



District School Board of Pasco County

20430 Gator Lane • Land O' Lakes, Florida 34638 • 813/794-2221

Heather Fiorentino, Superintendent


www.pasco.k12.fl.us

Department of Purchasing
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June 21, 2011

MEMORANDUM

TO: Honorable School Board Members

FROM: Kendra Goodman, CPPO, CPPB, Purchasing Agent 

SUBJECT: Permission to Place Purchase Order:
Government Finance Officers Association (GFOA)
Additional Statement of Work

On October 2, 2007, official action was taken to approve a contract with GFOA for consulting services related to our Request for Proposal (RFP) for an Enterprise-Wide Resource Planning (ERP) System. The district is currently in the fourth year of the five-year contract effective from October 3, 2010 – October 2, 2011.

On August 5, 2008 the Board approved a Statement of Work encompassing GFOA's efforts to assist the District in drafting an RFP, assisting with data analysis once responses are received, and coordinating software demonstrations for the Evaluation Committee. The Evaluation Committee is currently completing the software demonstrations by the three successful vendors and will begin their scoring on the systems in preparation for their recommendation of the best qualified vendor to the Board. Upon recommendation of the successful vendor to the Board, GFOA current obligation to the Board will be complete. The district is permitted to negotiate for these professional services under DOE Rule 6A-1.012(11)(a).

At this time, we are asking for approval of GFOA's Additional Scope of Work (SOW) related to the implementation of the District's ERP system. GFOA has agreed to the "umbrella" terms and conditions governing the District's relationship with GFOA. This additional SOW will allow GFOA to continue providing implementation services to the District through the District's first go-live event. GFOA will provide business process design assistance, project oversight, overall issue resolution services and other services as detailed in the attached proposal.

If you have any questions, please feel free to contact Renalia DuBose, Assistant Superintendent for Administration or me at your earliest convenience.

KDG/mw
Attachments

Date/Time: June 14, 2011 @ 08:36:00



District School Board of Pasco County

7227 Land O' Lakes Boulevard • Land O' Lakes, Florida 34638 • 813/ 794-2000

Heather Fiorentino, Superintendent

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Renalia DuBose, Esq.
Assistant Superintendent for Administration
813/ 794-2856 Fax: 813/ 794-2528
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352/ 524-2856

DATE: June 21, 2011
TO: Kendra Goodman, Purchasing Agent
FROM: Renalia DuBose, Esq., Assistant Superintendent for Administration
SUBJECT: Government Finance Officers Association (GFOA)
Additional Scope of Work (SOW)

GFOA is currently working with the District School Board of Pasco County to procure an Enterprise Resource Planning (ERP) system to replace the TERMS legacy system currently in use. The current scope of work does not include three critical services necessary for a complete and seamless transition into a new ERP system. As the system is selected and prior to implementation the following tasks are necessary:

- Implementation Readiness
- Change Management
- Implementation Advisory Services

It is important for the District to enter into this agreement at this time to ensure the current GFOA Team, Dave Melbye, Mike Mucha, and Barry McMeekin, is available for this phase of the process. This team has knowledge of our District, experience with public sector processes and implementation experience. The SOW is attached for your review.

The DSBPC is a member of GFOA, a not-for-profit corporation. One of the functions of this corporation is to assist governmental entities nationwide with the above listed tasks. The GFOA has provided project management services in ERP implementation for Volusia County, Hillsborough County, and Leon County Schools. In addition, GFOA is currently assisting the District with its selection of the most qualified ERP vendor.

The staff has an immediate need to proceed with an ERP Implementation Process. We respectfully request that Purchasing and Administration be permitted to enter into a contract with GFOA for this phase of the process. As consultants for governmental entities, GFOA negotiates contracts with firm/fixed prices based on a customized schedule of deliverables. The costs for this phase of the process are:

Implementation Readiness	\$38,400.00
Change Management	\$49,800.00
Implementation Advisory Services	<u>\$265,920.00</u>
Total	\$354,120.00

This phase of the work will be funded from Capital Outlay. The schedule for Implementation Readiness is July 1, 2011 - September 30, 2011. The schedule for Change Management is July 1, 2011 - October 31, 2012. The schedule for Implementation Advisory Services is October 1, 2011 - October 31, 2012. The staff respectfully requests the approval for the Purchasing Department and Administration to enter into a direct negotiated contract with GFOA for ERP Implementation Services.

