Sponsors to line staff who are executing the various ERP related processes. Evidence of our ability to take leadership and ownership of the project's success is exhibited in a number of ways as follows:

- We are increasingly being requested by clients for whom we have provided ERP selection services to also assist in providing ERP implementation management services.
- We have been involved with a number of clients in performing multiple software engagements for ERP and other software selection projects.

Additional steps that we perform to achieve client satisfaction are as follows:

- Frequent communications with the client through status meetings and other methods of communication
- Significant project management capabilities to ensure that the project is completed on-time, within budget and achieves the overall goals and objectives of the project

- Staff will be assigned to the project that have significant experience in other public sector ERP-related projects from needs assessment through implementation management who also have deep knowledge of local government operations

Implementation Assistance Experience

The table below provides a partial listing of local municipalities, cities, and other governments for which Plante Moran has provided ERP selection or implementation services within the last five years. The references in **bold italics** are those where Plante Moran is supporting the implementation of the ERP.

Client Name	Project Title	Project Date	New System
Hillsdale Board of Public Utilities, MI	***ERP Implementation Assistance***	***Oct 2016 - Present***	***BS&A Software***
Cheyenne's Board of Public Utilities	ERP Selection Services	Sept 2016 - Present	Tyler Munis
County of Midland, MI	ERP Selection Services	Aug 2016 – Nov 2017	BS&A
City of Fernandina Beach, FL	***ERP Implementation Management Assistance***	***Jul 2016 - Present***	***Tyler/Munis, Tyler/Energov***
State of MI Senate	ERP Consulting Services	Feb 2016 – Sep 2016	Tegrit Intacct
Cuyahoga County, OH	ERP Consulting Services	Feb 2016 – Present	Infor
City of Roswell, GA	***Post ERP Project Management Activities***	***Feb 2016 – Aug 2016***	***Tyler Munis***
County of Miami-Dade, FL	ERP Integrator Selection Assistance	Oct 2015 - Present	Oracle PeopleSoft
Great Lakes Water Authority, MI	ERP Consulting Services	Oct 2015 – Feb 2017	BS&A Software
Montgomery County, TX	***Financial System Needs Assessment***	***Oct 2015 - Present***	***Infor***
Milwaukee County, WI	***ERP Consulting Services***	***Sep 2015 - Present***	***Infor***
Broward County Metropolitan Planning Organization (MPO)	***ERP Selection and Implementation Management Assistance***	***Sep 2015 - Present***	***BS&A***
Central Ohio Transit Authority, OH	Technology Modernization Services	Apr 2015 – Dec 2016	Infor
Hampton Roads Transit, VA	ERP Selection Services	Jan 2015 – Jul 2016	Microsoft Dynamics AX (Crowe Horwath)
Central Ohio Transit Authority (COTA), OH	ERP Needs Assessment and Selection	Jun 2014 – Jun 2015	Infor
Horry County, SC	***ERP Implementation Management Assistance***	***Jun 2014 – Sep 2015***	***Tyler Munis***
Village of Park Forest, IL	***ERP System Consulting and Implementation Management Assistance***	***Jun 2014 – Dec 2015***	***BS&A***
Clarke County, VA	ERP Consulting Services	Feb 2014 – Jun 2014	Tyler
City of Long Beach, CA	ERP Consulting Services	Feb 2014 – Jul 2016	Tyler Munis
City of Ft. Lauderdale, FL	ERP Selection	Nov 2013 – Sep 2016	Infor

Client Name	Project Title	Project Date	New System
Village of Elk Grove, IL	ERP Selection and Implementation Management Assistance	Sep 2013 – Dec 2015	Tyler Munis
City of Bend, OR	ERP Selection and Implementation Management Assistance	Aug 2013 – Jul 2016	Tyler Munis
City of Pinellas Park, FL	ERP Selection and Implementation Management Assistance	May 2013 – Dec 2015	Tyler Munis
Huron Clinton Metropolitan Authority, MI	ERP Selection and Implementation Management Assistance	Apr 2013 – Jul 2014	Tyler: New World
City of Hallandale Beach, FL	ERP Selection and Implementation Management Assistance	May 2012 – Mar 2016	Tyler Munis
City of Columbia, MO	ERP Needs Assessment, Selection and Implementation Management Assistance	May 2012 – Aug 2016	Tyler Munis
Hampton Roads Sanitation District, VA	ERP Needs Assessment, Selection and Implementation Management Assistance	Jan 2012 – Dec 2015	Oracle EBS

Company Background and Experience

Founded in 1924, Plante & Moran, PLLC (Plante Moran) is the 15th largest management consulting and public accounting firm in the United States. Plante Moran operates as a partnership. Plante Moran's staff of over 2,200 persons is organized into four major service areas: Management Consulting, Accounting and Auditing, Tax Consulting, and Personal Financial Planning Services.

The following graphic summarizes our experience in providing management consulting to governmental organizations:

1924 Year founded	**2,200+** Staff	**45+** Services available	**72** Countries with clients
27 Languages spoken firmwide	**23** Offices worldwide	**25+** Industries served	**49** States with clients

Over the past several years, Plante Moran has continually expanded the scope and experience of its Management Consulting Services Group. The firm is committed to continuing this growth by retaining and attracting qualified professionals to provide the broad range of management and technical services that are necessary to effectively serve the needs of our clients.

Plante Moran takes great pride in the quality of services it provides to its clients. We have a rigorous set of quality controls designed to provide assurance that professional standards are followed and our clients receive a high quality product. Plante Moran takes equal pride in our people and our professional work environment. Some of the facts about our firm that we are proud of include:

- Our partnership group is comprised of 22% women, which is the highest percentage of female equity partners among the nation's largest public accounting firms, according to CPA Personnel Report, a national public accounting trade publication.
- Staff turnover rate below 13%, which is significantly lower than that of other national public accounting firms.
- The firm has been named to Fortune Magazine's "100 Best Companies to Work for in America" for the last nineteen years.

- Plante Moran's Management Consulting Group, consisting of over 150 dedicated consultants, is a versatile, full service consulting organization with a proven track record for providing quality professional services.

Below are some more of our unique qualities:

- **Proven Project Approach.** Proven methodology that is supported by a robust and flexible set of tools and templates refined through gained through experience with numerous governmental clients including all aspects of needs assessment, selection, contract negotiations, statement of work development, and implementation management assistance.

- **Depth of Experience.** Significant experience in conducting business software needs assessment, selection, and implementation projects for governmental clients for over 30 years. We also have significant experience with assisting clients implement Tyler Munis ERP software.

- **Experienced Project Team.** Seasoned consultants with proven experience at project management, defining functional requirements, process mapping, identifying integration and interfaces, and developing an application migration plan to transition from the legacy business systems and other shadow systems.

- **Vendor Liaison Program.** While maintaining independence from all local government software providers, we facilitate a proactive Vendor Liaison Program (VLP) to maintain a current understanding of the local government software marketplace and better understand each solution's key differentiators, the company's long-term strategies for each product, and the solution provider's implementation methodology as well as target market.

- **Government Accounting Experience.** As accountants and advisors to nearly 500 government agencies, Plante Moran is recognized as one of the leading providers of independent, objective advice.

- **Industry Recognition:** A recent independent study of the ERP Procurement marketplace in Federal, State and Local Government conducted by Onvia in mid-2014 ranked Plante Moran as the #1 solution provider for ERP procurement services in the country in terms of volume of work performed.

