



# DISTRICT SCHOOL BOARD OF PASCO COUNTY

Kurt S. Browning, Superintendent of Schools

7227 Land O' Lakes Boulevard • Land O' Lakes, Florida 34638

Department of Purchasing  
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February 5, 2013

## MEMORANDUM

**TO:** Honorable School Board Members

**FROM:** Michael J. Woodall, CPPO, Purchasing Agent *MJW.*

**SUBJECT:** Statement of Work for Enterprise Resource Planning (ERP) Implementation, Phase 3, Government Finance Officers Association (GFOA)

On October 7, 2007, official action was taken to approve a contract with GFOA for consulting services related to our Request for Proposal (RFP) for an ERP system to replace the TERMS legacy computer system. The contract is renewable annually at the mutual agreement of the parties, and permits Statements of Work (SOWs) to be added as needed. The District is permitted to negotiate for these professional services under Florida Administrative Rule 6A-1.012(11)(a).

Having selected the Munis system through Tyler Technologies, the District rolled out its implementation of the first ERP modules in late November 2012. These modules included requisitions and purchase orders, purchase order receiving, fixed assets, general ledger, budget, and accounts receivable. GFOA serves as the consulting firm facilitating a complete and seamless transition from TERMS to Munis.

Attached please find a detailed memo from John Simon, Director of Information Services, requesting the continuation of GFOA's services through the next modules to be implemented in 2013: work orders, student activity accounting, and advanced purchasing, including contract management. A Statement of Work, outlining the firm/fixed prices based on a customized schedule of deliverables, is attached for the Board's review and approval. The cost of \$298,440 will be funded through Capital Outlay. The estimated timeline for completion of these services is December 31, 2013.

We are requesting Board approval of this Statement of Work, and permission to place a purchase order to GFOA for the amount outlined above. As noted in the SOW, payments will be made monthly. We are also requesting approval for renewal and extension of the underlying, original contract with GFOA, for the term October 3, 2011 through October 2, 2013. GFOA has agreed in writing (attached) to this renewal and extension. We anticipate that a request to negotiate a continuing contract with GFOA, based on the terms and conditions of the contract originally approved, will be brought to the Board for approval in the fall of 2013. Please contact John Simon or me at your earliest convenience if you have any questions or concerns.

MJW/az  
Attachments

Date/Time: Jsanuary 30, 2013 08:41:00



## DISTRICT SCHOOL BOARD OF PASCO COUNTY

Kurt S. Browning, Superintendent of Schools


7227 Land O' Lakes Boulevard • Land O' Lakes, Florida 34638

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John W. Simon, Jr., Director  
Information Services Department  
813/794-2416      352/524-2416  
727/774-2416      Fax: 813/794-2172

Date: February 5, 2013

To: Michael J. Woodall  
Purchasing Agent

From: John W. Simon, Jr.   
Director of Information Services

Subject: Government Finance Officers Association (GFOA)  
Enterprise Resource Planning (ERP) Implementation (Phase 3)

### Introduction

GFOA is currently working with the District School Board of Pasco County on the implementation of an Enterprise Resource Planning (ERP) system to replace the TERMS legacy system currently in use. As the process moves into Phase 3, the following services are necessary for a complete and seamless transition into a new ERP system:

Phase 3 Process Improvement  
Documentation  
Implementation 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) continues to be available for this phase of the process. This team has knowledge of our District, experience with public sector processes and implementation experience. The proposal is attached for your review.

### Description

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. The services of GFOA have proven invaluable throughout the process.

### **Action Requested**

The staff has an immediate need to proceed with the 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:

Phase 3 Process Implementation	\$61,600.00
Documentation	\$118,600.00
Project Oversight	<u>\$118,240.00</u>
Total	\$298,440.00

This phase of the work will be funded from Capital Outlay. The schedule for Phase 3 Process Implementation is January 1, 2013 – August 31, 2013. The schedule for Documentation is February 1, 2013 – December 31, 2013. The schedule for Project Oversight is January 1, 2013 – December 31, 2013.