PROPOSAL TO:



District School Board of Pasco County, FL

For

Enterprise Resource Planning (ERP) Implementation



Research and
Consulting Center

**Government Finance Officers Association
(GFOA)**

April 5, 2011

REVISED – May 27, 2011

Note: This proposal and description of GFOA methodologies is for District School Board of Pasco County, FL. All information herein is confidential and proprietary to GFOA.

CONTRACT REVIEWED AND
APPROVED AS AMENDED:

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6/9/11



The Research and Consulting Center
Government Finance Officers Association

May 27, 2011

Mr. Arlene Zimney
7227 Land O' Lakes Boulevard
Land O' Lakes, FL 34638

Dear Arlene:

The Government Finance Officers Association (GFOA) is pleased to present this proposal to the District School Board of Pasco County (The District) for implementation of the District's upcoming implementation of an Enterprise Resource Planning (ERP) system.

GFOA has enjoyed working with the District so far on its project and look forward for the opportunity to continue this engagement. If you have any questions on this proposal, please contact Mike Mucha (312-498-2087-cell or mmucha@gfoa.org) or Dave Melbye (312-890-8523 or dmelbye@gfoa.org)

Sincerely,



Anne Spray Kinney
Director, Research and Consulting Center
Government Finance Officers Association
203 N. LaSalle Street, Suite 2700
Chicago, IL 60601
Voice: (312) 977-9700
Cell: (312) 545-3695
akinney@gfoa.org

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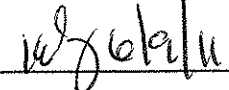


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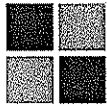
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Overview of Proposal

ERP system implementations offer incredible promise for improving business processes, empowering employees with tools to become more effective, and ultimately transforming the entire organization. However, implementation of these systems is a complex effort. While ERP software has improved greatly over the past few years (with the two vendors the District is currently considering leading much of the improvement in public sector functionality), the extent at which organizations are able to benefit from this technology is still dependent on a successful implementation.

This proposal related to the implementation of the District's ERP system will build off of GFOA's current engagement with the District to provide an assessment of current systems and system selection/contract negotiation services and allow GFOA to continue providing services to the District through the District's first go-live event. Our goal is to work alongside the District project team (and implementation firm consultants) to provide business process design assistance, project oversight, and overall issue resolution services along with the other services detailed in this proposal. These services will allow the District to benefit from our experience and lessons learned throughout the public sector and achieve a successful project that not only implements new technology, but also facilitates business process improvement and generates a return on the District's investment.

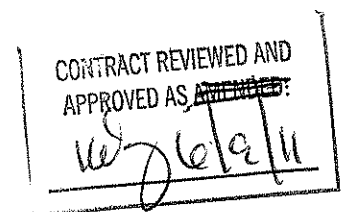
GFOA has divided this proposal into three separate tasks as follows:

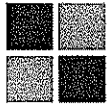
- Task 1: Implementation Readiness
- Task 2: Change Management
- Task 3: Implementation

GFOA consultants assigned to this project include:

- Dave Melbye, Engagement Manager and Change Management Lead
- Mike Mucha, Project Lead
- Barry McMeekin, Project Lead

GFOA has selected these resources due to their knowledge of the District, experience with public sector processes, and implementation experience. GFOA has assumed that at least one resource would be on-site for approximately 2 weeks per month for implementation readiness and change management and 3 weeks per month for implementation (specific on-site presence detailed in next sections) to complete the services described within this proposal. Throughout the project, GFOA will work with the District's project team and project manager to provide those services and focus on services that are most beneficial to the District. Specific services and costs are described in more detail throughout this proposal.





Task 1: Implementation Readiness

Organizations that are prepared are much more likely to succeed with implementation of an ERP system. GFOA's approach to implementation readiness is to begin focusing on common implementation challenges so that when the issue comes up during the project the District is prepared to address those issues. This will reduce the risk of project delays and improve the ability of the District to achieve its project objectives.

The implementation readiness phase listed below is proposed from May 2011 to September 2011 (the expected beginning of the implementation). For this phase, GFOA will prepare a project plan of key implementation readiness activities and work with the District's project manager to facilitate the execution of this plan.

