



Enterprise Resource Planning System (ERP)
Consultant Services

CITY OF GAINESVILLE, FL | OCTOBER 4, 2016

plante
moran

audit • tax • consulting

Agenda

- Plante & Moran Background
- Project Staffing
- Project Approach
- Closing
- Q&A

Firm Profile

STABILITY

- Founded in 1924
- Recognized by *Fortune* magazine as one of the “100 Best Companies to Work For” for the last eighteen years
- 14th largest certified public accounting and management consulting firm in the nation

INDUSTRY EXPERTISE

- Over 50 years of involvement in serving public sector clients
- Significant municipal ERP experience
- Significant Florida ERP experience
- Significant Advantage experience

DEPTH

- Approximately 2,000 staff members, including over 260 partners and directors
- Over 75 technology consulting professionals
- Significant investment in professional education/training

VENDOR INDEPENDENCE

- Independent from software and hardware vendors for our public sector clients
- **97%** of clients say Plante Moran puts their interests first

Municipal Technology Service Offerings



INFRASTRUCTURE SERVICES

- Network assessment
- Design & acquisition
- Implementation management
- Forensic/litigation support
- Telecom planning
- Video surveillance solutions
- Communication strategy planning



SECURITY ASSURANCE

- Sox
- GLBA
- HIPAA
- Disaster planning
- IT Security
- SOC 1 and 2
- IT audit
- IT risk assessment



SOLUTION DELIVERY

- ERP implementation
- Transformation services
- Web development
- Content management



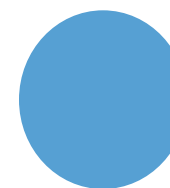
TECHNOLOGY ASSESSMENT

- IT assessments/strategic planning
- RFP development
- Acquisition management
- Contract assistance
- Project management



PROCESS CONSULTING

- Needs assessment
- Process improvements
- Operations review
- Change management
- Feasibility analysis



My Plante Moran engagement team understands my organization

100%

Our Commitment to Government

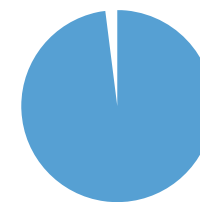
- Active involvement in numerous governmental associations:
 - Government Finance Officer's Association (GFOA)
 - Numerous State GFOAs (Florida, Illinois, Michigan, Ohio, California)
 - Numerous State IT Director/CIO Associations (FLGISA, others)
 - Public Technology Institute (PTI)
 - National Association of State Comptrollers (NASC)
 - CS Week
 - International City/County Management Association (ICMA)
 - Others
- Industry publications:
 - Numerous white papers on relevant topics to include Cloud, Data Center Consolidation, Enterprise Asset Management, IT Security and others
 - Authored chapters in PTI's first two books on CIO Leadership for Cities and Counties (IT Governance, ERP)
 - Authored "Best Practices for Local Government Business Processes" as part of our involvement with the Michigan Municipal Services Authority (MMSA)

Our Commitment to Florida Government

- IT Consulting work with numerous governmental jurisdictions:
 - 7 different Counties (4 ERP-related projects)
 - 17 different municipalities (18 software-related projects)
 - 6 different special districts (2 ERP-related projects)
 - 12 active governmental clients (9 ERP-related projects)
- Active involvement in Florida governmental associations:
 - FLGISA (exhibitor in 2016)
 - FGFOA (exhibitor from 2013 – 2016, presented at regional users group on IT security)
 - FCCMA (exhibitor in 2014)
- Three (3) Plante Moran Governmental IT consulting staff physically reside in Florida

ERP System Experience

- 30+ years public sector ERP experience:
 - Needs assessment
 - Process redesign
 - System selection
 - Contract negotiations
 - Implementation management
- Independent of ERP software providers to the governmental marketplace
- Current and recent comparable ERP client projects:
 - City of Bend, OR
 - City of Columbia, MO
 - City of Pueblo, CO
 - City of Palo Alto, CA
 - City of Corpus Christi, TX
 - Borough of State College, PA
 - City of Fort Lauderdale, FL
 - City of Norman, OK
 - City of East Lansing, MI
 - City of Des Moines, IA
 - City of Dublin, OH
 - City of Roswell, GA



Plante Moran
 understands my
 industry/business

98%

Recent Advantage Client Experience

Client Name	Project
Michigan Municipal Services Authority (MMSA), MI - current	Providing project management assistance associated with the first deployment of Advantage 360 in the country (City of Grand Rapids, Kent County, Genesee County)
City of Cleveland, OH	Software selection and implementation management assistance
City of Mesa, AZ	Software selection and implementation management assistance
Broward County, FL - current	Software selection and 3PA services to migrate from Advantage to PeopleSoft and Hyperion
Monterey County, CA - current	Upgrade project management assistance from 3.7 to 3.10

Human Resources System Components

(Follow-Up Question 1)

- Human Resources Management
- Benefits Administration
- Applicant Tracking
- Onboarding
- Succession Planning
- Workforce Planning
- Skills/Competency Management
- Payroll
- Compensation Modeling
- Time and Labor
- Scheduling
- Personnel Administration
- Talent Management
- Learning Management/Training
- Position Control/Budgeting
- Employee and Manager Self-Service
- Leave/Absence Management
- Pension Administration
- Risk Management
- Workers Compensation
- Performance Management/Reviews
- Employee Relations Tracking
- Disciplinary Tracking
- Mobile Applications
- HR Analytics

Human Resources References (Follow-Up Question 1)

Client Name	Work Effort
Outagamie County, WI	HRIS Needs Assessment and Selection
Central Ohio Transit Authority, OH	HRIS Needs Assessment and Selection; ERP Needs Assessment and Selection
St. Louis County, OH	Time and Attendance Implementation Management Assistance
City of Ft. Lauderdale, FL	Financials, HR/Payroll Needs Assessment and Selection
City of Hollywood, FL	Financials, HR/Payroll Needs Assessment and Selection
City of Pueblo, CO	Full ERP Needs Assessment, Selection and Implementation Management Assistance
Numerous Other Clients	Nearly all of our governmental clients have HR/Payroll, Timekeeping as an element of their ERP initiative

Project Team – Key Staff



Scott Eiler
Partner
Engagement Director



Laurie Hoose
Senior Manager
Project Manager



Robin Milne
Senior Manager
Technical Adviser



Dale Vanderford
Manager
Technical Lead



Mark Carrier
Manager
Project Consultant



Sheila Butler
Manager
Project Consultant

Staff Backgrounds

- **Scott Eiler – Engagement Director:**
 - Providing ERP consulting services to governmental clients at the local and County level for 22 years
 - Certifications to include PMP, ITIL, Prosci Change Management certification
 - Engagement Director on all Florida ERP governmental clients
 - Assisted City of Cleveland and City of Mesa with selection and implementation of Advantage
 - Assisting Broward County in a migration from Advantage to PeopleSoft and Hyperion
 - Recently authored chapter in PTI's second publication on Enterprise Resource Planning (ERP)

Staff Backgrounds

- **Laurie Hoose – Project Manager:**
 - Providing ERP consulting services to governmental clients at the local and County level for 9 years
 - Project Management Professional (PMP)
 - Project manager on current and recent ERP Florida governmental client engagements to include:
 - City of Fort Lauderdale
 - City of Hollywood
 - City of Winter Park
 - Town of Longboat Key
 - Broward Metropolitan Planning Organization (MPO)
 - Others
 - Advantage experience at City of Cleveland and City of Mesa

Staff Backgrounds

- **Robin Milne – Technical Adviser:**
 - Providing ERP consulting services to governmental clients at the local, County and State level for over 25 years
 - Project Management Professional (PMP)
 - Six Sigma Lean Professional (SLLP)
 - Lean Black Belt Professional (LBBP)
 - Director of Consulting at CGI for over 20 years
 - Significant involvement on recent CGI engagements to include:
 - Michigan Municipal Services Authority (MMSA), CA
 - Monterey County, CA
 - Numerous others while at CGI

Staff Backgrounds

- **Dale Vanderford – Technical Lead:**
 - Served governmental clients for over 22 years
 - Experienced Project Manager
 - Former CIO for Washtenaw County, MI
 - Strong IT infrastructure background
 - Significant involvement on recent ERP engagements to include:
 - Monterey County, CA (CGI)
 - City of Baton Rouge, LA
 - City of Fernandina Beach, FL
 - Broward County, FL