Information Technology Consulting

Plante Moran's management consultants have made a significant commitment to assist governmental clients develop and implement appropriate technology. We are among the few accounting and consulting firms that are completely vendor independent with respect to the offering of hardware or application software for our governmental clients. This enables our consultants to select the most appropriate solution for our clients based on the client's current situation and future goals and objectives. The services we offer address virtually all aspects of information systems including the following with those services relevant and proposed on this project highlighted:

- ERP Needs Assessment
- Project Budgeting and Return on Investment (ROI) Analysis
- Preparation of ERP System Requirements
- Request for Proposal Development
- System Selection Assistance

- Quality Assurance
- Project Management
- Strategic Information Technology Planning
- Information Technology Assessments
- e-Government Strategy and Development

- Contract Review and Negotiations
- **Systems Implementation Planning**
- **Systems Implementation Assistance**
- User Procedure Development and Documentation

- Conversion Planning Assistance
- Technology Management
- Systems Control Review
- Information Security

Governmental Accounting Practice Area

Our consultants have a variety of professional designations and are active participants in state and national government organizations. To assist us in this specialization, we actively contribute to the following organizations:

- **American Public Works Association (APWA)**, Plante Moran is a Group Member of APWA and is committed to advancing public works innovations supporting 28,500 members in the US and North America through its technology consulting practice.
- **International City/County Management Association (ICMA)**, an organization that develops and advances professional local government management to create sustainable communities that improve lives worldwide.
- **Public Technology Institute (PTI)**, a Non-Profit organization created by and for cities and counties that works with a core network of leading government officials to: identify opportunities for technology research, share best practices, offer consultancies and pilot demonstrations, promote technology development initiatives, and develop educational programming.
- **Government Finance Officers Association (GFOA)**, an organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.
- **Government Management and Information Sciences (GMIS)**, an organization composed of municipal information technology directors with a primary goal to foster a unified effort among government entities to integrate and disseminate their respective research and design efforts in the area of automated information sciences.

Project Approach and Methodology

Approach and methodology for this project including a detailed timeline that corresponds to the functions listed in the methodology.

We would expect to develop an implementation schedule in conjunction with the City's project management team and or Steering Committee as well as Tyler during the initiation activities of the project.

1. Project Initiation and Planning

As part of the initiation and planning phase of the ERP implementation project, there are a number of project activities that will be performed by the City, Tyler and /or selected consultant, to ensure that a solid foundation for moving forward has been established. The level of consulting implementation effort can vary significantly based upon level client involvement and participation as well as the level of services being provided by Tyler.

The following table identifies the list of activities that we would anticipate occurring during the initial start-up phase of the project.

Activities	Deliverables/Tools

1. Define project organizational structure including roles and responsibilities for the following major project functions:
 	
  • Executive sponsor(s)
  • Project managers (City of Peoria, vendor, external project management)
  • Project steering committee
  • Process teams
  • Process team leaders and backups
  • Communications and Change Management team
  • Technical team to include following functions:
    ○ System administrator
    ○ Database administrator
    ○ Configuration management coordinator
    ○ Interfaces and modifications coordinator
    ○ Help desk
  • Report development
  • Interfaces development
  • Training team
  • Project administration
  • Collaboration environment administrator
  • Rights administrator(s)
  • Facilities coordinator
  • Testing coordinator
  • Room and meeting scheduling coordinator
  • Calendar coordinator
  • Project plan management
  • Documentation development coordinator
	Project Organizational Chart
	
	Roles and Responsibilities Matrix

- Report development coordinator
- Meeting minutes coordinator
- Data conversion
- Roll-out coordinator
- Post implementation coordinator

2. Develop a project charter that is signed by the business champion that will define the following: **Project Charter**

- Project title and description
- Project vision
- Project manager assigned and City level
- Project objectives
- Project constraints
- Project influences
- Critical success factors
- Key project assumptions
- Business case for doing the project
- Product description and/or major deliverable

3. Define the on-going system support structure to include: **System Support Plan**

- Governance body (i.e., Steering Committee)
- Project manager
- IT project lead
- Help desk
- System administrator
- Report development
- Rights administrator
- Database administrator
- Programmer/analyst
- Module leads
- Training and documentation administrator

4. Develop the project scope statement that includes the following: **Scope Statement**

- In-scope areas, functions and activities
- Out-of-scope areas, functions and activities
- List of deliverables and timing
- Milestones and timing

5. Develop the Work Breakdown Structure (WBS).   **WBS**

6. Develop an overall project timeline that incorporates Tyler and City of Peoria tasks and responsibilities.   **Project Timeline**

Activities	Deliverables/Tools
7. Develop procedure for updating and reviewing project timeline including: • What needs to be updated • Who makes the updates • How frequently are the updates made and reviewed • Who reviews the timeline and where • What reports are generated for review	Schedule Management Plan Project Timeline
8. Determine whether there will be one centralized project plan that incorporates all tasks or whether there will be a master plan with milestones and that the individual teams are responsible for development of detailed project plans that roll-up to the master project plan.	Project Timeline
9. Define project deliverables and milestones and track with the following information: • Deliverable/milestone name • Deliverable/milestone description • Area of responsibility • Expected due date • Actual due date	Project Deliverables / Milestones Tracking Sheet
10. Complete the Stakeholder Impact Matrix that includes: • Stakeholder group • Expectations on the outcome of the project • Impact to them as a result of performing the project	Stakeholder Impact Matrix
11. Establish expectations on City of Peoria team member commitment.	
12. Identify methods to handle additional staff workload including: • Staff backfill • Comp time • Others	
13. Procure facility locations for the following purposes: • City of Peoria project management team • Vendor project management team • Vendor consultant resources • Consulting rooms • Training rooms • Testing area • General meeting rooms	
14. Procure necessary physical and other resources for the project to include:	

- Personal computers (for training)
- White boards
- Printers
- Office furniture (desks)
- Network connections
- Network ID and password
- SharePoint access
- VPN access
- Physical security access including badge
- Materials and other supplies
- Phones
- Etc.

Activities	Deliverables/Tools
15. Evaluate data center impact in terms of the following: • Air conditioning • Power requirements • Space requirements for new servers • Other environmental requirements	Data Center Impact Analysis
16. When multiple project management and quality assurance entities are involved, clearly define roles and responsibilities between each of the entities.	Implementation Management Responsibilities Matrix
17. Determine the location of the Project Calendar including: • Where the calendar will be located • Who will be able to update the calendar and how	Project Calendar Project Calendar Coordinator
18. Identify the individual(s) who will be responsible for scheduling of all meetings and facilities on the project.	Meeting and Room Scheduling Coordinator
19. Review "lessons learned" from previous projects and those gathered by the client from their previous experiences.	Lessons Learned
20. Describe the anticipated project life cycle to the various project participants and the stages that the project will go through.	
21. Define and discuss client expectations of what is to be expected during the project and once the project is completed for each of the functional areas and executive sponsors.	Client Expectations
22. Develop a list of how the client will define project success (be as specific and tangible as possible with quantifiable measures).	Client Success Characteristics

Activities	Deliverables/Tools
23. Identify all costs required to implement the system including: • Hardware (desktop, server, printers, storage, peripherals, etc.) • Software (application, database, reporting, utilities, etc.) • Communications • Services / staff (training, consulting, process redesign, project mgmt., travel and lodging, etc.) • Other cost areas (facilities, travel for internal staff, technical training for IT staff, admin support, staff overtime, internal staff time, etc.)	Estimated Budget
24. Determine what costs are going to be tracked and charged to the project and how they will be charged including staff time.	
25. Procure budget sources for project.	
26. Develop a projected cash flow for the project.	Cash Flow Matrix
27. Define the templates, tools and a process for budget monitoring including: • What is tracked • Who is responsible for tracking • Where is it tracked • How often is it reported	Budget Monitoring Tool Cost Management Plan
28. Conduct a project risk assessment session to define: • Risk scenario • Risk trigger • Controllability of risk • Probability of risk occurring • Risk impact (quantitative and qualitative) • Mitigation factors • Contingencies if the risk occurs • Risk owner	Project Risk Assessment Matrix
29. Define procedure for on-going project risk management including: • How often it is reviewed and updated • Who is responsible for monitoring and updating risks	Risk Management Plan Risk Tracking Database
30. Define a process for acceptance of project deliverables.	Deliverable Acceptance Form
31. Define the templates, tools and a process for tracking issues and action items including: • How are action items identified	Issues and Action Items Database