### **Recommendation**

The staff respectfully requests the approval for the Purchasing Department and Administration to enter into a direct negotiated contract with GFOA for (Phase 3) ERP Implementation Services.



PROPOSAL TO:



**District School Board of Pasco County, FL**

For

**Enterprise Resource Planning (ERP) Implementation  
(Phase 3)**



**Research and  
Consulting Center**

**Government Finance Officers Association  
(GFOA)**

**January, 2013**

*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:

*[Signature]* 1-28-13



The Research and Consulting Center  
Government Finance Officers Association

January 16, 2013

John Simon  
Director of Information Services  
District School Board of Pasco County  
7227 Land O' Lakes Boulevard  
Land O' Lakes, FL 34638

Dear John:

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

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



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## Overview of Proposal

This proposal includes services for GFOA to continue our engagement with the District's ERP implementation project. GFOA had contracted with the District for implementation services related to the District's ERP project for January 2012 through December 2012. This proposal will continue GFOA's services through December 2013 and cover go-live for the District's HR/Payroll project and the full duration of the District's work order, advanced procurement, and student accounting projects.

Specific services included in this proposal have been discussed with the District's project manager and represent areas where GFOA feels it can provide the most value, while limiting costs for the District.

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

- Task 4: Phase 3 Process Improvement
- Task 5: Documentation
- Task 6: Project Oversight

GFOA consultants assigned to this project include:

- Dave Melbye, Engagement Manager and Change Management Lead
- Mike Mucha, Project Lead (Task 5 and 6)
- Barry McMeekin, Project Lead (Task 4)
- Rob Roque, Project Lead (Task 6)

GFOA has selected these resources due to their knowledge of the District, experience with public sector processes, and implementation experience. 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.

*Note: Additional GFOA staff may be utilized when necessary to complete project tasks. GFOA will not substitute or utilize consultants without the approval of the District.*







## Task 4: Phase 3 Process Improvement

Phase 3 for the District’s ERP implementation includes modules for work orders, student activity accounting, and advanced purchasing. GFOA will provide overall business process improvement guidance and facilitate implementation of best practices for all modules, but will primarily focus on the work order implementation including coordination of the multiple uses of the work order system in the District.

Task 4: Phase 3 Process Improvement	
<b>Phase Duration:</b>	<ul style="list-style-type: none"> <li>January 2013 to November 2013 (as currently planned)</li> </ul>
<b>Project Consultants</b>	<ul style="list-style-type: none"> <li>Dave Melbye (Engagement Manager)</li> <li>Barry McMeekin (Project Lead)</li> <li>Mike Mucha (Project Support)</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>Approximately one or two site visits per month</li> <li>Ten (10) total site visits planned</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>\$61,600</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>Business Process Design Facilitation</li> <li>Overall Project Coordination</li> <li>Best Practice Guidance</li> </ul>

### Proposed Services

#### 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. Some of this work has already begun and GFOA proposes to continue this effort.

#### Business Process Improvement Facilitation

As with many other processes included in the ERP project, 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.

#### Best Practices in Work Order and Inventory Management

GFOA’s proposed project lead for this phase, Barry McMeekin, has over 20 years of experience leading work and inventory management functions within local government and will bring to the project best practice guidance to help the District configure the system and provide recommendations on potential organizational changes to facilitate more efficient operations.

#### Project Coordination

GFOA will work with the District’s project manager to help coordinate activities for the work order implementation. This phase of the project will require that the District coordinate (and

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potentially standardize) various activities with various functions within the District (Fleet, Facilities, Communications, and IT), all of which will be using the same module.