Staff Backgrounds

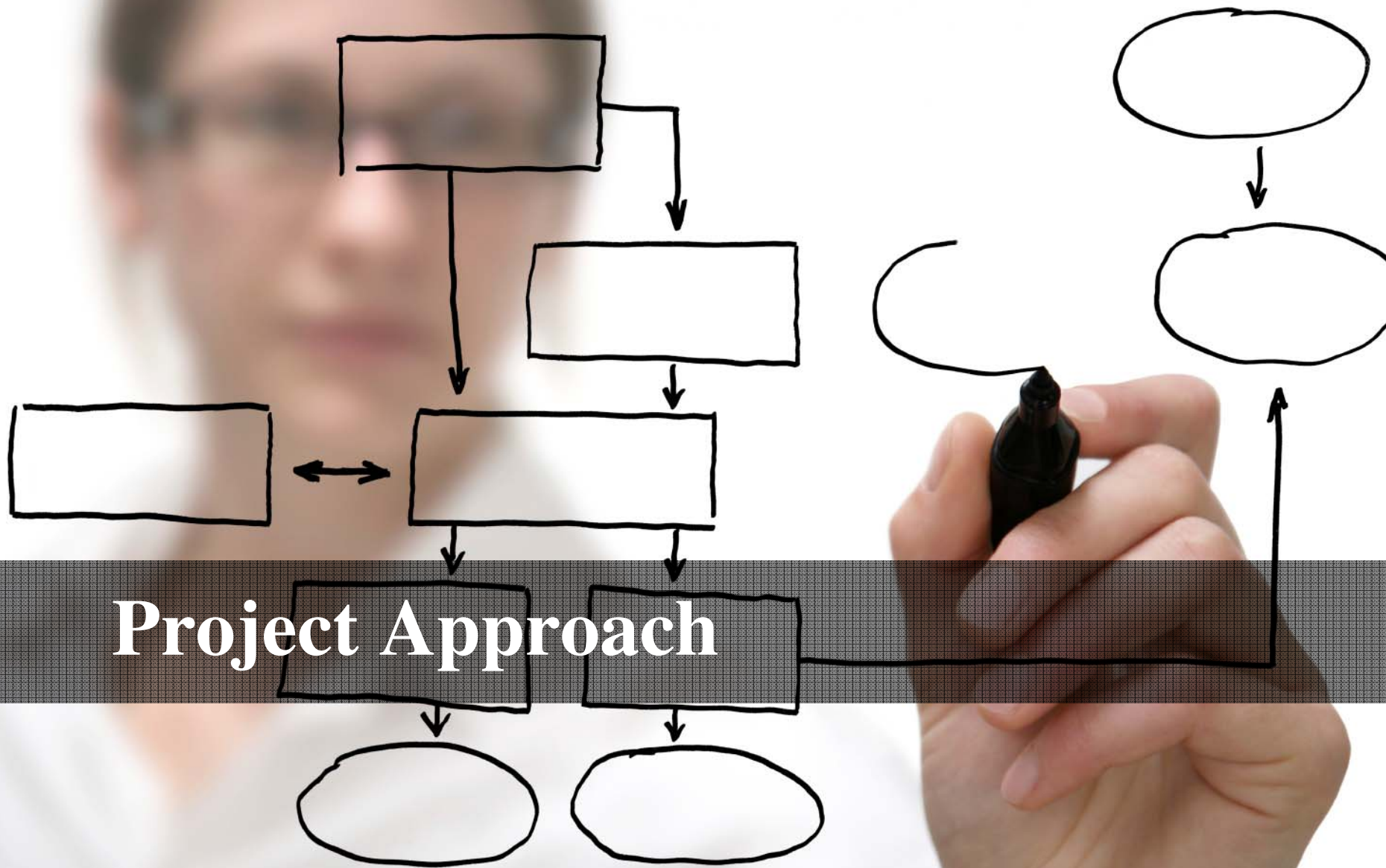
- **Mark Carrier – Project Consultant**
 - Served governmental clients for over 4 years with about 7 years of ERP consulting experience
 - Extensive experience in ERP implementation management for private and public sector entities
 - Significant involvement on recent ERP engagements to include:
 - Great Lakes Water Authority (GLWA)
 - City of Norman, OK
 - Montgomery County, TX
 - City of Fayetteville, AR
 - City of Baton Rouge, LA

Staff Backgrounds

- **Sheila Butler – Project Consultant:**
 - Served governmental clients for 16 years
 - Certified Government CIO (CGCIO)
 - Former Chief Information Officer (CIO) of Horry County, SC
 - Extensive experience in ERP implementation management for private and public sector entities for 30 years
 - Extensive enterprise Strategic Planning and Option Analysis experience
 - Current ERP engagements to include:
 - Cuyahoga County, OH
 - City of Pinellas Park, FL
 - Town of Jupiter, FL

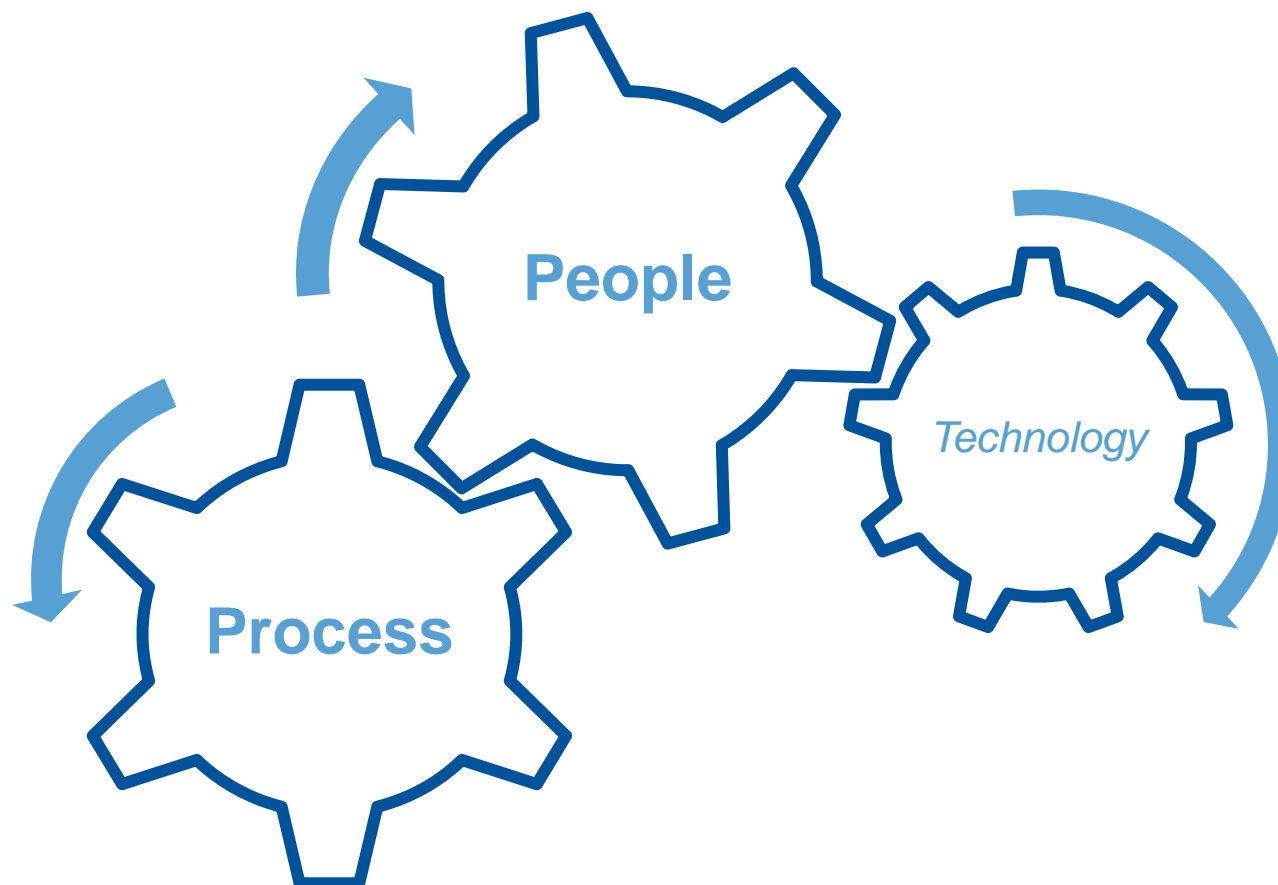
Staff Backgrounds

- **Brian Pesis – Project Consultant:**
 - Served over 12 governmental clients over the past few years
 - Significant and lead involvement on recent ERP Options Analysis and Selection projects to include:
 - County of St. Lucie, FL
 - Town of Longboat Key, FL
 - County of Midland, MI
 - Cuyahoga County Public Library, OH
 - Santa Margarita Water District, CA
 - Village of Park Forest, IL
 - Other significant and lead involvement on enterprise software selection projects:
 - City of Bismarck, ND
 - City of Independence, MO
 - City of Arvada, CO