Activities	Deliverables/Tools
• How and where action items are logged • Who is responsible for tracking and resolving action items • Frequency of reviewing the open action items list and who is involved in the review	
32. Define the templates, tools and a process for meeting management including: • Meeting protocol • Template for documenting meeting minutes • Definition as to how meeting minutes are archived • Definition of how often teams should meet	Meeting Minutes Summary Form Meeting Protocol Meeting Frequency
33. Define the templates, tools and a process for status reporting including: • Who needs to develop status reports • How often are status reports developed • Where and who reviews status reports	Status Report Template Status Report Frequency
34. Define the templates, tools and a process for initiating, reviewing, approving and tracking of change orders that may include impacts to cost, time and scope.	Change Order Form Change Order Summary Form Change Management Plan
35. Determine who is responsible for the scheduling of rooms and staff for technical and consulting resources and coordinating these activities with the vendor.	Room Scheduling Coordinator
36. Document the following with respect to decision-making on the project: • How are decisions to be made • Who needs to review decisions • How are decisions documented	Decision-Making Log Decision-Making Process
37. Define project procurement procedures including: • How project purchases are processed • Who handles project purchases • What purchases are tracked and by whom	Procurement Management Plan
38. Develop a Communications Management Plan that documents the methods for gathering, storing and distributing various types of project information.	Communications Management Plan
39. Define the communications needs of the various project stakeholders to include: • Stakeholder group • Information needs • Methods / tools to satisfy those needs	Stakeholder Communication Needs

Activities	Deliverables/Tools
40. Develop and implement a Project Collaboration Center: • Define information to be tracked • Define structure of collaboration environment • Define collaboration administrator • Implement structure	Project Collaboration Center
41. Determine and define a Quality Management Plan and Quality Review process for the project.	Quality Management Plan Quality Review Process
42. Determine whether any team development activities will be conducted during the project.	Team Development Activities
43. Conduct a project kick-off meeting to include the following: • Provide an overview of the project including reasons for the project • Describe how the project is organized including roles and responsibilities • Define how success will be achieved • Describe how the project will operate • Define the project timeline	Project Kick-Off Meeting, agenda and presentation

2. Project Execution and Controlling

Upon completion of the initiation and planning phases of the project, the project will migrate to an execution and controlling phase in which the project tasks defined during the planning phases will be performed. In essence, this phase of the project is where the large majority of activities and time will be spent managing and controlling the project. The level of consulting implementation effort can vary significantly based upon level client involvement and participation as well as the level of services being provided by the Tyler.

We would anticipate the following activities being performed in this phase of the project:

Activities	Deliverables/Tools
1. Prepare site for system installation.	
2. Define database and code environments to install and configure (e.g., test, training, production).	Defined Environments
3. Define hardware specifications for both desktop and server environment that includes the maximum requirements for all software being used including 3rd party software.	Hardware Specifications
4. Procure hardware.	Procured Hardware

Activities	Deliverables/Tools
5. Install and conduct hardware configuration.	Installed Hardware
6. Install and conduct software configuration.	Installed Software
7. Acquire, install and configure any other physical items (printers, desktop hardware and software, etc.).	
8. Define and document process for deployment of client installs.	Client Deployment Process
9. Define and document configuration management processes and coordinator.	Configuration Management Process
10. Document installed technical environment.	Documented Technical Environment
11. Document technical installation process that is unique to the client environment.	Documented Installation Process
12. Define FTP site for transferring of large files between the client and vendor.	FTP site
13. Define and develop Disaster Recovery Plan.	Disaster Recovery Plan
14. Conduct team leads meeting.	
15. Conduct project management status meetings.	
16. Conduct Project Steering Committee meetings.	
17. Conduct ad-hoc meetings, as needed.	
18. Document and archive meeting minutes.	Meeting Minutes
19. Prepare and present project status reports.	Status Reports
20. Track project costs.	
21. Prepare and present budget status reports on the project.	Budget Status Reports
22. Develop and implement a Communications and Change Management Plan.	Communications & Change Mgmt. Plan
23. Identify major project milestones and how these can be celebrated by the project.	
24. Develop and Implement a Workforce Transition Plan.	Workforce Transition Plan

Activities	Deliverables/Tools
25. Execute Communications and Change Management Plan.	
26. Maintain and manage the Issues and Action Items Log.	Issues and Action Items Log
27. Maintain and manage the Decision Log.	Decision Log
28. Maintain and manage the overall project schedule.	Project Schedule
29. Monitor progress related to completion of interface development, report development, data conversion, training, testing and other major components of the project.	
30. Maintain and manage the individual team schedules.	Project Schedule
31. Monitor completion of team homework assignments.	
32. Identify, initiate, review and track change order activity.	
33. Prepare project communications.	
34. Resolve project issues.	
35. Manage project staffing issues.	
36. Assign and coordinate resources to conduct project activities.	
37. Coordinate logistics around staff, vendor and facilities scheduling.	
38. Schedule technical and application consulting sessions.	
39. Monitor compliance of vendor(s) to their contract(s).	
40. Monitor the overall status of the project and raise issues to the appropriate level within the project.	
41. Review and comment, as needed, on the overall project timeline.	
42. Monitor and report on project risks.	
43. Review and approve/deny all vendor invoices.	Vendor Invoices Memo of Approval/Denial
44. Conduct bi-monthly Quality Review sessions between the Client and Software Vendor.	Quality Review Feedback Form
45. Define rights administrators.	

Activities	Deliverables/Tools
46. Conduct training for rights administrators.	
47. Define security needs.	
48. Implement security classes.	
49. Assign staff to security classes.	
50. Determine application modifications, interfaces and forms required.	
51. Confirm modifications, interfaces and forms requirements.	
52. Develop modifications, interfaces and forms.	
53. Test and deploy modifications, interfaces and forms.	
54. Define required custom reports.	
55. Review and prioritize custom report requests.	
56. Develop custom report specifications.	
57. Develop, test and implement custom reports.	
58. Define testing processes to conduct to include: • Static environment testing • System testing • Stress testing • User acceptance testing • Integration testing	
59. Define test coordinator and role.	
60. Develop mechanism in which to track test issues.	
61. Develop test packets and scenarios as part of testing.	
62. Conduct various levels of testing.	
63. Resolve issues discovered during testing.	
64. Conduct software consulting sessions.	
65. Develop mechanism for tracking of attendees at the training sessions.	
66. Define training curriculum(s).	Training curriculum
67. Identify trainers.	Trainers

Activities		Deliverables/Tools
68.	Identify training locations.	Training locations
69.	Procurement training equipment.	
70.	Develop training material.	Training Material
71.	Schedule training sessions.	
72.	Copy and distribute training material.	
73.	Prepare training classrooms.	
74.	Conduct training sessions.	
75.	Define and develop decentralized end-user documentation.	
76.	Define and develop centralized user documentation.	
77.	Define and develop technical support documentation.	
78.	Confirm data conversion requirements.	
79.	Develop data conversion maps.	Data Conversion Maps
80.	Develop data conversion programs.	Data Conversion Programs
81.	Extract data from legacy systems and send to vendor.	
82.	City of Peoria to receive, load and reconcile converted data.	
83.	Archive legacy data for historical reporting.	
84.	Conduct data conversion clean-up.	Converted Data
85.	Develop a transition strategy.	Transition Strategy
86.	Develop and execute go-live checklist.	Go-Live Checklist
87.	Define vendor support requirements both on-site and off-site for the go-live period and shortly thereafter. This would include support for integrated third-party products.	
88.	Go-Live.	

3. Project Closing and Post Implementation Support

Upon completion of the executing and controlling phases of the project, the project will transition to a project closing and transition to support phase in which much of the time will be spent on resolving go-live issues and transitioning from an implementation to an on-going operational state of the system. The level of consulting implementation effort can vary significantly based upon level client involvement and participation as well as the level of services being provided by Tyler.
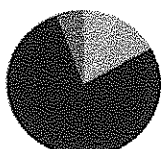
We would anticipate the following activities being performed in this phase of the project:

Activities	Deliverables/Tools
1. Identify post-implementation team activities that still require resolution.	
2. Develop a post-implementation project plan.	Post-Implementation Plan
3. Define vendor post go-live support requirements both on-site and offsite.	
4. Transition CITY OF PEORIA from implementation to support.	
5. Develop a transition plan from the vendor to the client.	Transition Plan
6. Develop and document on-going system support procedures.	On-Going System Support Procedures
7. Develop and execute a script of activities to prepare for and conduct year-end fiscal cutover.	Year-end cutover checklist
8. Determine who will maintain issues log for each of the teams and at a PMO level.	
9. Determine who will be monitoring error logs for the system on a regular basis.	
10. Finalize the on-going support structure including roles and responsibilities of the different stakeholders.	
11. Become involved in the vendor's user group.	
12. Archive project records.	
13. Closeout all contracts.	
14. Conduct debriefing sessions on the product and services portion of the project.	