Task 1: Implementation Readiness	
Phase Duration:	<ul style="list-style-type: none"> July 2011 – September 2011
Project Consultants	<ul style="list-style-type: none"> Mike Mucha (Project Lead) Dave Melbye (Engagement Manager) Barry McMeekin (Project Support)
On-Site Presence	<ul style="list-style-type: none"> Approximately two (1) site visits per month Six (6) total site visits planned
Cost	<ul style="list-style-type: none"> \$38,400
Deliverables	<ul style="list-style-type: none"> Monthly Project Status Report Readiness Project Plan Project Scorecard

Proposed Services

Statement of Work Facilitation

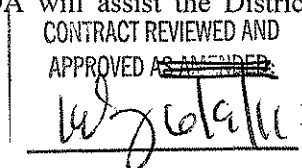
GFOA's original contract with the District includes limited services to provide the finalist vendor with a statement of work template that instructs the vendor the appropriate information and level of detail to include in the statement of work. As part of this proposal, GFOA will become more actively engaged in the development of the statement of work. GFOA consultants will facilitate the process, remain part of discussions related to statement of work issues, advise the District, review all drafts, and ultimately guide the District through the entire statement of work development process.

Readiness Project Plan

GFOA Consultants will work with the District to develop the readiness project plan, which GFOA recommends to be separate from the implementation project plan. The readiness plan will detail tasks and responsibilities for the District's project team, subject matter experts, and steering committee to prepare for the implementation project. The plan will cover the period from May 2011 through the beginning of the implementation project.

Develop Project Scorecard Detailing Conditions of Success

Implementation of a new ERP system provides the opportunity to not only update technologies, but also update and refine (or completely change) any outdated or inefficient business processes. To facilitate this business process improvement, GFOA will assist the District in developing



clearly defined project goals or conditions of success. Each condition of success will be associated with performance measures that will be evaluated systematically throughout the project and be the basis for key decisions. The value of this can not be understated. Many ERP implementations have gone live with a new system, but fail to create the necessary business process improvements to generate a positive return for the organization. Similarly, the conditions of success provide a “finish line” to the project. Being able to set a goal and achieve it before moving on to the next will help defend against scope creep and a situation where the District is “always implementing.”

It is expected that results from this project scorecard will be included in the statement of work developed between the District and the vendor and the project charter (which will be developed early in the implementation project). Additionally, the vendor will have responsibilities for reporting progress towards the project goals.

Process Analysis and Best Practice Identification Research

GFOA will assist the District team with current as-is process analysis to begin identifying high-level process improvements (actual detailed processes will be developed during the implementation). Analysis assistance will consist of best practice research, network research (i.e., has it been done at other organizations that are members of GFOA?) GFOA will also help the District identify best practice resource information.

Data Cleansing Approach

GFOA will assist the District with developing strategies for cleaning and converting data for the new solution. In the past, GFOA has helped clients identify contingency plans for data conversion, which includes, cleansing plans, conversion plans (from a business perspective), and assisting with conducting some of the conversion work.

Documentation of Business Process and System Requirements

GFOA will assist the District with identifying functional requirements with specific business processes. This will make it easier to track the requirements throughout the project.

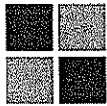
Mandate Review

Every implementation is faced with business process or system configuration constraints or requirements due to state and local mandates. GFOA will assist with reviewing these mandates to either document the specific requirements or to develop a strategy for changing the mandate.

Task 1 Deliverables

- **Monthly Project Status Reports**
- **Readiness Project Plan**
- **Project Scorecard**

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Task 2: Change Management

Organizational change management is an indispensable part of project success. At its heart, software selection is a business improvement project that hinges on alignment of the people of an organization with a business solution – achieving this alignment requires that the organization address the needs of the people during the organizational transition. Often, the issues that impact the success of a business improvement project are organizational and structural in nature, so strategies to address those issues should commence before the software selection project is underway.

Unfortunately, change management activities are often started after the implementation project has already begun. Yet, because of the nature of organizational change issues, this can often be too late, and the organizational issues that hinder project success can often begin long before the project. Ultimately, delaying change management activities until the start of the software's technical implementation limits the opportunity to address cultural and organizational challenges. Therefore, GFOA helps its clients start change management efforts earlier, in order to take advantage of early opportunities for successful change and to create a better foundation for further business process improvements activities during the system implementation.