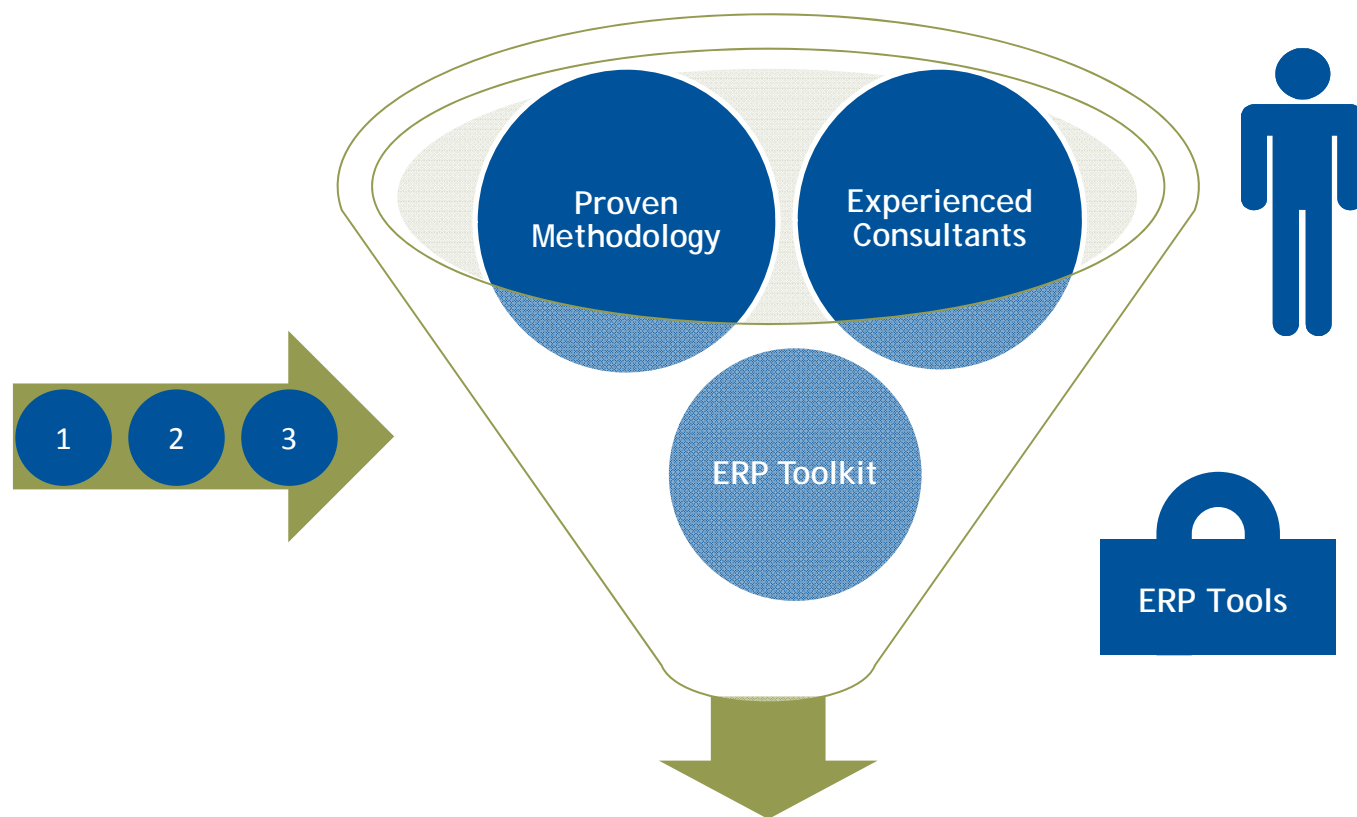


Project Approach

Underlying Assumptions

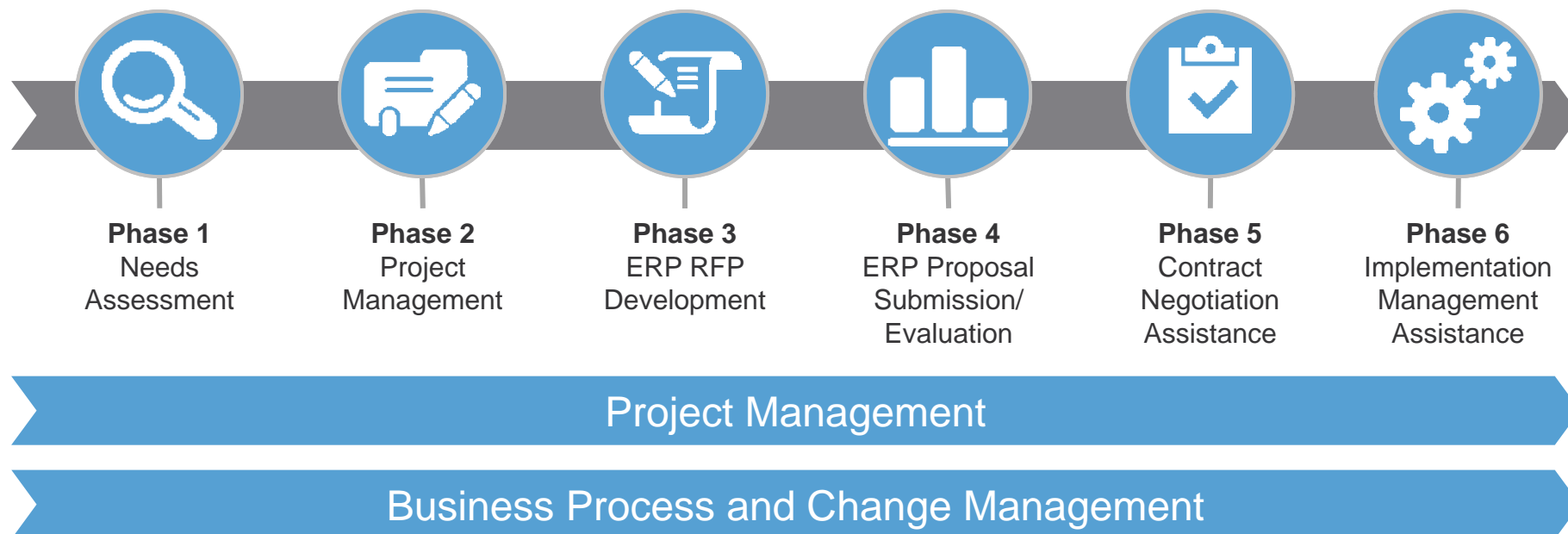


Project Approach

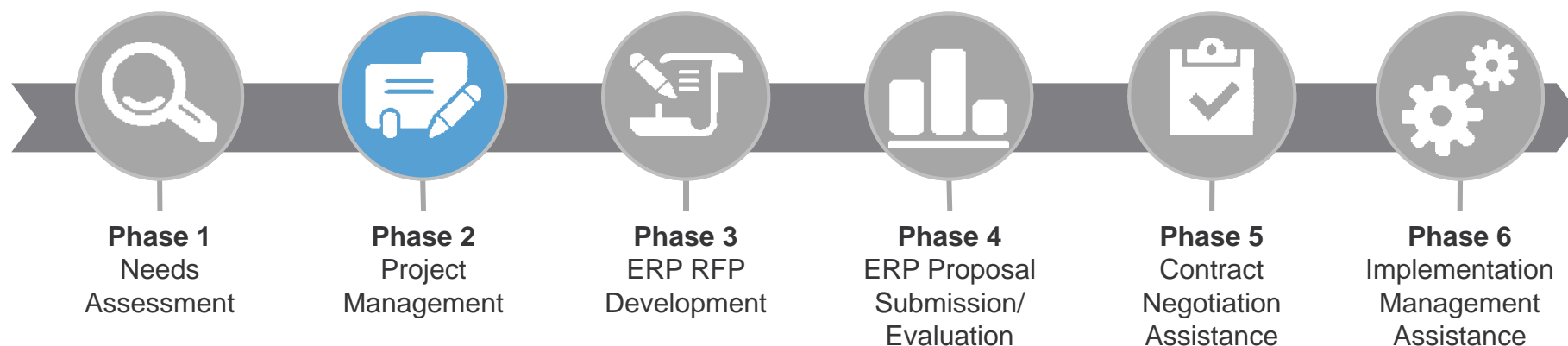


Our recipe for Gainesville's project success

Project Methodology



Phase 2: Project Management



KEY ACTIVITIES:

- Define stakeholder input and involvement
- Develop project timeline
- Establish project collaboration environment
- Schedule and moderate project status meetings

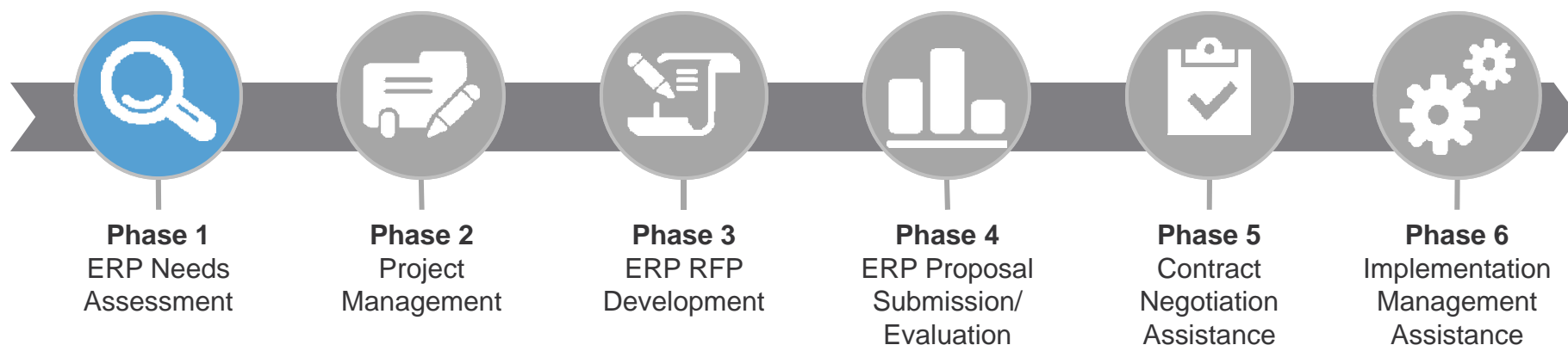
DELIVERABLES:

- Team Roles and Responsibilities
- MS SharePoint
- Project Plan
- Project Collaboration Center
- Other project management templates