Sample - Issues and Action Items Log

Sample - Vendor Payment Tracking Schedule

| Module	Reference	Description/notes	Total Cost	Acceptance of Specification (50%)				Acceptance of Implementation (50%)			
	Item			Invoice Date	Invoice #	Invoice Amt	Amount Approved	Invoice Date	Invoice #	Invoice Amt	Amount Approved
		Round 1 - Modifications	$26,500								
GL	Bank Rec #1	Auto match daily debits and credits	$3,000	6/28/08	132073	$3,000	$3,000				
PURCH	Procurement #1	Attach files in VSS	$0	Not required since Purchasing 3rd Party Software							
PURCH	Procurement #2	Auto renewal of contracts	$0	Removed per Vendor Amendment #7							
PURCH	Procurement #3	Electronic solicitations	$0	See Procurement #4 - part of that							
PURCH	Procurement #4	5-digit NIGP support (3rd Party Vendor)	$5,000	9/12/08	136330	$5,000	$5,000				
PURCH	Procurement #5	Auto assignment of priority codes on reqs	$0	Removed per Vendor Amendment #6							
PURCH	Procurement #6	Bid Tabulation (3rd Party Vendor)	$0	COMPLETE							
PURCH	Procurement #7	Email addresses for sourcing vendors (3rd Party Vendor)	$3,500	9/12/08	136330	$3,500	$3,500				
PURCH	Procurement #8	Contract Management award integration	$15,000	9/12/08	136330	$7,000	$7,000				
		Round 2 - Modifications	$11,000								
BILLING	Billing #1	Additional charge codes for invoices lines	$0	Removed per Vendor Amendment #7							
BUDGET	Budget #1	Move detail between accounts	$0	COMPLETE							
BUDGET	Budget #2	Schedule reports to be emailed	$0	Removed per Vendor Amendment #6							
CR	Cash Receipts #1	Check Image Capture	$0	COMPLETE							
CR	Cash Receipts #2	Cash Denomination Validation	$6,000	3/30/2009	148096	$3,000	$3,000	6/27/2009	152603	$3,000	$3,000
CR	Cash Receipts #3	Remote deposit capture	$0	COMPLETE							
FA	Fixed Assets #1	Red Flag Warning	$0	COMPLETE							
GL	GL #1	Favorite GL Fund	$0	Removed per Vendor Amendment #6							
HR	HR #3	Change bank enrollment	$0	COMPLETE							
HR	HR #7	Authenticate ESS using AD	$0	COMPLETE							

Sample – Status Report

Sample County ERP Implementation Project Status Report

Period	August 1, 2014 through August 31, 2014
Preparer	Scott Eiler – Plante Moran 3PA Project Director

Key Project Contacts

Sample County Project Team – Project Management Office (PMO)
Chief Information Officer (CIO)
Program Director
Business Integration Director
Technical Director

Sierra-Cedar (SCI) Project Leadership Team
Delivery Manager
Project Manager

Key Task Dates

Rollout 1

Notice to Proceed Date	8/4/14
NeoGov Go-Live	TBD
iNovah Initial Go-Live	5/1/15
Rollout 1 Go-Live	4/1/16

Plante Moran Project Leadership Team

Project Director	Scott Eiler
Project Manager	

Project Dashboard

Project Level Metrics	Status	Rollout 1 Teams	Status	Rollout 1 Teams	Status
Overall Project Status	◉	Accounts Payable	◉	Expenses	◉
Resource Availability	◉	Accounts Receivable and Billing	◉	GL / Chart of Accounts	◉
Project Timeline/Schedule	◉	Budgetary Controls	◉	Grants	◉
Project Budget	◉	Business Intelligence	◉	Projects	◉
Risks/Issues	◉	Financials	◉	Purchasing	◉
		Procurement	◉	Recruiting	◉
Propel Phases		Projects	◉		
Plan & Discover	◉	CAFR Reporting	◉	Business Integration	◉
Analyze & Design	◉	Cashiering	◉	Change Management	◉
Configure & Develop	◉	Contracts (customer)	◉	Communications	◉
Test & Train	◉	eProcurement/eSupplier	◉	Project Management Office	◉
Deploy & Optimize	◉			Technical	◉
				User Support/Training	◉

◉ Proceeding
▽ Impacting Project: PMO Mitigating
◉ Serious impact to Project: Needs escalation beyond PMO

General Project Narrative

Project activities formally kicked off on August 4th with the arrival of the SCI Project Manager. During the month of August, activities have been focused on project formation tasks to include on-boarding of County and SCI staff, establishment of the Project SharePoint site, initiation of the change management function, scheduling of initial Project Team training sessions through TransAmerica Training Management (TAM) and establishment of project management procedures, tools and templates. Similar activities are expected to occur in the month of September in addition to launching of the Chart of Accounts design activities. Additionally, relationships and project protocol between the County, SCI and the 3PA have been underway to ensure a smooth flow of communications that will pick up significantly once the project formation activities are complete and the Preview sessions begin. Implementation of the new recruiting software, NEOGOV, which is intended to replace HR Recruiter is on hold due to the County's Job Classification Study and the outstanding hire for Human Resources to manage the NEOGOV implementation. To date, there are no concerns with project progress.

Sample County ERP Implementation Project Status Report	
Period	August 1, 2014 through August 31, 2014
Preparer	Scott Eiler – Plante Moran 3PA Project Director

Project Budget Status (Sample for illustrative purposes only)

Budget Summary	Excl. Cont.[1]	Overall[2]
Total Expected[4]	$806,455	$1,227,829
Expected to Date[3]	514,757	936,133
Actual to Date[5]	421,334	421,334
Over/(Under) to Date[7]	(93,422)	(514,798)
Expected To Complete[8]	385,119	806,494
Revised Total Expected[9]	806,455	1,227,829
Contingency / Options[10]	N/A	421,376

Cumulative Budget Summary | Actual & Expected[3]
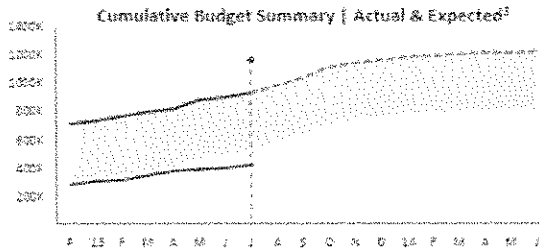
Explanation for -$514,798 Overall Difference to Date

Primary factor for the overall difference is that none of the planned contingency or optional modules have been utilized to date. The -$100,155 reflected excluding the project contingency is primarily represented by unspent funds for hardware/software, non-invoiced vendor services for Consulting Services and related travel expenses incurred in July, and unutilized vendor service days reserved for end-user training.