## Task 5: Documentation

GFOA understands that the District desires to have business process and system documentation to provide ongoing business process and system manuals that can be used for ongoing training, policy creation and documentation, and standardization of operating procedures across departments. From GFOA research, organizations have highlighted the value in having an ongoing training program with business process documentation. With these proposed services, GFOA will be documenting key business processes throughout the District. The scope of the proposal focuses on important enterprise wide business process documentation.

Task 5: Documentation	
<b>Phase Duration:</b>	<ul style="list-style-type: none"> <li>February 2013 to December 2013 (as currently planned)</li> </ul>
<b>Project Consultants</b>	<ul style="list-style-type: none"> <li>Mike Mucha (Project Lead)</li> <li>Dave Melbye (Engagement Manager)</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>Approximately one (1) site visit per month</li> <li>Seven (7) total site visits planned</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>\$118,600</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>To-Be Business Process and Policy Documentation</li> <li>Ongoing Training Manuals</li> </ul>

### Proposed Services

#### Business Process and Policy Documentation

GFOA will also leverage the work that has been done during the Phase 1 and Phase 2 implementation projects to prepare as-built process documentation (typically, vendor documentation focuses on the system features only – this will add critical information on business process and policy). GFOA will prepare written policy and procedure documents for each of the District’s major business processes in the functions listed below. Additional functions may be included as time permits. It is expected that the majority of the documentation will be developed off-site. GFOA will be onsite to monitor business processes and interview key stakeholders

- Purchasing
  - Purchase Requisitions (Including Inventory Requisitioning)
  - Purchase Orders
  - Contact Administration
  - Vendor Maintenance
- Fixed Assets
- Budgeting
- Time Entry

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**Performance Monitoring of Business Processes**

As part of business process documentation, GFOA will develop key performance measures to track the efficiency of District process and develop a framework for evaluating processes and facilitating ongoing improvement of District processing. It is expected that District staff will assist in data collection. GFOA will also develop a business process scorecard to help the District continue business process improvement efforts.



**Task 6: Project Oversight**

GFOA is proposing services to provide a project oversight role throughout the full third phase of the District’s project and the end of Phase 2. 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. GFOA will also continue our role as lead in contract negotiations for any contract amendments and project support to review milestones and invoices.

GFOA has also proposed a post-go-live project assessment to be completed approximately 1 year after go-live of the financial modules.

<b>Task 6: Project Oversight</b>	
<b>Phase Duration:</b>	<ul style="list-style-type: none"> <li>January 2013 to December 2013 (as currently planned)</li> </ul>
<b>Project Consultants</b>	<ul style="list-style-type: none"> <li>Mike Mucha (Project Lead)</li> <li>Barry McMeekin (Project Lead)</li> <li>Dave Melbye (Engagement Manager)</li> <li>Rob Roque (Project Lead)</li> </ul>
<b>On-Site Presence</b>	<ul style="list-style-type: none"> <li>Varies by Project Activity (see project staffing below)</li> <li>Nineteen (19) total site visits planned</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>\$118,240</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>Monthly Project Status Report</li> <li>One Year Post Live Assessment</li> <li>As Needed Reports</li> </ul>

**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 work with the District’s ERP vendor and the District project manager to build a project plan and track overall progress. 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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**Contract Monitoring**

GFOA will continue with our current role of reviewing all deliverables, milestones, and invoices for the District. GFOA has in-depth detailed knowledge of the contract and statement of work and will continue to track project progress against acceptance criteria and payment milestones. GFOA will also review all project invoices for contract compliance.

In addition, while our approach significantly reduces the chance 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.

**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.

**Implementation Facilitation**

As documented by the District, Tyler, and GFOA, there have been some significant issues related to the process design and acceptance of process changes within the benefits administration function. GFOA is proposing six additional site visits through August to help facilitate implementation activities and change management related to the benefits function. While detailed process and data design decisions will remain the primary function of the project team, GFOA can assist by facilitating communications and change management activities that keep the effort moving forward.

**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.

**Participation in Project Management Meetings**

GFOA’s team will participate in project management meetings and steering committee meetings to provide updates to key stakeholders and help resolve any outstanding issues.