Task 2: Change Management	
Phase Duration:	<ul style="list-style-type: none"> July 2011 – October 2011
Project Consultants	<ul style="list-style-type: none"> Dave Melbye (Engagement Manager and Project Lead) Mike Mucha (Project Support)
On-Site Presence	<ul style="list-style-type: none"> Approximately one (1) site visit per month Six (5) total site visits planned
Cost	<ul style="list-style-type: none"> \$49,800
Deliverables	<ul style="list-style-type: none"> Change Management Strategy Change Management Plan

Proposed Services

Note: While services are listed separately in this proposal, many of the change management activities relate to implementation readiness activities. Some change management services will be provided and coordinated with implementation readiness activities.

Develop Preliminary Change Management Strategy

GFOA and the District's project team will prepare the organization for transition to a new system. Critical to a successful transition is an organized change management approach. Key elements of the change management strategy include:

- ❖ Organizational risks and issues associated with the project
- ❖ Strategies for addressing those risks and issues
- ❖ Recommended structures and activities to ensure strong communications and alignment with goals

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Impacting our ability to accomplish successful change in a project are a number of variables including the scope of the change, number of people involved, the amount of change, and the District's capability to accept change. The change management strategy will also review the District's project sponsorship, governing structure, and membership of various teams and provide recommendations for improvement to better support the project and the organization during implementation.

Identify Resources for Change Management Team

Once the change management strategy has been adopted, GFOA will assist the District in defining and conducting preliminary training for a change management team, and then work with that team to create an actionable plan focused on the successful planning, procurement, and implementation of an ERP system. The change management team can be as small as a single "change manager" who coordinates all internal communications, to a group of five to seven staff from across the District who assist with communications in areas that they know well. GFOA will work with the District's project manager to describe characteristics of a good change manager and team, and will assist in preparing and training the selected individual or team for the change management role.

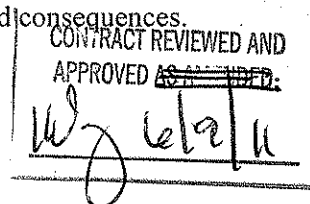
Change Management Plan

Once the team is defined and trained, GFOA will facilitate the development of the elements of the change management plan. In all likelihood, the selected ERP vendor will have its own approach to change management which will need to be incorporated into the implementation plan. Therefore, the elements of the change management plan developed at this stage will focus on communications, awareness and mitigation of resistance, and the impact of process change.

It is important to note that change management work will continue through the selection and implementation projects, and the change management plan established in this phase should be considered a "living" document that is continually referred to and updated throughout the life of the ERP project. The District also should plan to continue change management during post-implementation support, as new employees and current employees who change roles will need to be trained and acclimated to new processes.

The change management plan consists of the following components:

- ❖ **Communications Plan:** The Communications Plan defines the message, media, communicator, audience and timing / frequency during project activities, as well as the method used to assess effectiveness of change management efforts. This is the most critical and most active component of the change management plan. To be truly effective, the plan should be developed by the District's change management team with GFOA providing a template and facilitating one or more meetings with the team.
- ❖ **Sponsorship Guidebook:** The sponsorship guidebook is a reference document that defines the key activities and responsibilities of the sponsor(s) and key stakeholders.
- ❖ **Coaching Plan:** The coaching plan is a reference document that defines how managers and supervisors will be supported during the implementation, and how they can interact with front-line employees to provide support and help overcome resistance.
- ❖ **Resistance Management Plan:** The resistance management plan is a reference document that defines common areas of resistance, and at each level in the organization, how that resistance will be managed. This takes the form of identifying the root cause of the resistance, coaching, communication and consequences.



Support for Governance Structure

GFOA will assist with solidifying the governance model that will outline project leadership for the implementation effort and the processes needed to ensure effective communication across all levels of the project team. This will transform into a permanent governance model (post-implementation) as the project phases are implemented so there will be an ongoing method for modifying or interfacing new areas as they are identified. GFOA plans to provide recommendations for the project steering committee and facilitate a series of small workshops (informal training sessions) for the steering committee.