Proposed Project Schedule

Task Name	Start	Finish
Enterprise Resource Planning (ERP) Consulting Services	Mon 10/31/16	Mon 8/21/17
Phase 1: ERP Needs Assessment	Mon 10/31/16	Fri 12/16/16
Conduct Project Initiation Activities	Mon 10/31/16	Tue 11/1/16
Define City Expectations in Project Charter	Mon 10/31/16	Fri 11/4/16
Review Documents	Mon 10/31/16	Fri 11/11/16
Assess the City's ERP Environment and Information Technology Infrastructure	Mon 10/31/16	Fri 11/25/16
Conduct Departmental Interviews	Mon 11/7/16	Fri 11/18/16
Prepare ERP Needs Assessment Report Including Options Analysis	Fri 11/18/16	Thu 12/15/16
Initiate Change Management Process	Fri 12/16/16	Fri 12/16/16
Phase 2: Project Management	Mon 10/31/16	Fri 6/30/17
Define Stakeholder Input and Involvement	Mon 10/31/16	Fri 11/4/16
Develop Project Timeline	Mon 10/31/16	Fri 11/4/16
Establish Project Collaboration Center	Mon 10/31/16	Tue 11/1/16
Schedule and Moderate Project Status Meetings	Mon 10/31/16	Fri 6/30/17
Phase 3: ERP RFP Preparation (if needed)	Fri 1/6/17	Fri 3/31/17
Develop Solution Selection Criteria and Define Decision-Making Process	Fri 1/6/17	Fri 1/20/17
Develop ERP Software Specifications	Fri 1/6/17	Fri 1/20/17
Develop Request for Proposal (RFP) Document	Fri 12/30/16	Fri 2/10/17
Phase 4: ERP Solution Selection (if needed)	Fri 2/17/17	Fri 7/21/17
RFP Distribution	Fri 2/17/17	Fri 2/17/17
Assist in ERP Vendor Q&A During Pre-Proposal Due Date and Timeframe	Mon 3/6/17	Fri 3/10/17
Participate in Vendor Pre-Bid Meeting	Mon 3/13/17	Mon 3/13/17
Analyze Proposals and Select Semi-Finalists	Fri 3/31/17	Thu 4/20/17
Assist in Developing Vendor Demonstration Scripts and Other Due Diligence Templates	Thu 4/20/17	Fri 4/28/17
Schedule and Conduct Vendor Demonstrations	Fri 4/28/17	Thu 6/29/17
Conduct Additional Due Diligence Activities	Thu 6/29/17	Fri 7/21/17
Assist in the Selection of a Preferred Vendor	Thu 6/29/17	Fri 7/21/17
Phase 5: ERP Statement of Work and Contract Negotiations (if needed)	Fri 7/21/17	Mon 8/21/17
Conduct Contract Negotiations including Developing Statement of Work (SOW)	Fri 7/21/17	Mon 8/21/17
Phase 6: ERP System Implementation Management Assistance (if needed)	Tue 8/22/17	Thu 8/22/19
Conduct Project Initiation and Planning Activities	Mon 8/21/17	Mon 9/4/17
Conduct On-Going Project Activities	Mon 8/21/17	Fri 7/19/19
Conduct Project Close-Out Activities	Mon 7/22/19	Thu 8/22/19

Phase 1: ERP Needs Assessment



KEY ACTIVITIES:

- Conduct project initiation
- Develop Project Charter
- Review documents
- Conduct stakeholder interviews
- Assess IT infrastructure / define technical requirements
- Prepare ERP needs assessment
- Perform Vendor Marketplace education
- Develop preliminary TCO
- Initiate Change Management process

DELIVERABLES:

- Project Charter
- IT Infrastructure Assessment
- Stakeholder Interviews
- Departmental Interview Questionnaire
- Issues and Opportunities Matrix
- Application Migration Matrix
- ERP Needs Assessment Report
- Preliminary Total Cost of Ownership (TCO)

Application Migration Approach

- We will inventory all current applications and with the guidance of the Steering Committee, we will work with the City to classify each existing application / function.

Approach	Description
Maintain	<ul style="list-style-type: none"> City is intending on retaining the application, not replacing it thru this effort.
Replacement	<ul style="list-style-type: none"> City is intending on replacing this application with the selected solution.
Consider	<ul style="list-style-type: none"> City is considering replacing this application with the selected solution, based on the strength of the finalist vendor offering and cost / benefit of the replacement module.
Interface	<ul style="list-style-type: none"> City is intending on keeping the application and interfacing/integrating it with the selected solution.

- Include this in the RFP. Structure vendor pricing accordingly

Issues and Opportunities Matrix

Core Financials

#	Process Area	Issue	Opportunity	Action	Timing	Area	Status
4	Accounts Payable	Departments fill out a vendor entry/update form for Financial Services to enter vendors. Any new vendor information or changes to existing vendor information is sent to the Financial Services department for entry into the system.	While there is not particular objection to the current process by City staff, it could be streamlined by allowing decentralized entry with centralized approval in a modern ERP environment. Decentralizing the ability to enter/update vendor files would relieve this responsibility from finance personnel. Finance would then be responsible for reviewing and approving vendor updates but would not be responsible for keying the entries into the system.	Determine if the time savings from decentralizing this process outweighs the concern that departments may inadequately populate the vendor file.	Implementation	Process	Open
5	Bank Reconciliation	The bank reconciliation process is currently handled manually, largely outside of HTE. For both deposits and check clearing, a report is run from HTE and matched against the monthly bank statement.	Many modern ERP systems have automated the bank reconciliation process to varying degrees. Typically, modern systems are capable of importing bank data files so that the reconciliation can be done in a few clicks instead of manual data review, keying, and mathematics.	Identify an ERP system that can streamline the bank reconciliation process for checks, deposits, EFT's, and other transaction types.	Selection	Technology	Open
6	Bank Reconciliation	Treasury has difficulty reconciling EFT's because of varying degrees of transactional detail between HTE and the bank.	Many modern ERP systems have the ability to store more transactional data than the City's HTE system. This should help to streamline the process of reconciling all transactions (e.g. credit cards, EFT's, etc.).	The City should identify an ERP system that can hold an appropriate amount of transactional data and then work with its bank to include that level of detail in the bank statements and data transfers.	Selection	Technology	Open
7	Budgeting	During budget preparation, departments make budget requests on printed reports. These requests are then submitted to Finance for approval/modifications and entry into HTE. Any budget adjustments made during the year are also manual and exist outside of HTE.	Submitting budget requests through an ERP system minimizes the amount of data that needs to be rekeyed, reduces the risk of manual errors, and expedites the overall process.	Automate the budgeting process by taking advantage of flexible budget preparation functionality available in ERP systems.	Selection	Technology	Open

Plan of Action: Table of Contents Sample

Executive Summary

Needs assessment / Issues & opportunities

Application migration plan

Application interface plan

Key requirements

Significant decision points

Recommended Plan of Action, Options Analysis including:

- Scope for the RFP
- Preliminary schedule
- TCO estimates
- Key risks
- Others

Options Analysis Situations (Follow-Up Question 2)

1. Operating on a custom solution:
 - Horry County, SC
 - Town of Longboat Key, FL
 - City of Pinellas Park, FL
2. Software has run end of life, no longer on support and/or is not meeting client needs:
 - St. Lucie County, FL
 - City of Delray Beach, FL
 - City of Coral Springs, FL
 - City of Corpus Christi, TX
 - City of Palo Alto, CA
 - Hampton Roads Sanitation District, VA
 - Milwaukee County, WI
 - Others

Spotsylvania County Options Analysis

(Follow-Up Question 2)

- **Current Situation:** Legacy HTE Client in the midst of a ONESolution upgrade
- **Options Identified:**
 1. Status quo (continue with the upgrade)
 2. Continue the upgrade with a revision of resources, timeline and project approach
 3. Postpone the upgrade and evaluate other options
- **Recommendation:**
 - Option 2
- **Reasons:**
 - Option 2 could be successful based on other recommendations
 - Other options were not as viable due to risks, time, resources and costs required

Decision Approach (Follow-Up Question 3)

1. Identify Options (to potentially include):

- Do Nothing
- Wait and Upgrade to Advantage 3.11
- Migrate to Advantage 360
- Go to RFP with options evaluated

2. Evaluate Options:

- Develop a decision matrix to support option evaluation
- Conduct a SWOT analysis of each option
- Identify and document costs and assumptions
- Develop a Return on Investment (ROI) for each option

