



ERP Selection, Readiness, and Ongoing Utilization



INTRODUCTION - YOUR PRESENTERS

- **David Krout, CPA** (inactive)
 - Managing Partner, ClientFirst
 - Assisted municipalities with a broad scope of information technology needs for over 20 years
 - State & Local Speaker (MISAC, CSMFO)
 - Former Government Technology Consulting Manager for a top 5 Accounting/Consulting Firm
 - Assisted in the development ERP Needs Assessment & Selection Tools for the Firm
 - Numerous DIY ERP Assessment & Selection Seminars
- **Chrissy Earnhardt, CPA** (inactive)
 - Administrative Services Manager, Town of Truckee
 - Town of Truckee Project Manager, ERP Selection and Implementation 2013-2016
 - 13 years experience in local government accounting



APOLOGY

- These Topics are Extensive
- We have Conducted 1- 2 day DIY seminars on these topics
- So...this will be high-level...we will touch on the highlights...and stay within the scheduled window of time



AGENDA

- Available Supportive Materials
- Best Practices
- Makeup of an ERP System
- Selection and Implementation Readiness
 - PMO (Project Team)
 - Individualized Needs Assessment
 - Risk & Readiness
 - RFP Development
 - Proposal Analysis and Short-List Decision
 - Conducting Productive Demonstrations
 - Due Diligence and Final Selection
 - Contract Review & Negotiations
- Ongoing Application Utilization Improvements
 - Implementation – Pair with Process Improvement Efforts
 - Application Roles & Responsibilities
 - User License Matrix (by Module)
 - Ongoing Training
 - Process Reviews & Improvements with Release Updates
 - Application Support Resource(s)

AVAILABLE SUPPORTIVE MATERIALS

Additional
Information
That Might
Help

CLIENTFIRST
TECHNOLOGY CONSULTING

ERP - WHITE PAPER

- 6 Easy-Read Pages in Layman's terms
- We use this as a Primer
- Prerequisite for:
 - Executive Management
 - Department Directors
 - Project Team Members
- Pre-Read for Elected Officials before any Council or Board Meeting



Email Us and We Will
Send You a Copy

CASE STUDY

- Tells a Story
- A Situational Perspective
- Presents a Process
- Quick Read

Email Us and We Will
Send You a Copy





SELECTION & IMPLEMENTATION READINESS

BEST PRACTICES

THIS PRESENTATION
IS ENTIRELY BASED ON
BEST PRACTICES

Ignore at Your
Own Peril !!

BEST PRACTICES

- PMI – Project Management Institute



Your predecessors have identified the pitfalls and cleared your path of landmines

- Every phase is a “Project”
 - Needs Assessment...is a Project
 - Vendor Selection...is a Project
 - System Implementation...is a Project