Task Timeline Status (Sample for illustrative purposes only)

- A Rollout 1 plan has been distributed to the County Project Director and 3PA Project Director in draft and is undergoing review. A baseline project plan will be developed over the next 2 – 3 months.
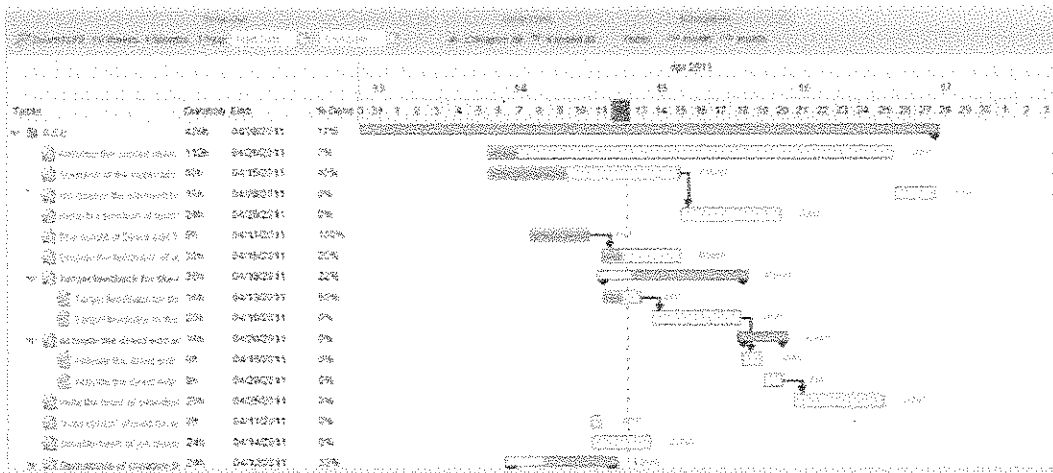
Sample County ERP Implementation Project Status Report	
Period	August 1, 2014 through August 31, 2014
Preparer	Scott Eiler – Plante Moran 3PA Project Director

Significant Milestones Achieved This Period
- **July 31, 2014:** Issued Notice to Proceed (NTP) to SCI for Rollout 1 and Hosting Services.
- **August 4, 2014:** Formally launched the project.
- **August 2014:** Launched the project SharePoint site.

Significant Milestones Anticipated Next Reporting Period
- **September 3, 2014:** Conduct Introduction to PeopleSoft Chart of Accounts Design sessions.
- **September 4, 2014:** Initiate General Ledger and Projects/Grants Chart of Account Design sessions.

Significant Project Decisions Made This Period
- None

SCI Deliverables Accepted This Period
- None.

SCI Deliverables Planned for Next Period

D001 – Project Charter	D014 – Preview Calendar and Agenda
D002 – Project Management Plan	D016 – Interface Inventory
D003 – Quality Management Plan	D017 – Report Inventory
D004 – Technical Charter	D018 – Conversion Inventory
D005 – Project Repository	D019 – Customization Inventory
D006 – Deliverable Approval Matrix	D022 – Master Project Schedule and Assumptions
D009 – Knowledge Transfer Plan	D024 – Initial Environments Installed
D013 – Project Team Training Plan	

Significant Risks
- None to date.

Change Order Summary
- None to date.

Sample – Risk Register

Risk Management is "the process associated with identifying, analyzing and responding to project risk through maximization of positive events and minimizing the consequences of adverse events."

Risk Analysis Scores - Evaluate and score the probability for each risk and its potential impact on the project based on the definitions below:

[1] **Probability Definitions**
- 5 - Very likely to occur
- 4 - Probably will occur
- 3 - May occur
- 2 - Unlikely to occur
- 1 - Very unlikely to occur

[2] **Impact Definitions**
- 5 - Event poses very high cost, schedule, or other failure
- 4 - Event poses major cost, schedule, or other increases
- 3 - Event poses moderate increases, but requirements may still be met
- 2 - Event poses small increases, but requirements may still be met
- 1 - Event has little impact on the project

[3] **Risk Response Strategies** - Define response strategies which can be categorized as:
- a. Avoid - Eliminate the cause.
- b. Transfer - Shift or share related consequences with an external organization (e.g. insurance).
- c. Mitigate - Reduce the probability of occurrence.
- d. Accept - Accept the related consequences.

Probability – Impact Matrix

Project Timeline

The project timeline below is based on the negotiated timeline with Tyler as part of their implementation roll-out and includes the approximate timeframe for the phases and activities detailed in the project work plan of this proposal. This timeline is meant to represent tentative timeline estimates for the purposes of this proposal and can be revised based on the City's timeline.

Task Name	Duration	Start	Finish
ERP Implementation Support Services	**22 mons.**	**2/1/18**	**12/1/19**
Phase 1: Project Initiation and Planning	1 mon	2/1/18	3/1/18
Phase 2: Project Execution and Controlling	20 mon	3/1/18	11/1/19
Phase 3: Project Closing and Post-Implementation Support	1 mon	11/1/19	12/1/19

Cost Proposal

The firm should provide a not-to-exceed fee to complete the entire project. The professional services fee should also be inclusive of all travel and incidental expenses.

Plante Moran has fulfilled a variety of roles on ERP implementation projects that have been dependent greatly on the following factors:

- Project management acumen within the organization
- Organizational experience with implementing software systems
- Risk tolerance
- Available budget to allocate to the project for external assistance
- Organizational dynamics
- Criticality of meeting defined project dates
- Ability for the organization to appropriately staff the project
- Risks associated with the selected ERP vendor
- Other factors

Based on the above factors, we will then define the services that maximizes the value we can provide to our clients during system implementation that generally falls into one of the following categories.

Role	Role Description	Time Commitment
Pre-Implementation Assistance Roles		
Project Initiation and Planning	Provide pre-implementation planning assistance during the first several months of the implementation project to ensure that project management processes, procedures, tools and templates are implemented and will be used effectively.	80 – 120 hrs
On-Going Implementation Assistance Roles		
Overall Project Manager	Act as the client project manager during the implementation. This assumes some level of P&M involvement in up-front planning.	.50 - .70 FTE (for one or more phases)
Co-Project Manager	Together with the City's Project Manager, track and confirm that action items and homework are completed on time. Approve all invoices while tracking and reporting the monthly project budget. Ensure that the project adheres to the timeline and avoid scope creep. This assumes some level of P&M involvement in up-front planning.	8-15 hours / week

Role	Role Description	Time Commitment
City Project Manager Advisement	Work with the project manager on a weekly basis to ensure that the PM is organized in their thinking on current critical issues and upcoming project activities. This assumes some level of P&M involvement in up-front planning.	6-10 hrs/week
Contract Compliance	This is an important activity that most clients desire that can be provided as an aspect of any of the above services which generally involves review and approval of vendor project invoices based on the terms of the contract. This assumes some level of P&M involvement in up-front planning.	2 – 6 hrs/week

For the project with the City of Peoria, we anticipate providing the following services as part of system implementation support services:

- Pre-Implementation and Initial Project Planning Assistance
- On-going project management advisement throughout the course of system implementation

A summary of specific activities that Plante Moran will provide is summarized in the table below.

Project Phase	Summary of Activities
Pre-Implementation Assistance Role (Phase 1)	a) Work with the City and Tyler in project start-up activities. b) Conduct a project expectation alignment session with City staff c) Facilitate a risk management session with City staff and Tyler. d) Develop and implement appropriate tools for managing the project. e) Participate in up-front kick off consulting sessions conducted by Tyler. f) Participate in development and review of up-front project management related deliverables (e.g., Tyler implementation plan).
On-Going Project Management Role (Phase 2 & 3)	a) Act as a member of the team providing team oversight and ensuring that existing business processes are challenged during the course of implementing those module(s). b) Manage activities of the teams to ensure that activities are monitored and tracked for completion. c) Participate in team consulting sessions with the City and Tyler. d) Participate in status meetings with the City and Tyler. e) Monitor project timeline progress as updated by Tyler. f) Work with team leads and steering committee members to stay on task. g) Assist in managing the issues/actions item list. h) Monitor project risks. i) Participate in project steering committee meetings. j) Participate in project management meetings. k) Review project change orders. l) Review and comment on project deliverables. m) Monitor vendor compliance to the negotiated contract.

    n) Provide acceptance testing guidance.

    o) Review and comment on project progress.

    p) Assist in facilitating resolution to key project issues.

    q) Participate in ad-hoc meetings as needed.

The Plante Moran Government Consulting Team has significant experience supporting clients through numerous ERP implementation projects with the Tyler. Furthermore, our clients have confirmed that we add tremendous value during ERP implementation projects including:

- Value of experience – avoid problems and pitfalls that we have experienced – be pro-active rather than reactive.
- Ability to see "warning signs" in advance and address them before they become major project challenges.
- Experienced project managers who have managed other ERP and technology-related implementations.
- Objectivity with respect to project improvements that will arise regarding technology, processes/policies and people.
- Assurance that the project will stay on schedule.
- Overall risk mitigation to the project.