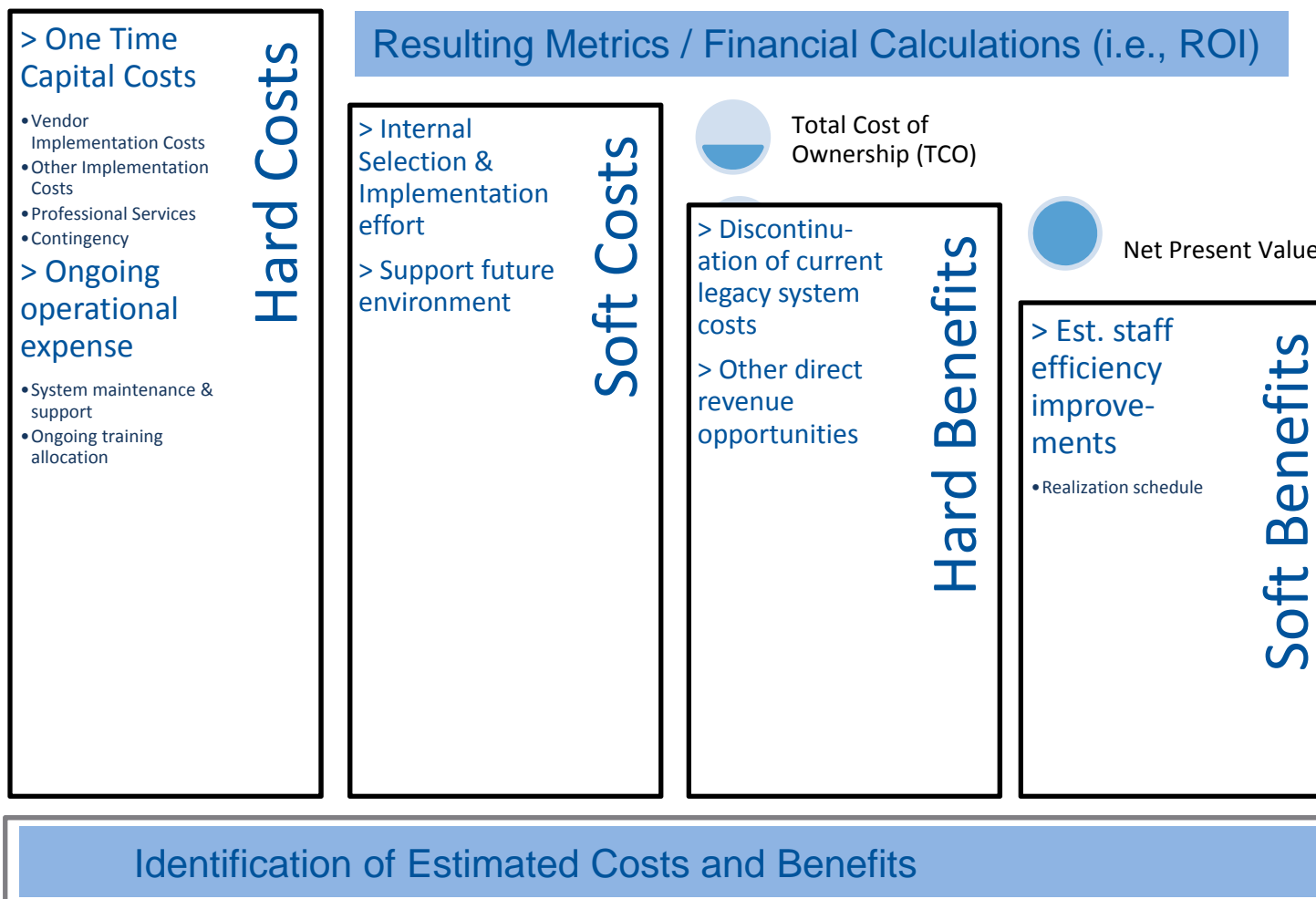
3. Conclude on Recommended Option

4. Develop a Plan of Action for the Recommended Option

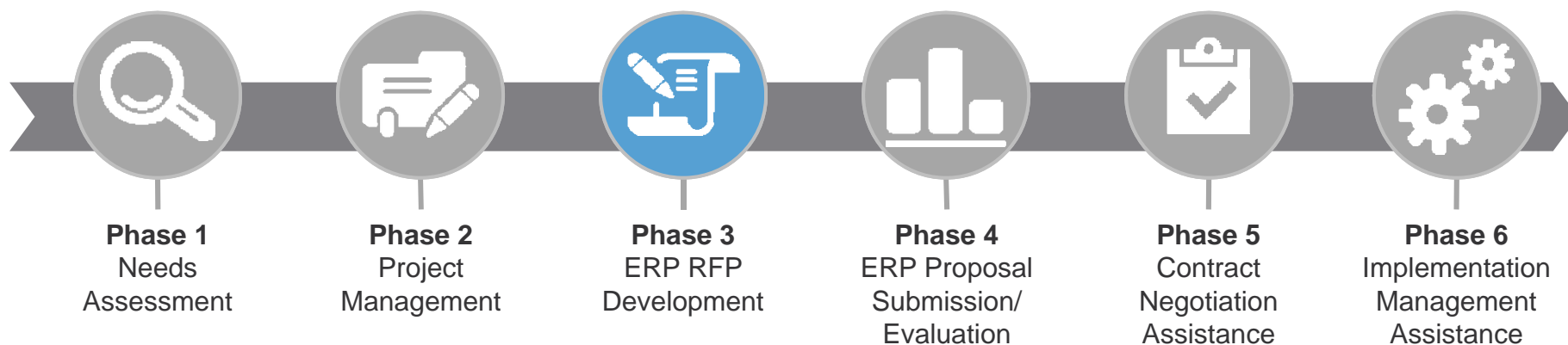
5. Present Recommendation and Plan of Action

6. Obtain buy-in to move forward

ROI Model (Follow-Up Question 3)



Phase 3: ERP RFP Development (If Needed)



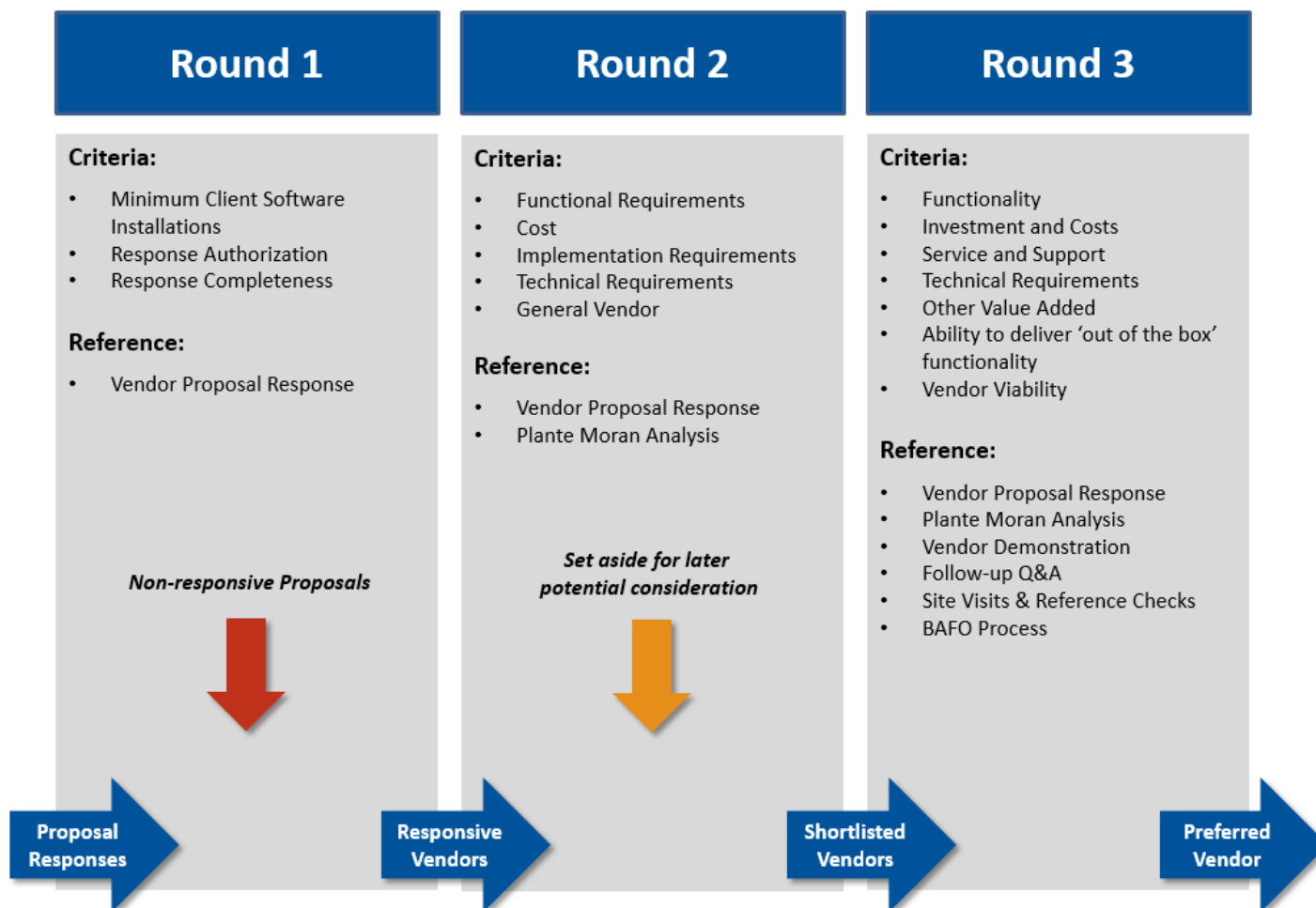
KEY ACTIVITIES:

- Develop selection criteria
- Define decision-making process
- Develop software specifications
- Develop RFP

DELIVERABLES:

- Selection Criteria
- Decision-Making Process
- Software Requirements
- Request for Proposal (RFP) Document

Approach: Sample Selection Process





Sample Specification Compliance Form

City of Sample, IL - System Selection Project
Accounts Payable

Replace this text with vendor name in the first module.	
Code	Availability Definition
Y	Functionality is provided out of the box through the completion of a task associated with a routine configurable area that includes, but is not limited to, user-defined fields, delivered or configurable workflows, alerts or notifications, standard import/export, table driven setups and standard reports with no changes. These configuration areas will not be affected by a future upgrade. The proposed services include implementation and training on this functionality, unless specifically excluded in the Statement of Work, as part of the deployment of the solution.
R	Functionality is provided through reports generated using proposed Reporting Tools.
T	Functionality is provided by proposed third party functionality (i.e., third party is defined as a separate software vendor from the primary software vendor). The pricing of all third party products that provide this functionality MUST be included in the cost proposal.
M	Functionality is provided through customization to the application, including creation of a new workflow or development of a custom interface, that may have an impact on future upgradability.
F	Functionality is provided through a future general availability (GA) release that is scheduled to occur within 1 year of the proposal response.
N	Functionality is not provided.

4.2 - Accounts Payable		Replace this text with the primary product name(s) which satisfy requirements.				
<i>Objective: To efficiently manage all cash disbursements, electronically track paid and outstanding invoices, print checks, and generate completed 1099 forms.</i>						
Number	Application Requirements	Priority	Availability	Cost	Required Product(s)	Comments
1	General Information					
2	Ability to post invoices which update the accounts payable file, reduce the related encumbrance(s), update the vendor master file, update the general ledger, generate checks or ACH's and create detailed transaction records for audit and analysis.	H			N/A	
3	Ability to track Vendors payments by fiscal year as well as calendar year	H			N/A	
4	Ability to handle all transaction processing including file maintenance and transaction entry online/real time processing mode as determined by the user.	H			N/A	
5	Ability to provide a method of assigning separate approval levels to users for processing invoices, receiving reports, payments, requisitions and purchase orders (edit and update functions).	H			N/A	
6	Ability to automate the fiscal year accounts payable liability by providing functions to report on and analyze end of year open requisition, Procurement and invoice transactions and report the appropriate liability amounts in the financial statements	L			N/A	
7	Ability to perform dual year accounting (i.e. ability to distinguish between prior and current year payments).	H			N/A	
8	Ability to alert if an invoice is being processed for a vendor that is flagged as debarred or suspended	H			N/A	
9	Ability to configure the system to either flag or prohibit the following with the ability of authorized users to override:	-			N/A	
10	The receiving date from being earlier than the requisition date	L			N/A	
11	The quantity received from being greater than the quantity approved on the purchase order / contract	H			N/A	
12	The unit price from being greater than the unit price approved on the purchase order / contract	H			N/A	
13	The payment amount is greater than the defined budgetary category balance	H			N/A	
14	Vendor File Set-Up and Maintenance					