Additional Training

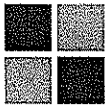
GFOA will provide additional training sessions to address the following if required. All of these training sessions are designed for the project team and/or other stakeholders throughout the District. Key members of the change management team will receive this training as part of earlier efforts.

- ❖ GFOA can provide educational seminars on what change management is and why it's important for project success.
- ❖ GFOA can provide coaching sessions for supervisors and managers who need to support process changes in their departments. This is a key area that many governments struggle with.
- ❖ GFOA will present on resistance mitigation and provide information on some common sources of resistance and ways to overcome them.

Task 2 Deliverables

- Change Management Strategy Report
- Change Management Plan Report

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Task 3: Implementation

GFOA is proposing services to provide a project oversight role throughout the first major deployment phase of the District's ERP system. A project oversight role with GFOA will enable the District to leverage the presence that GFOA has in the public sector technology industry, and will allow the District to benefit from ERP implementation experience and research along with access to our nationwide membership network. These factors enable our clients to extract a greater degree of cooperation and performance from software and implementation firms.

For this task, GFOA is assuming that the desired solution follows standard implementation methodology, which consists of the following phases:

- Project planning
- Design
- Configuration
- Testing
- Training
- Deployment / Go-Live
- Post implementation

Our proposed services for this phase follow this methodology.

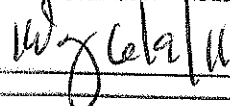
Task 3: Implementation	
<i>Phase Duration:</i>	<ul style="list-style-type: none"> • October 2011 – October 2012
<i>Project Consultants</i>	<ul style="list-style-type: none"> • Mike Mucha (Project Lead) • Barry McMeekin (Project Lead) • Dave Melbye (Engagement Manager)
<i>On-Site Presence</i>	<ul style="list-style-type: none"> • Varies by Project Activity (see project staffing below) • Forty two (42) total site visits planned
<i>Cost</i>	<ul style="list-style-type: none"> • \$265,920
<i>Deliverables</i>	<ul style="list-style-type: none"> • Monthly Project Status Report • Other Project Deliverables As Assigned

Proposed Services

Work Plan Development, Analysis and Tracking

Development, analysis and tracking of the project work plan are key components of developing an effective project structure and project management. GFOA will review the proposed project plan that makes the most effective use of your organization's resources and takes into consideration the constraints of the environment as well. Our prior experience will help you assess the logic and comprehensiveness of the plan as it is created, finalized, and maintained. Too often we have found project plans that have been developed without the customer in mind. For example, dependencies have not been outlined; insufficient review time has been allocated for deliverables; or not enough detail is provided in the plan. GFOA will work with your Project Manager as well as the implementer's Project Manager to ensure an acceptable project plan.

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Once the base project plan is complete, GFOA will work with the District and vendor Project Managers to identify key milestones where GFOA consultants will review activities completed to-date and review any potential project risks.

Review of Implementation Deliverables

Implementation vendors often require clients to “signoff” before proceeding to the next step as part of project management. Our review of all project deliverables will ensure contract compliance, verify that the deliverable is complete and consistent with the scope of work and functionality documented in the contract, includes acceptable content, and meets the District’s standards of quality. GFOA is able to provide you with analysis of each deliverable to increase your confidence in approving deliverables.

We recommend reviewing activities at the following project milestones

- Project Planning Documents
- System and Business Process Design Documents
- Training Documents
- Testing Documents
- Deployment Documents

Overall Project Oversight

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

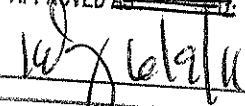
Essentially, GFOA’s role is to provide an “early warning mechanism,” to your project manager at various points in the implementation process by carefully tracking the progress of activities within the project plan and identifying risk areas.

Business Process Design

Vendors typically prepare a “to-be” design document that outlines how the software will be configured to meet your organization’s needs. With many processes, GFOA assumes that the District will be making significant changes. GFOA will participate in the business process design sessions to ensure that the District will deploy best business practices rather than “re-creating the old system.” Additionally, as part of the design process, GFOA can provide research into best business practices and communicate both advantages and disadvantages of specific design decisions based on our implementation experience and/or lessons learned from our member network.

Business Process Documentation

The new designs often require changes in business processes that need to be documented sufficiently. GFOA will assist with business process documentation including mapping functional requirements to the design documents, test scripts, training documents, and business documentations/guides.