The assumptions we have used in developing our pricing are as follows:

- Plante Moran will advise the City's Project Manager during the project although management decisions will need to be made by the City management team.
- Involvement in the project is anticipated to span 22 months as part of the initial service agreement to include the periods of Feb 1, 2018 – December 1, 2019 that will include support of the following phases:
    - Phase 1 – Core Financials
    - Phase 2 – Utility Billing
    - Phase 3 – Energov/Community Development
    - Phase 4 – Human Capital Management/Payroll
- The City will provide a Project Management Office (PMO) that we will interact with us and Tyler in making management decisions on the project.
- The City will provide a Project Administrator that will provide administrative support to the project whose level of involvement will range from 1 – 2 days/week for things such as meeting scheduling and other administrative tasks.
- During the course of the implementation phase, we will provide guidance and assistance to the City Project Management Office (PMO) in managing the activities associated with the project and providing guidance based on previous similar implementations.
- Monthly involvement will consist of a combination of on-site and off-site support.
- Invoices will generated monthly based on staff hours incurred that month at the agreed upon all-inclusive rate.

The estimated fees for providing Pre-Implementation and Initial Project Planning Assistance and Implementation management assistance to the City is $277,300. The fees on are based on the negotiated timeline with Tyler as part of their implementation rollout. We will only bill the City for actual hours incurred.

A detailed breakdown of the hours by month and project phase are depicted below:

Month / Period			A. Pre-Implementation Assistance (Phase 1)		B. Implementation Management Assistance (Phase 2 & 3) *as requested*		Total (A+B)	
Month	Period	Rate	Hrs	Fees	Hrs	Fees	Hrs	Fees
Feb 2018	1	$235	100	$23,500	--	$0	100	$23,500
Mar 2018	2	$235	--	$0	40	$9,400	40	$9,400
Apr 2018	3	$235	--	$0	40	$9,400	40	$9,400
May 2018	4	$235	--	$0	40	$9,400	40	$9,400
Jun 2018	5	$235	--	$0	40	$9,400	40	$9,400
Jul 2018	6	$235	--	$0	40	$9,400	40	$9,400
Aug 2018	7	$235	--	$0	100	$23,500	100	$23,500
Sep 2018	8	$235	--	$0	40	$9,400	40	$9,400
Oct 2018	9	$235	--	$0	40	$9,400	40	$9,400
Nov 2018	10	$235	--	$0	40	$9,400	40	$9,400
Dec 2018	11	$235	--	$0	40	$9,400	40	$9,400
Jan 2019	12	$235	--	$0	100	$23,500	100	$23,500
Feb 2019	13	$235	--	$0	40	$9,400	40	$9,400
Mar 2019	14	$235	--	$0	40	$9,400	40	$9,400
Apr 2019	15	$235	--	$0	40	$9,400	40	$9,400
May 2019	16	$235	--	$0	40	$9,400	40	$9,400
Jun 2019	17	$235	--	$0	40	$9,400	40	$9,400
Jul 2019	18	$235	--	$0	40	$9,400	40	$9,400
Aug 2019	19	$235	--	$0	100	$23,500	100	$23,500
Sep 2019	20	$235	--	$0	40	$9,400	40	$9,400
Oct 2019	21	$235	--	$0	40	$9,400	40	$9,400
Nov 2019	22	$235	--	$0	100	$23,500	100	$23,500
	Grand Total		100	$23,500	1,080	$253,800	1,180	$277,300

References

Village of Elk Grove, IL

Mr. Ed May
IT Director
Village of Elk Grove
901 Wellington Avenue
Elk Grove Village, IL 60007
847.357.4071
emay@elkgrove.org

ERP Needs Assessment, System Selection and Implementation Management Assistance

Plante Moran assisted the Village with a comprehensive Enterprise Resource Planning (ERP) needs assessment to evaluate the existing systems environment. Incorporated future needs and related services into an ERP request for proposal, solicitation and due diligence activities. Subsequently, assisted the Village in the negotiations of license and support agreements and took on a project management oversight role during implementation of the Tyler Munis solution.

The Village took a phased approach to implementation and recently completed implementing Financials, HR and Payroll. The Village is considering implementing expanded functionality in a later phase.

System Selected: Tyler Technologies

Project Fees: System Selection: $67,850

Implementation Management Assistance: $146,640 (fixed and not-to-exceed)

Project Timeline: Sept 2013 – January 2018

Village of Park Forest, IL

Ms. Stephanie Masson
Former Assistant Finance Director
(now with City of Rock Island, IL)
1528 Third Avenue
Rock Island, IL 61201
309.732.2117
masson.stephanie@rigov.org

ERP System Selection and Implementation Quality Assurance (QA)

Assisted the Village with the selection of a new Village-wide ERP software solution to replace an existing legacy solution. Activities included conducting of interviews, RFP development, proposal analysis, and assistance with the due diligence process of reviewing various solutions. Additional assistance included review and negotiation of the contract with the selected vendor and contract compliance/quality assurance services during the implementation.

System Selected: BS&A

Project Fees: System Selection: $57,825

Implementation QA: $49,500 (fixed and not-to-exceed)

Project Timeline: September 2014 – August 2016

Horry County, SC

Mr. Barry Spivey
Finance Director
Government & Justice Center
1301 Second Avenue
Conway, SC 29526
843.915.7018
spiveyb@horrycounty.org

ERP Implementation Management Assistance

Our team assisted Horry County (2013 population 289,650) with the selection of a new ERP system. Subsequent to the selection, our team provided implementation management assistance services for the deployment of Tyler Technologies ERP Software.

System Selected: Tyler Technologies Munis

Project Fees: $200,000

Project Timeline: June 2014 – September 2015

City of Bend, OR

Mr. Kevin Riper
Assistant City Manager
710 NW Wall Street
Bend, OR 97701
kriper@bendoregon.gov
541.323.8561
www.bendoregon.gov

Mr. Randy James
IT Director
710 NW Wall Street
Bend, OR 97701
541.388.4426
rjames@bendoregon.gov

ERP Needs Assessment, System Selection and Implementation Management Assistance

The City of Bend is the seventh most populous city in Oregon, with approximately 550 employees providing services to over 81,000 residents. The City has a biennial budget of $634.2 million (FY 2015-17).

Plante Moran conducted a comprehensive Enterprise Resource Planning (ERP) needs assessment and selection project for the City to replace legacy applications within multiple lines of business. This project included conducting of interviews with process owners and process end-users, development of an ERP RFP, proposal analysis, and due diligence assistance. We assisted the City with contract negotiations and statement of work development with the selected ERP vendor, and are currently providing implementation management assistance.

We also are assisting the City with the development of RFPs for Community Development and Court system replacements.

System Selected: Tyler Technologies

Project Fees: $234,000

Project Timeline: August 2013 - Present

City of Fernandina Beach, FL

Ms. Patricia Clifford
City Controller
204 Ash Street
Fernandina Beach, FL 32034
904.277.7300
pclifford@fbfl.org

ERP Implementation Management Assistance

Providing project management services to the City to implement the Tyler Technologies suite of products to include Munis and EnerGov. Financials went live December 2017 and the City is currently initiating implementation for EnerGov.

System Selected: Tyler Technologies Munis

Project Fees: $198,000

Project Timeline: July 2016 – Present

City of Pueblo, CO

Ms. Lori Pinz
Information Technology Director
230 South Mechanic Street
Pueblo, CO 81003
719.553.2424
lpinz@pueblo.us

ERP Due Diligence and Implementation Management Assistance

Conducted due diligence activities on the decision to develop a Statement of Work (SOW) and contract for the implementation of the Tyler Munis and Incode solutions. Provided implementation management assistance by providing project management guidance and direct project oversight for all of the project phases (Incode Court, Financials, Work Order Management, Community Development (Permits, Business Tax and Planning), and HR/Payroll).

The City of Pueblo was selected as one of the top cities in technology, by the Center for Digital Government, in 2013 and 2017.