**Post Project Review**

GFOA will 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. The assessment will also be focused on identifying opportunities for the District to achieve a greater return on its investment. GFOA will conduct an analysis of new

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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. GFOA recommends that the analysis be done approximately 1 year from the go-live date. Rob Roque will be the project lead for the post project review.

*Note: The proposed post project review is limited to Phase 1 (Financials).*



## Project Resources and Costs

GFOA has proposed the following costs for work described in this proposal. Work will occur both on-site at the District's offices and off-site at GFOA's office. GFOA has developed this proposal with the following expectations for on-site time. Prices listed here are inclusive of all travel costs.

### Summary of Proposed Resources and Costs

Task	Number of Site Visits	Cost
Phase 3 Process Improvement	10	\$61,600
Documentation	7	\$118,600
Project Oversight	19	\$118,240
<b>Total</b>	<b>36</b>	<b>\$298,440</b>

### Project Resources and Costs by Month

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.

Month	JAN	FEB	MAR	APR	MAY	JUN
<b>Payment Number</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>
Site Visits*	2	5	5	5	2	4
Total Costs (All Tasks)	\$13,400	\$34,440	\$36,040	\$36,040	\$26,600	\$22,840

Month	JULY	AUG	SEP	OCT	NOV	DEC
<b>IAS</b>	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>
Site Visits*	4	4	1	1	2	1
Total Costs (All Tasks)	\$22,040	\$24,040	\$18,600	\$18,600	\$28,400	\$17,400

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## Project Assumptions

- ❖ 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, the development of other GFOA reports and District documentation. However, to be effective with project oversight, some 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 days (depending on implementation activities and meeting schedules). GFOA site visits will be scheduled in advance with the District's project manager to match key on-site implementation activities.
- ❖ GFOA will be provided access to the ERP implementation effort, including access to the ERP system, 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.
- ❖ 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, \$190 per hour (depending on the project resource), plus costs for travel. Alternatively, GFOA and the District can develop a fixed-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.
- ❖ 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."





## DISTRICT SCHOOL BOARD OF PASCO COUNTY

Kurt S. Browning, Superintendent of Schools

7227 Land O' Lakes Boulevard • Land O' Lakes, Florida 34638

Department of Purchasing  
Michael J. Woodall, CPPO, Purchasing Agent  
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727/ 774-2221 TDD: 813/ 794-2484  
352/ 524-2221 e-mail: mwoodall@pasco.k12.fl.us

### DIRECT NEGOTIATED CONTRACT ENTERPRISE RESOURCE PLANNING SYSTEM

  X   Yes, I agree to continue and extend the above-referenced contract, under existing terms and conditions, with the District School Board of Pasco County. The term is October 3, 2011 – October 2, 2013.

       No, I do not agree to renew the above-referenced contract with the District School Board of Pasco County.

COMPANY NAME: Government Finance Officers Association (GFOA)

SIGNATURE: \_\_\_\_\_

TYPED NAME AND TITLE: \_\_\_\_\_ Jeffrey Esser, Executive Director and CEO \_\_\_\_\_

TELEPHONE (WITH AREA CODE):   312-977-9700  

FAX NUMBER (WITH AREA CODE)   312-977-4806  

E-MAIL ADDRESS FOR GENERAL COMPANY CONTACT:   rcc@gfoa.org  

DATE:   January 25, 2013  

The company certifies, by submission and signature on this renewal form, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction per the provisions of Florida Statute 287.133(2)(a).

PLEASE RETURN VIA FAX OR E-MAIL TO: DISTRICT SCHOOL BOARD OF PASCO COUNTY  
Purchasing Dept.  
Attention: Arlene Zimney, Buying Manager  
(813) 794-2504 phone  
[azimney@pasco.k12.fl.us](mailto:azimney@pasco.k12.fl.us)