Priority
H - High | M - Medium | L - Low

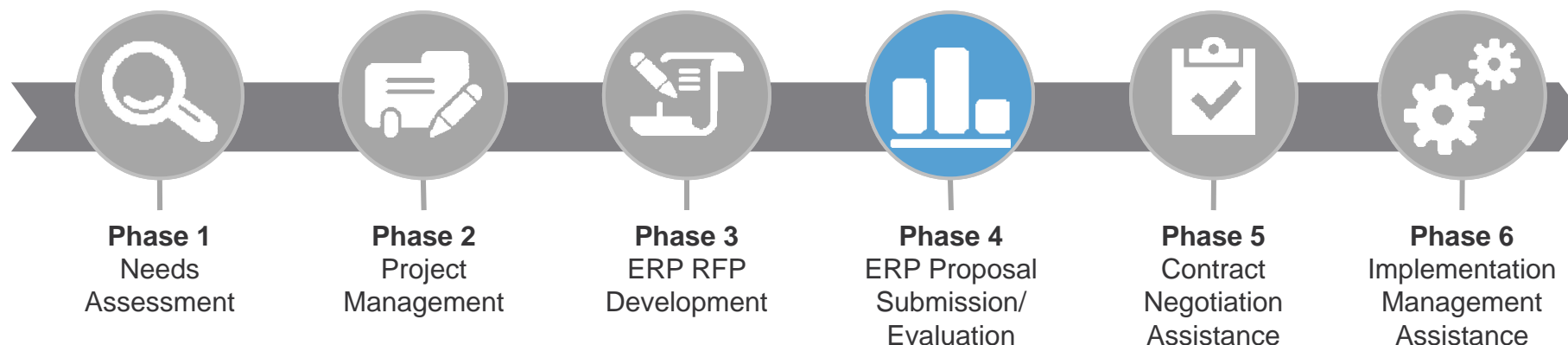
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Availability
Y - Yes | R - Reporting Tool | T - Third Party
M - Modification | F - Future | N - Not Available

Sample RFP Table of Contents

1. Introduction
 - a) City Background
 - b) Current Business Application Environment
 - c) Current Technical Environment
 - d) Future Vision and Project Objectives
 - e) Expected Scope of Solution
 - f) Overall Evaluation Process
 - g) Summary of Key Transaction Volumes
 - h) Evaluation Criteria
2. Vendor Proposal Guidelines
3. Proposal Response Format
4. Functional Requirements / Specifications (unique City specs + best practices)
5. Contract Terms and Conditions
6. Proposal Forms
 - a) Vendor Background Questionnaire
 - b) Pricing Forms
 - c) Vendor References
 - d) Proposal Signature Form

Phase 4: ERP Proposal Submission / Evaluation (If Needed)



KEY ACTIVITIES:

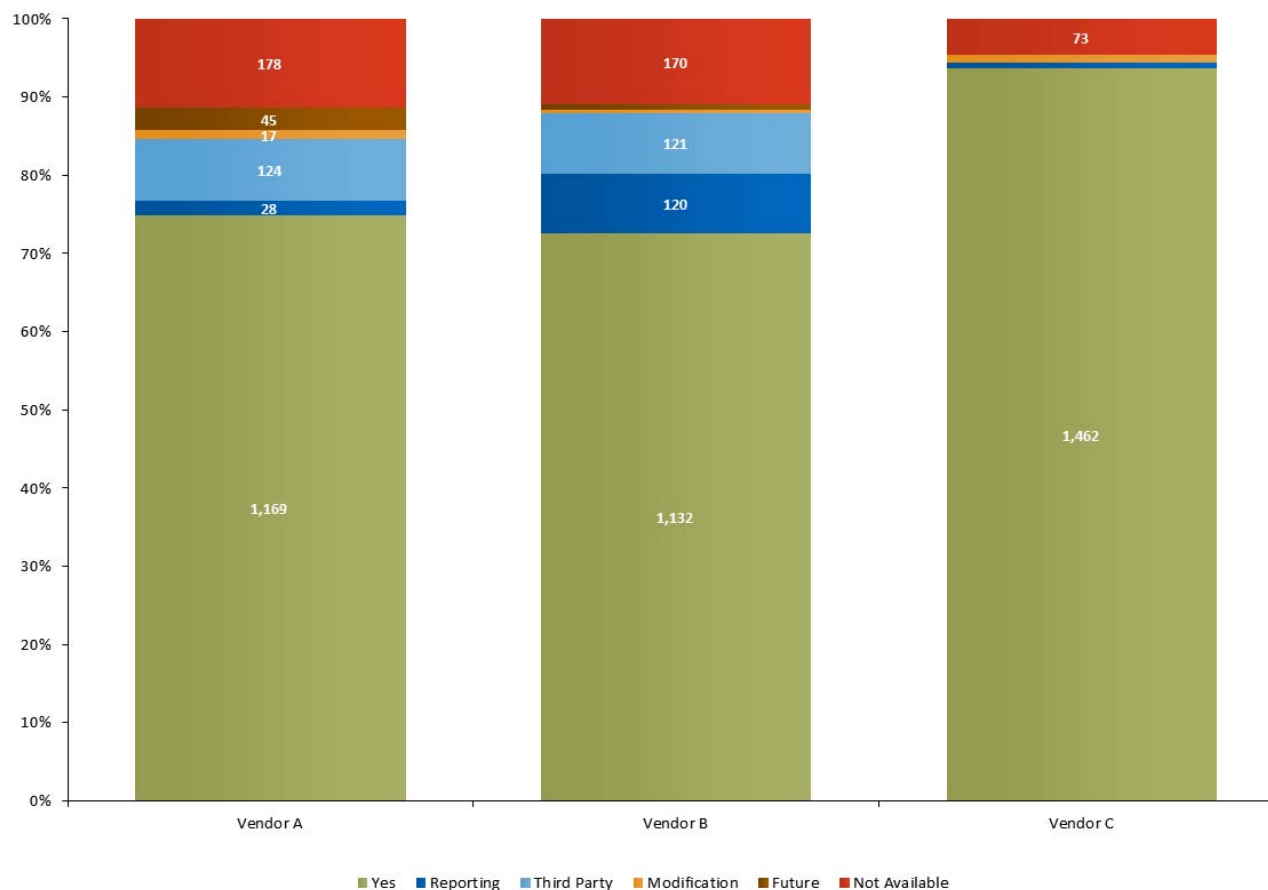
- Manage vendor Q&A
- Participate in vendor pre-bid meeting
- Analyze proposals and select semi-finalists
- Assist in developing vendor demonstration scripts & other due diligence templates
- Schedule and conduct vendor demos
- Conduct additional due diligence
- Assist in selection of preferred vendor

DELIVERABLES:

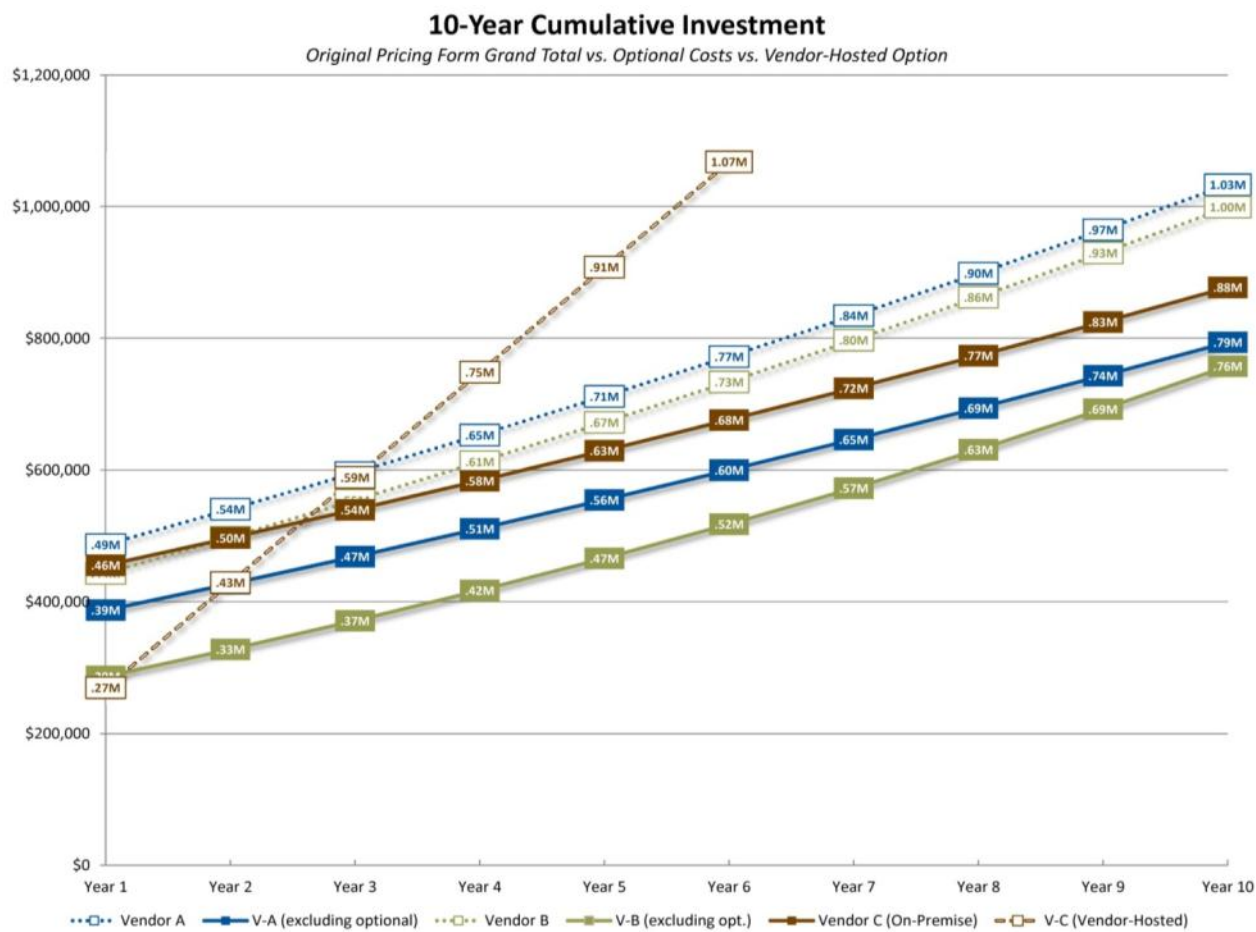
- RFP Addendum
- Proposal Analysis Document
- Follow-Up Questions
- Demonstration Agenda/Scripts
- Reference Checking Templates
- Finalist Vendor Scoring/Ranking
- Selection Process Synopsis