System Selected: Tyler Munis & Incode

Project Fees: $336,980

Project Timeline: Mar 2013 – Nov 2017

St. Louis County, MO

Ms. Jennifer Keating
ERP Manager
7900 Forsyth
Clayton, MO 63105
314.615.5044
jkeating@stlouisco.com

ERP Needs Assessment, Solution Selection and Implementation Management Assistance

Assisted the County in conducting an ERP needs assessment and system selection to replace legacy applications with a new, integrated ERP solution including all areas of financials and HR/payroll. Subsequent to completion of the selection phase of the project we then assisted the county in the implementation of the selected ERP solution that was completed on-time and within budget. We then assisted the County by providing post-implementation support activities including expanding deployment of the selected solution.

System Selected: Tyler Munis

Project Fees: $850,000

Project Timeline: April 2007 – February 2010

Key Personnel Qualification

The core Plante Moran project team members proposed for this engagement have been selected for their significant experience in the needs assessment, selection, and implementation of municipal ERP systems and for their expertise in related municipal operations, *including finance and accounting, budgeting, human resources, purchasing, fixed assets, payroll, community development, content management, and general administration.* All of the proposed team members have worked together on a number of previous ERP consulting services engagements for municipal clients. As a firm with over 2,200 staff members, we have deep resources to bring to support the City's project. Our staffing approach is designed to assign personnel to areas of the project where their expertise is needed, bringing in subject matter experts and additional analysts as needed. Additionally, all of our key proposed staff have been involved in a number of ERP Project Management and Implementation-related projects and therefore have a strong knowledge and understanding of project management and ERP best practices

The following provides the roles of our proposed Plante Moran team members.

Staff	Project Role
Adam Rujan Partner	**Engagement Partner** Overall responsibilities for ensuring that all project tasks through the duration of the engagement are completed within schedule and budget and that all project deliverables meet the required quality standards.
Tracey Rau Senior Manager	**Tyler Technical Advisor** Will serve as the Tyler Munis/Energov technical advisor and subject matter expert of the engagement. Will also participate in Project Management Quality Assurance reviews during the ERP implementation effort.
Natalie Schwarz Manager	**Project Manager** Will serve as the main point of contact for regular project communications with the City and has overall responsibility for project managing the vendor and City throughout implementation. Will manage the implementation project plan, project risks and issues, status reporting, and monitor contract compliance, to ensure the project tasks are completed on schedule, within budget, and meet appropriate quality standards.
Alex Colletti Senior Consultant	**Lead Consultant** Will assist the project manager in managing the vendor and City throughout implementation and developing project deliverables including status reporting, and identifying and escalating project risks and issues in the project tracking log.

Team Resumes

Adam Rujan

Partner
Management Consulting

Summary of Experience

Adam has nearly thirty years' experience consulting to government and public sector organizations. His experience includes assisting governmental units with organizational and operational analyses, IT Assessment, and system selection reviews. He has developed specific expertise in assisting organizations understand and implement new technology, including issues of IT governance and change management. Adam's clients have included a wide range of local municipalities, counties, agencies and authorities and state government. He is a frequent presenter and has authored numerous articles on improving operational efficiency and effectiveness. He recently authored a chapter on IT Governance for the book CIO Leadership for Cities and Counties, published by the Public Technology Institute. Adam was/is the Partner responsible for all of the referenced public sector client engagements.

Education

Master of Business Administration
University of Michigan

Bachelor of Science Engineering,
Wayne State University

Selected Presentations/ Publications

Cost Savings in Information Technology: ICMA webinar 2012

Outsourcing IT: ICMA Annual Conference 2011

Improving Performance through IT Governance: Public Technology Institute 2009, 2010

Effectively Capturing Business Intelligence: ICMA Annual Conference 2013

Selected Key Clients

- City of Alexandria, VA
- Town of Hempstead, NY
- City of Asheville, NC
- Broward County, FL
- City of Augusta, GA
- Cook County, IL
- City of Detroit, MI
- City of Cleveland, OH
- Johnson County, KS
- City of Corpus Christi, TX
- St. Louis County, MO
- City of Colorado Springs, CO
- City of Flagstaff, AZ
- City of Mesa, AZ
- City of Seattle, WA
- Marin County, CA

Tracey Rau

Senior Manager
Management Consulting

Summary of Experience

Tracey has more than thirty years of detailed experience with ERP systems in a multitude of roles and responsibilities. Tracey has worked exclusively in the municipal sector for more than twenty eight years. She has acted as the support manager for a financial management application software system managing all aspects of the team responsible for programming and product support. She has been an implementation consultant taking key responsibility for successfully implementing software for many municipal customers. Additionally, she was instrumental in managing the design, development, testing, and deployment of data conversion tools and approaches between software applications to assist clients with their migrations. Through this time, she has gained significant experience in various municipal functions including Financial Management, Utility Billing, Planning & Zoning, Permits, Code Enforcement, Business License, Fleet Management, Work Orders, Facilities, Taxes, Assessing and others. At Plante Moran, Tracey's focus is on serving her government clients with needs assessment, system selection, implementation management and technology planning projects which includes the operational impact of implementing new systems. Tracey currently is the Practice Leader for Utility Systems/CIS Consulting.

Education

Bachelor of Arts, College of Business
Michigan State University

Professional Training & Affiliations

Customer Service (CS) Week

Government Finance Officers Association (GFOA)

Florida Government Finance Officers Association (FGFOA)

California Society of Municipal Finance Officers (CSMFO)

Michigan Government Finance Officers Association (MGFOA)

- Standards Committee Board member for 2005 – 2006
- Technology Resource Committee Board member for 2009 – 2014
- Technology Resource Committee Chairperson for 2014 – present

Selected Key Clients

- Santa Margarita Water Dist, CA
- City of Pueblo, CO
- City of Independence, MO
- City of Columbia, MO
- City of Detroit, MI
- City of Long Beach, CA
- City of Miramar, FL
- Borough of State College, PA
- Muskegon County, MI
- City of Cleveland, OH
- City of East Lansing, MI
- City of Palo Alto, CA
- Washington Township, MI
- County of Boone, MO
- Cheyenne WY's Board of Public Utilities
- City of North Miami Beach, FL

- City of Roswell, GA
- County of St. Lucie, FL
- City of Oakland Park, FL
- Town of Jupiter, FL
- City of Farmington, MI
- City of Flint, MI
- City of Asheville, NC
- City of Greenville, NC
- Mid-Am. Regional Council, MO
- Village of Mt. Prospect, IL
- City of St. Charles, MO
- City of Cooper City, FL
- County of Genesee, MI
- Broward County FL
- Village of Wellington, FL
- Village of Elk Grove, IL
- City of Sacramento, CA

Natalie Schwarz

Consulting Manager
Management Consulting

Summary of Experience

Natalie has over eight years of professional service experience consulting and implementing systems for a wide range of clients and industries. Natalie has a rare combination of experience including large scale project management, service line process development, and software selections and implementations for Enterprise Resource Planning (ERP), Parks and Recreation Management, and additional municipal systems. She has extensive experience in developing needs assessments and options analysis, business and system requirements, and business process reviews along with detailed system analysis, design, development and implementation. In addition, Natalie has successfully guided clients through the vendor selection process, including facilitating workshops and vendor demos, development of requests for proposals (RFP's), evaluating vendor responses, analyzing costs, identifying best fit solutions, drafting contracts, and conducting post-implementation evaluations.

Selected Key Clients

- Village of Glencoe, IL
- City of Lake Forest, IL
- City of St. Charles, IL
- City of Georgetown, TX
- City of Santa Monica, CA
- Town of Cary Parks, NC
- Montgomery County, TX
- Milwaukee County, WI
- Milwaukee County Zoo, WI
- Milwaukee County Parks, WI
- Three Rivers Parks, MN
- St. Louis County, MO
- Spotsylvania County, VA
- Boone County, MO
- Jefferson County, DE
- Horry County, SC
- Ramsey County, MN
- Regional Transportation Authority Chicago (RTA)
- Solid Waste Authority of central Ohio (SWACO)
- Baton Rouge Recreation and Parks Commission (BREC)
- Numerous private sector clients

Education

Bachelor of Finance & Accountancy, Illinois State University

Certifications and Affiliations

Illinois Government Finance Officers Association (IGFOA)

Certified, Thomson Reuters Indirect Tax OneSource

Certified, Vertex O Series

Certified, Oracle R12 E-Business Tax

Alexandra Colletti

Senior Consultant
Management Consulting

Summary of Experience

Alexandra has four years' experience working with financial business processes, miscellaneous receivables, business licensing, contract management and human resources processes. Her experience with public sector IT software solutions specifically enterprise resource planning (ERP) solutions includes identifying opportunities to enhance business processes, targeted benchmarking, implementation budget management, cost of service and staffing needs analysis all with a vested interest in incorporating stakeholder needs.