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Interface/Customization Identification Assistance

Although GFOA strives to ensure most interfaces be identified before the contract signing, it is almost inevitable that a few unplanned customizations or interfaces will be required during implementation. As part of the contract negotiations process, GFOA will be documenting a process for identifying, assessing, and implementing unidentified interfaces and customizations that may be required. This process will be included in the implementation services contract or the statement of work. As part of our project, GFOA consultants will rely on this process to assess any customizations and new interfaces. Our task in this process would assist your Project Manager with determining whether or not an interface or customization is warranted; assist your Project Managers in ensuring that the proper procedures are being followed (e.g., update business designs; develop/review functional and technical specifications, update test scripts, and user acceptance).

Testing Support

The implementation vendor should provide a testing strategy as part of their overall implementation methodology. GFOA consultants will assist the implementer and District project manager in reviewing the testing plans (e.g., unit, integration, user acceptance, etc.), test scripts and required resources to complete testing within the required timeframes. GFOA will also assist with resolving issues that result from training and testing (example: system does not pass test).

Training Support

GFOA consultants will also assist the project managers in assessing the “super user” training and end-user training strategies. Specific tasks will include providing review of training documents, help assess the effectiveness of training.

Contract Issue Resolution

While our approach significantly reduces the change that contractual issues will arise during implementation, the District must still be prepared. Because of our detailed knowledge of the statement of work, and our contract negotiation experience and expertise, we are often able to resolve issues without the need for change orders or negotiate the scope of necessary change orders saving the District both time and money.

Participation in Steering Committee Meetings

GFOA’s engagement manager will participate in steering committee meetings (if required).

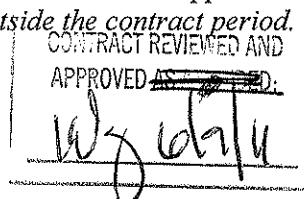
Post Go-Live Governance and Support

GFOA will assist the District with setting up the post implementation organization and governance plan. GFOA will use experience at other ERP sites as well as GFOA member data to assist the District with this task. GFOA will also assist the District with reviewing help desk plans developed by the vendor and the project team and provide comments.

Post Project Review

GFOA can conduct a post go live review of the system that compares production business processes to the system configuration documents and analyzes whether the system requirements have been addressed in full. GFOA can also conduct an analysis of new business processes to document areas that could benefit from additional training, further business process improvement, or resolution of other issues that may be preventing the District from getting optimal value from its new system.

Note: GFOA would recommend completing this assessment approximately 4-6 months after initial Go-Live. As currently proposed, that is outside the contract period.



Other Implementation Services

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

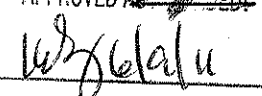
Proposed Services by Common Implementation Methodology

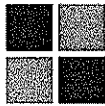
The following table shows how proposed services match the common implementation phases.

	Plan	Design	Config	Test	Train	Go-Live	Post-Imp
Work Plan	✓						
Project Oversight	✓	✓	✓	✓	✓	✓	
Deliverable Review	✓	✓	✓	✓	✓	✓	
Process Design		✓					
Process Documentation		✓	✓		✓		
Interface/Customization		✓	✓	✓			
Testing/Training Support				✓	✓		
Contract Issue Resolution		✓	✓	✓		✓	✓
Other Services	✓	✓	✓	✓	✓	✓	
Post-Implementation Review (NOT PROPOSED)							✓

Description of Deliverables

- Monthly Project Status Reports
- Review of Project Deliverables
- Regular Participation in Implementation Activities

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Project Resources and Costs

Summary of Proposed Resources and Costs

Task	Number of Site Visits	Cost
Implementation Readiness	6	\$38,400
Change Management	5	\$49,800
Implementation	42	\$265,920
Total	53	\$354,120

Project Resources and Costs by Proposed Task

Implementation Readiness

Month	MAY	JUN	JUL	AUG	SEP	OCT
Readiness	1	2	3	4	5	
Site Visits			2	2	1	Inc. in Task 3
Cost			\$14,533	\$14,533	\$9,334	

Note: GFOA has also included one additional site visit to be scheduled with the District's project manager that is not included in the chart above. (Costs are included)