Sample Spec Analysis Excerpt

Specification Compliance by Availability | High Priority



Sample Cost Analysis Excerpt





Sample Scoring Worksheet

Round 2 Scoring Worksheet

Round 2 Evaluation Criteria	Weight	John			Evaluation Source / Reference
		Vendor A	Vendor B	Vendor C	
Functional requirements	35	4.00	5.00	3.00	Section 9: Specifications Plante Moran's Analysis
Cost including both initial and on-going	25	1.00	3.00	4.00	Section 15: Cost Proposal Consider scope of solution based on modules bid
Implementation requirements	15	3.00	2.00	2.00	Section 3: Application Software Section 6: Implementation Plan Section 7: Staffing Plan
Technical requirements	15	4.00	5.00	3.00	Section 4: Technical Infrastructure Section 5: Vendor Hosted Option (if applicable) Section 8: Ongoing Support Services
General Vendor to include number and size of comparable municipal installations, financial stability, completeness of response, and quality of proposal response	10	2.00	3.00	4.00	Section 2: Company Background Section 10: Client References Overall: completeness & quality of proposal response.
Weighted Score:	100	58.00	77.00	64.00	
Rank:		3	1	2	

Scoring Definitions

- (1) Does not satisfy this criteria
- (2) Minimally satisfies this criteria
- (3) Satisfies this criteria
- (4) More than satisfies this criteria
- (5) Achieves significant satisfaction with this criteria

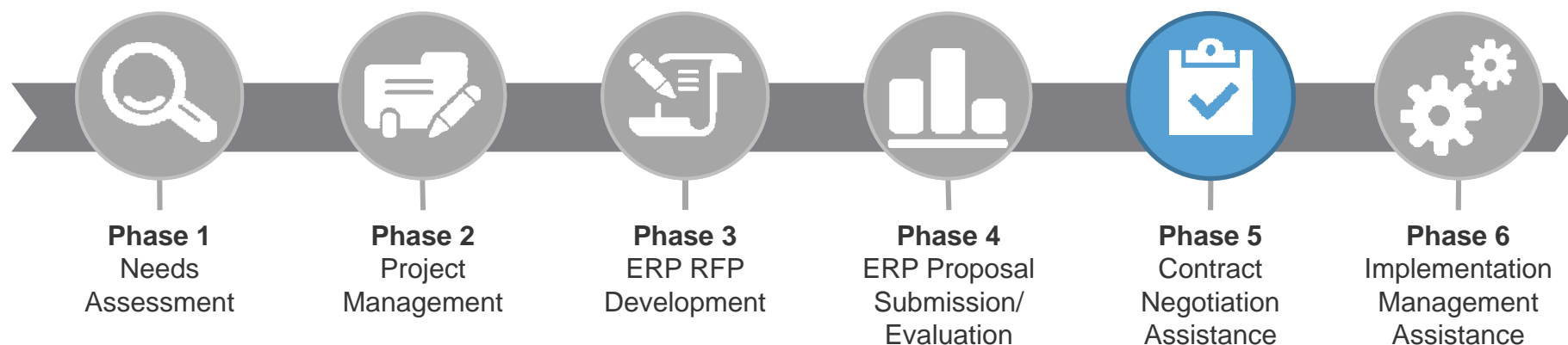
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John

Date

Phase 5: Contract Negotiations

Assistance (If Needed)



KEY ACTIVITIES:

- Develop vendor statement of work
- Conduct contract negotiations
- Initiate implementation planning

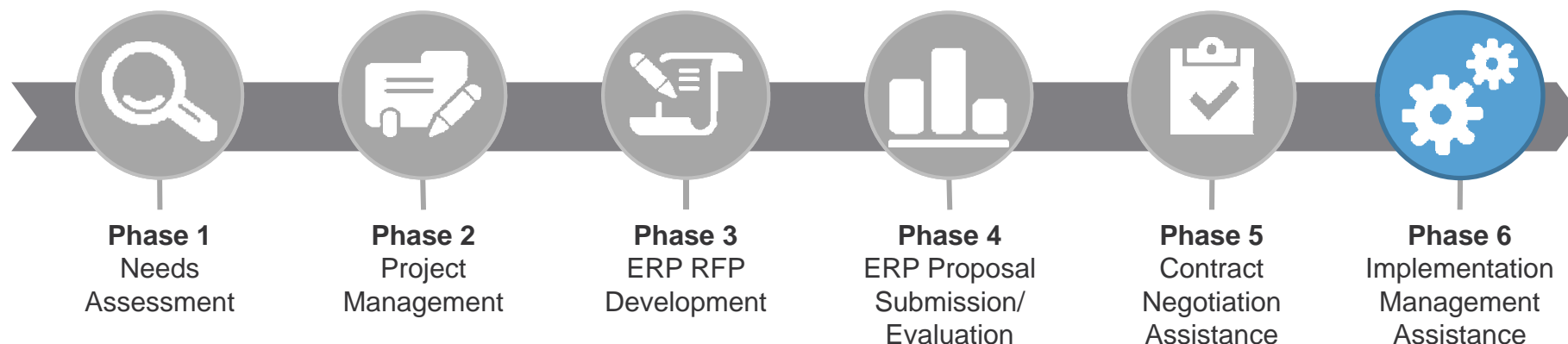
DELIVERABLES:

- Negotiated Contract
- Negotiated Statement of Work(s)
- Finalized Total Cost of Ownership

ERP Vendor Components

Hardware	Software	Services
<ul style="list-style-type: none"> • Servers and associated operating systems • Storage • Periphery devices (e.g., POS terminals, scanners, etc.) • Other hardware 	<ul style="list-style-type: none"> • Application software (vendor and 3rd party provided) • Database software • Reporting software • Other software 	<ul style="list-style-type: none"> • Implementation • Training • Project Management • Data Conversion and Interfaces • Report Development • On-Going Support • Others

Phase 6: Implementation Management Assistance (If Needed)



KEY ACTIVITIES:

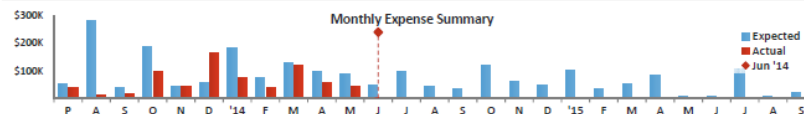
- Project initiation & planning
- Project execution & control
- Project closure & post implementation support

DELIVERABLES:

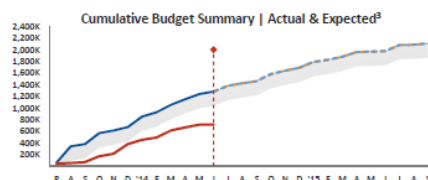
- Project charter
- Issues & action items log
- Project budget tracking
- Status reports
- Project schedule
- Communications & change management plan
- Implementation lessons learned list
- Risk management plan

Budget Status Report Dashboard

City of Sample | The LEAP Project
Project Dashboard through June 2014



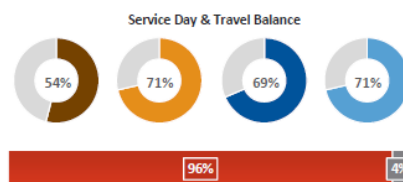
Budget Summary	Excl. Cont. ¹	Overall ²
Total Expected ⁴	\$1,863,574	\$2,105,894
Expected to Date ⁵	1,039,022	1,281,342
Actual to Date ⁶	708,552	709,556
Over/(Under) to Date ⁷	(329,466)	(571,786)
Expected To Complete ⁸	1,154,018	1,396,338
Revised Total Expected ⁹	1,863,574	2,105,894
Contingency / Optional ¹⁰	N/A	242,320



Explanation for -\$571,786 Overall Difference to Date

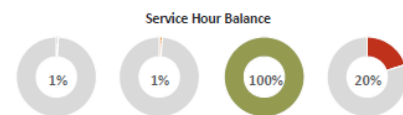
Primary factor for the overall difference is that minimal (\$1,004) Project Contingency has been utilized to date. The -\$371,615 reflected excluding the project contingency is primarily represented by non-invoiced (or invoiced, but unapproved) services which were performed in April and May, and additional (reserve) implementation days which have not been utilized to date.