Alexandra specializes working with clients through the software selection processes, including functional requirement development and the preparation of request for proposal (RFP) solicitations. During the selection process she focuses on vendor response evaluation including, specification compliance analysis, one-time and on-going cost analysis, and total cost of ownership (TCO) development. She also has experience managing the vendor evaluation process and vendor demonstration facilitation.

Selected Key Clients

- County of Monterey, CA
- Golden Gate Bridge Highway and Transportation District
- City of Baton Rouge, LA
- City of Detroit, MI
- City of Fort Lauderdale, FL
- City of Long Beach, CA
- City of North Las Vegas, NV
- City of Paducah, KY
- City of Palo Alto, CA
- City of Philadelphia, PA
- Village of Elk Grove, IL
- San Diego Association of Governments
- New York State Teachers Retirement System
- Hampton Roads Transit
- County of Outagamie, WI
- City of Carlsbad, CA

Education

Masters of Science in Accounting, Information Systems Specialization
Michigan State University

Bachelor of Arts in Accounting and Information Systems
Michigan State University

Professional Training & Affiliations

California Society of Municipal Finance Officers (CSMFO) Conference Participant (2014 - 2017)

International City/County Management Association (ICMA) Conference Participant (2013 - 2016)

Illinois Government Finance Officers Association (IGFOA) Conference Participant (2015 – 2016)

Appendices

Exceptions to City's Contract Terms

Request for Proposals # 52-17

Enterprise Resource Planning (ERP) Project Management Consultants

Exception Report of Plante & Moran, PLLC

Section	Proposed Revision	Rationale
Contract Terms Insurance (Initial Paragraph)	The successful Proposer shall obtain, at its own expense, all necessary insurance with regard to its ~~fiduciary~~ responsibility to the City of Peoria. Said Proposer shall indemnify and hold harmless the City of Peoria, its officials, officers, directors, employees, heirs and assigns from any and all actions, claims, demands or suits at law or equity for damages, costs, loss, or other injury to the extent caused by Proposer's negligence or breach ~~as a result~~ of the contract.	Plante Moran submits that the provision of the proposed services does not create a fiduciary relationship. Also, Plante Moran can agree to defend/indemnify its clients, but requests that the obligation be expressly proportional to any fault.
Contract Terms Insurance (Contractual Liability)	**Contractual Liability** – The insurance required above shall include contractual liability insurance coverage, subject to insurance limits and ordinary exclusions and conditions.	Plante Moran seeks to include this additional wording to clarify that coverage for contractual liability is not unqualified. For instance, Plante Moran's CGL insurance includes customary wording that clarifies that the insured has coverage for contractual liability that the insured would have in the absence of a contract <u>and</u> for contractual liability assumed in a written contract provided the bodily injury or property damage to which the insurance applies occurs after the execution of the contract.

Why Choose Plante Moran

"One-Firm" Firm Philosophy
We are unique with our "One-Firm Firm" philosophy and structure. Based on this philosophy and structure, we are fundamentally built different from our competitors. There are no competing profit centers, so we are able to bring our full breadth of experts from across the firm to serve your specific needs.

Colleague Partner Approach
Not just one, but at least two partners will serve you. We call this our colleague partner system. This model provides our clients more diverse, expert, and well-rounded thinking to solve your increasingly difficult day-to-day challenges and most complex issues.

Team Continuity
Plante Moran has one of the lowest staff turnover rates among the top 100 accounting firms, and you can expect continuity from your team year after year. Our greatest asset is our people — not just our knowledge, but also our integrity and commitment to our clients and the community. We strive to be a caring, professional firm; and we're proud to say we have the highest staff retention rates among all major accounting firms and numerous client relationships of 10 years or more. Our team will work hard to build a long-term, beneficial relationship.

Deep Industry Expertise
You will experience extensive information technology audit and security consulting expertise from professionals who specialize in the financial services industry. Our IT professionals serve more than 300 financial services clients, including more than 100 for which we provide annual IT audit and security consulting, thus we'll start your engagement with a thorough knowledge of the market's trends, business issues, and best practices. From there, it's a smooth and efficient path to your goals – complemented by relevant experience and insights we're ready to share with you.
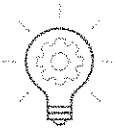
No Surprises
The security of knowing there will be no unwanted surprises because of upfront planning, regular communications, and early identification of issues that will be resolved before project-end. Risks are dealt with prior to project-end to provide a smooth audit, exceed key service deadlines, and ensure no surprises after the project-end.

Proactive Communication
We are proactive in our communication with clients. We are interested in your activities, and we are dedicated to helping you succed. We will be available to assist you throughout the year. Our approach emphasizes 24-hour turnaround on communications, and attendance at your meetings with the Audit Committee.

Client Feedback

Our client satisfaction survey is performed by an independent firm that utilizes the American Customer Satisfaction Index (ACSI) methodology to compare our rating against a diverse group of companies. The ACSI index represents aggregated customer satisfaction benchmarks based upon key drivers such as service approach, level of expertise, quality of work, and value added.

Our clients rate Plante Moran above the world's most respected brands for best-in-class service.
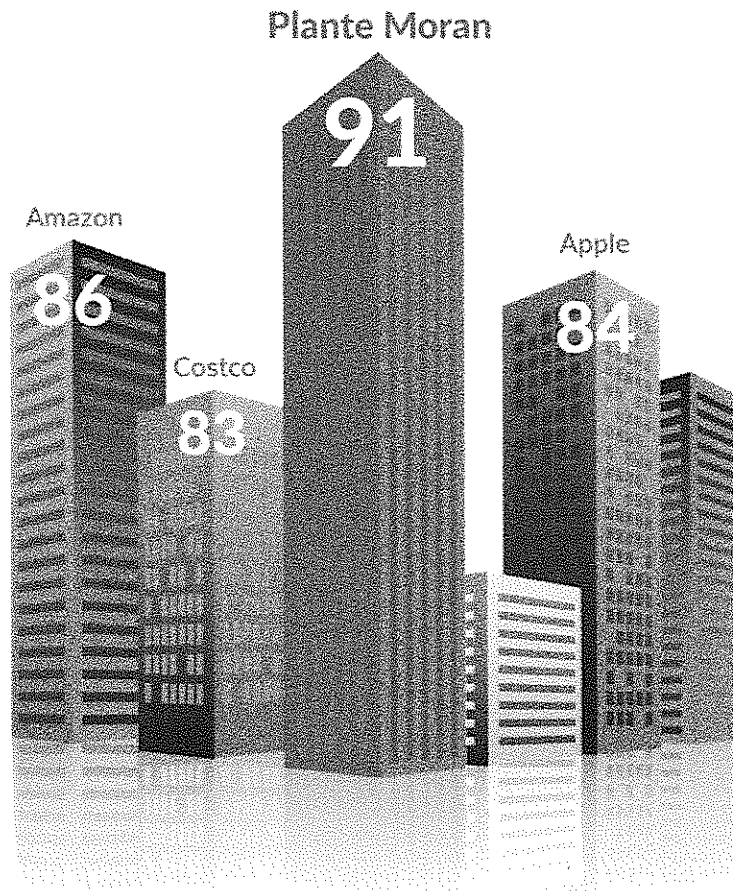
Source: Plante Moran's rating is from our client satisfaction survey conducted by the CFI Group using the American Customer Satisfaction Index (ACSI) methodology. Other companies' scores provided by the ACSI.

Thank you

plante moran | Audit. Tax. Consulting. Wealth Management.