Change Management

Month	MAY	JUN	JUL	AUG	SEP	OCT
Change Management	1	2	3	4	5	6
Site Visits			1	1	1	1
Cost			\$15,200	\$13,000	\$10,800	\$10,800

Note: GFOA has also included one additional site visit to be scheduled with the District's project manager that is not included in the chart above. (Costs are included)

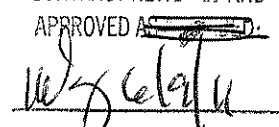
Implementation

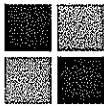
Month	OCT	NOV	DEC*	JAN	FEB	MAR*
IAS	7	8	9	10	11	12
Site Visits*	3	3.5	2	3.5	3.5	3
Cost	\$22,720	\$27,840	\$16,800	\$27,840	\$26,160	\$22,480

* Note: GFOA assumed that District staff would not be available during the holidays and has reduced our participation for December.

Month	APR	MAY	JUN	JULY	AUG	SEP
IAS	13	14	15	16	17	18
Site Visits*	3	3	3	3	2.5	2.5
Cost	\$22,160	\$21,360	\$18,480	\$22,480	\$18,800	\$18,800

* Note: GFOA has also included six (6) additional site visits to be scheduled with the District's project manager in addition to those listed in the chart above. (Costs are included)

CONTRACT REVIEWED AND
APPROVED AS SHOWN:





Project Assumptions

- ❖ GFOA has developed this proposal assuming a phased deployment with phase 1 lasting approximately 12 months. If the District’s actual implementation phase is shorter or longer, GFOA may need to revise this proposal to best fit the District’s project. In addition, GFOA may need to alter the schedule of proposed services to align more closely with implementation activities. GFOA has assumed the following timeline for major activities within the implementation.

	Plan	Design	Config	Test	Train	Go-Live
Months	1	1-5	5-10	8-12	10-12	11-12

- ❖ GFOA will complete tasks in this proposal with a combination of on-site and off-site work. Work performed off site will include review of project deliverables and the development of other GFOA reports. However, to be effective with project oversight, the majority of work will occur on-site. GFOA has assumed the number of site visits listed in this proposal.
- ❖ Each site visit will include one GFOA consultant and last approximately 3 to 4 days (depending on implementation activities). GFOA site visits will be scheduled in advance with the District’s project manager to match key on-site implementation activities.
- ❖ GFOA has proposed all services listed for a fixed fee charge per month (as listed in this proposal). The fixed fee amount is inclusive of all expenses including travel. GFOA will invoice monthly for the amount listed in this proposal.
- ❖ GFOA will be provided access to the ERP implementation effort when on-site and in a remote fashion when off-site, including the project team network and any project management tools (example: SharePoint site). This access will be the same as that afforded to the implementation team. It will also include access to the proprietary tools used by the project team members for implementation of the ERP application.
- ❖ When performing work on-site, GFOA staff will be provided appropriate office workspace and access to copiers, printers, and miscellaneous office supplies.
- ❖ If it becomes necessary for the District to request additional resources or expand scope beyond what is listed in this proposal, such additional work shall be secured as an amendment to the contract between the District and the GFOA, and the work will be performed at an hourly rate of \$220, \$200, \$180 per hour (depending on the project resource), plus costs for travel. Alternatively, GFOA and the District can develop a fixed-fee price for a discrete deliverable.
- ❖ As an educational, nonprofit, professional membership association, GFOA reserves the right to publish non-confidential documents describing the results of, or created during, the services described in this scope of work. GFOA will not publish any item with the name of the District without obtaining prior written consent of the government.



CONTRACT REVIEWED AND APPROVED AS NEEDED:


- ❖ GFOA is a nonprofit membership association made up of members representing organizations like the District. GFOA's liability and indemnification under any agreement reached with your organization will be limited to the extent of fees paid by insurance coverage currently in force. This limitation applies to all exposures under this engagement.
- ❖ The contract with your organization must also include the following language in the same section as the limitation on liability: "The District recognizes that GFOA's role is to provide information, project management support, analysis, and oversight. As such, GFOA bears no responsibility for the performance of the software, hardware, or implementation service suppliers."

CONTRACT REVIEWED AND
APPROVED AS AMENDED