Munis Service Days	Budgeted	Remaining
Consulting	38.0	20.5
Implementation ¹³	196.0	140.0
Total	234.0	160.5
Budgeted Travel Expenses	\$122,640	\$87,605

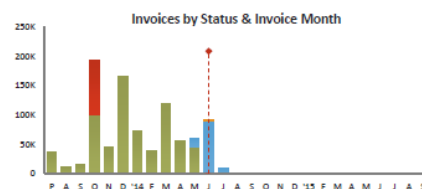


Munis Service Day Retainage	Amount
Total Retainage to Date	\$20,963
Future Retainage Expected	\$803

EnerGov Service Hours	Budgeted	Remaining
Professional Imp. Services	300.00	2.50
Onsite Training Services	80.00	1.00
Report Dev. Services	40.00	40.00
Data Con. / Integrations	40.00	8.00



Invoice Line Item Summary	Count ¹²	Amount
Total Outstanding	54	\$116,231
Received	0	0
Contested	2	1,314
PM Reviewed	47	114,917
Credit Memo (not in chart)	1	(94,046)
Denied	4	94,046
Approved	814	709,556
Total (excl. Denied)	864	\$731,741



Implementation Services Options

- Project management assistance
- IV&V services
- Chart of accounts redesign assistance
- Process redesign assistance
- PCI assessment services
- System security review
- Organizational redesign
- Change management assistance
- Functional staff backfill
- IT and Business Process controls assurance

Key and Unique Differentiators

Experience

- Recent and significant Florida ERP procurement experience
- Significant knowledge and experience with products that are relevant to what the City is using or will be contemplating to include CGI Advantage, Infor, Tyler Munis, Oracle ERP Cloud, Workday and others
- Recent and significant experience with College-town based governmental organizations
- Significant experience in assessing Cloud options
- Very experienced project team
- Ability to provide full breadth of ERP services for the City

Client Service

- Well-earned reputation for providing outstanding customer service resulting in new clients and additional work with existing clients
- Significant and on-going commitment to governmental clients in the State of Florida

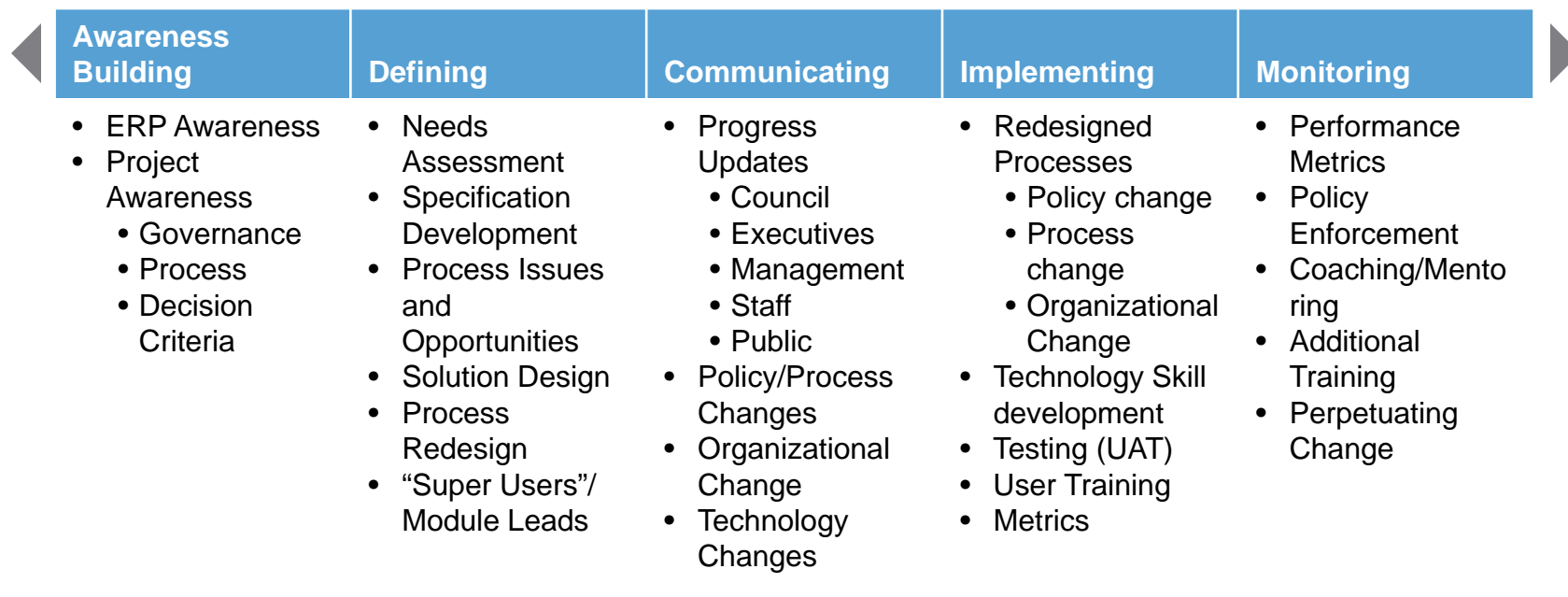
Methodology

- Significant and integrated set of tools and templates with a proven methodology that reduces client risk

Thank You

Plante Moran sincerely appreciates the City's time and willingness to hear our story and value proposition. As with all of our engagements, we would be committed to the City's success and guarantee your satisfaction with our services.

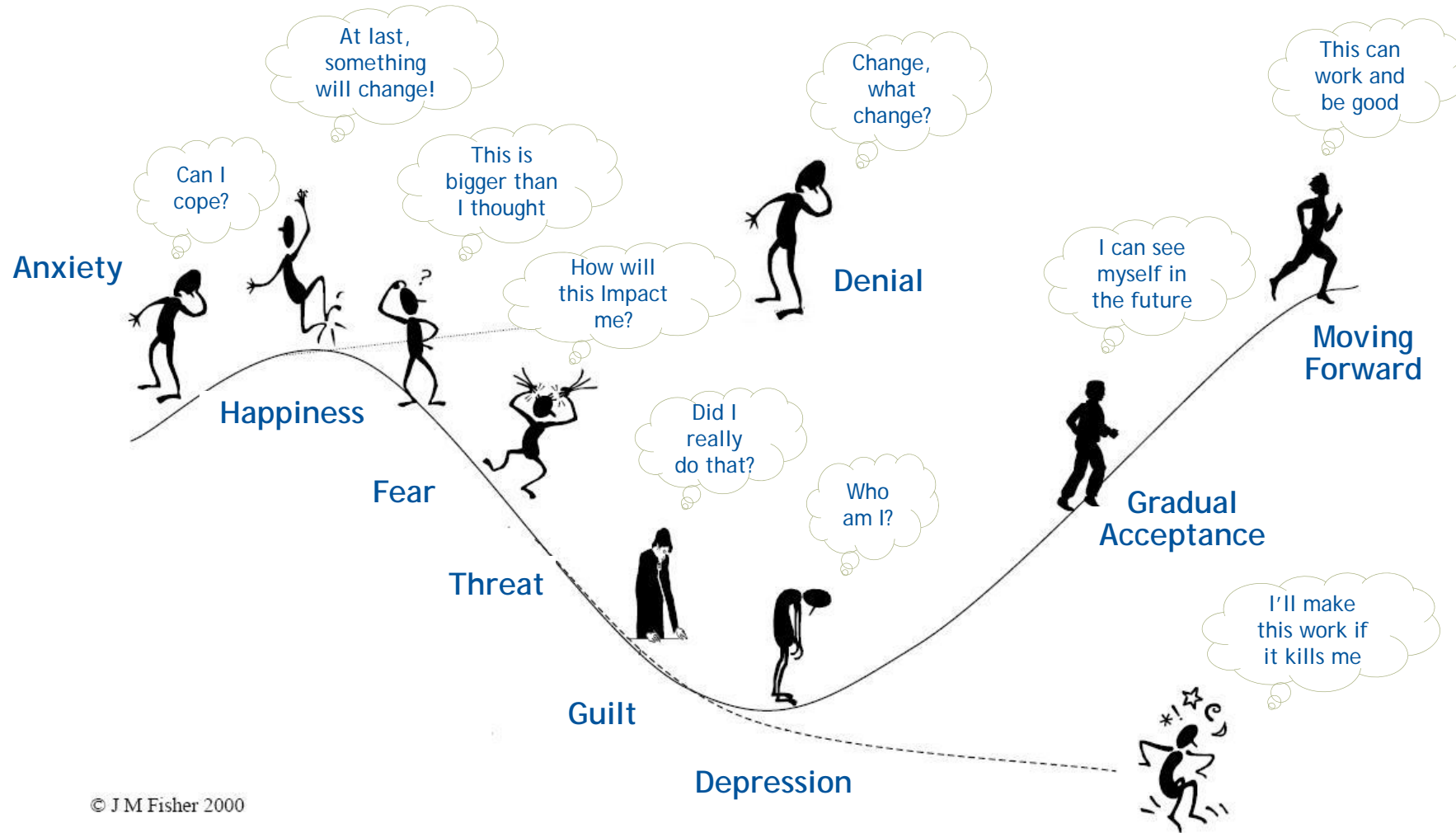
Change Management Approach



Plante Moran Change Management Tools and Templates

Project Approach: Underlying Assumptions

The Process of Transition



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ERP Marketplace Assessment (cont)

Product Sets	Financials/Supply Chain	Human Capital Management	Community Development	Enterprise Asset Management	Utility Billing
Line of Business Only Suites		Numerous	<ul style="list-style-type: none"> • Accela • CRWSystems (part of Sungard) • EnerGov (part of Tyer) 	<ul style="list-style-type: none"> • AssetWorks • CityWorks • Lucity • Maximo 	Numerous Harris Products
Niche Products	Cashiering: <ul style="list-style-type: none"> • iNovha • PCI 	Applicant Tracking: <ul style="list-style-type: none"> • Cornerstone • NeoGov • Taleo 	Electronic Plan Review: <ul style="list-style-type: none"> • Avolve Software • Bluebeam Software 	Various fuel management systems	
		Learning Management: <ul style="list-style-type: none"> • Meridian 			
	Debt/Invest/Cash Management: <ul style="list-style-type: none"> • Sympro 	Time and Attendance: <ul style="list-style-type: none"> • Executime • Kronos • Intellitime 		Various fleet management solutions	

{Thank You!}

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