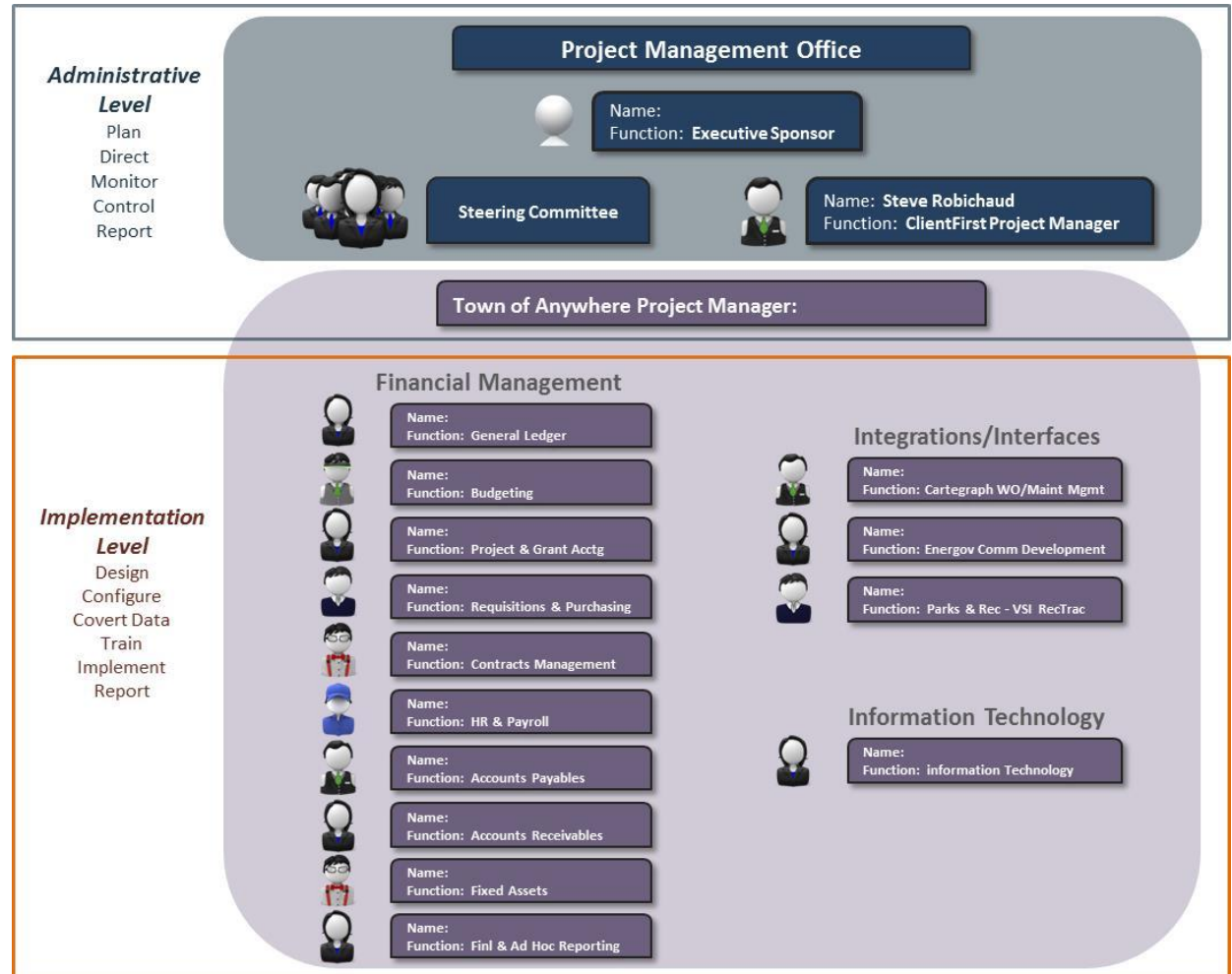


- There are also *Application Management Best Practices* to ensure you maximize the utilization of your ERP system
- Stand on the shoulders of those that have proceeded you...they built the PMI best practices from trial and error

Ignore or cut corners on best practices at your own peril

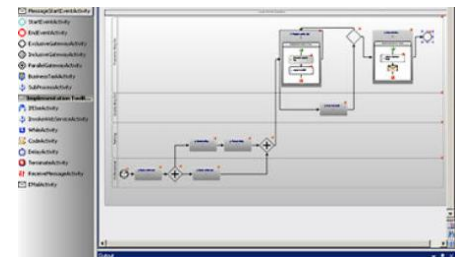
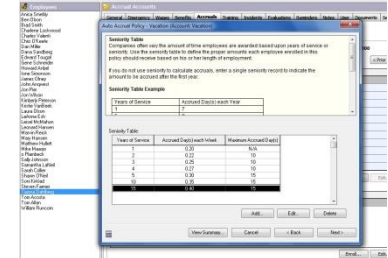
SAMPLE – PMO CHART

- This is your “Project Team”
- Skill Set
- Knowledge of Business Processes
- Personal Characteristics & Abilities



APPLICATION MANAGEMENT BEST PRACTICES

- Best Practice for Departments to:
 - Own and maintain their own business processes
 - More participatory management of application utilization and improvements
 - Understand, document, and train staff to utilize application software
 - Define staff Application Roles and Responsibilities by module



APPLICATION ROLES/RESPONSIBILITIES

- Process Owners
- Application Champions
- Application/Business Analyst Skillsets
- Ad Hoc Report Writers
- Module Leads
- Key Module Stakeholders
- Feature/Function Reviewers

The image displays three overlapping screenshots of a document titled "Enterprise Software Needs Assessment: Roles and Responsibilities". Each screenshot shows a matrix with columns for different modules and rows for various roles. The roles listed include Process Owners, Application Champions, Application/Business Analyst Skillsets, Ad Hoc Report Writers, Module Leads, Key Module Stakeholders, and Feature/Function Reviewers. The matrices are organized into sections for different software modules, such as Financial Management, Land Management, and Enterprise Software Needs Assessment. The bottom matrix is the most detailed, showing a comprehensive list of roles and their responsibilities across multiple modules.

Module	Process Owners	Application Champions	Application/Business Analyst Skillsets	Ad Hoc Report Writers	Module Leads	Key Module Stakeholders	Feature/Function Reviewers
Financial Management
Land Management
Enterprise Software Needs Assessment

CHANGE MANAGEMENT

- Assessment Workshops and Reports
 - Focused on Fact-Finding, not Fault-Finding
 - Objective:
 - Learn about your processes and needs
 - Uncover opportunities for improvement
 - Share ideas and options for consideration
 - Stimulate department feedback and input
- Change Management Team Setup



CHANGE MANAGEMENT ISSUES

- Significant human emotions vs. other IT projects
- Fear of change
 - Technology
 - Job security
 - Extra work over next 1-2 years
- Personality clashes
- Defensiveness about current processes
- Workload transference



TIME FOR A HANDOFF



Let's
Change it
up !!

TRUCKEE'S EXPERIENCES

- What did Truckee see in the value of following Best Practices?
 - Systematic approach with proven success (learn from somebody else's mistakes!)
 - Great way to achieve buy-in entity-wide, addresses the human factor
- What risks do you feel you would have been exposed to if you had not solicited help to follow Best Practices?
 - “just trust me” is hard to establish buy-in
 - Not enough or not the right people involved
 - Reinventing the wheel

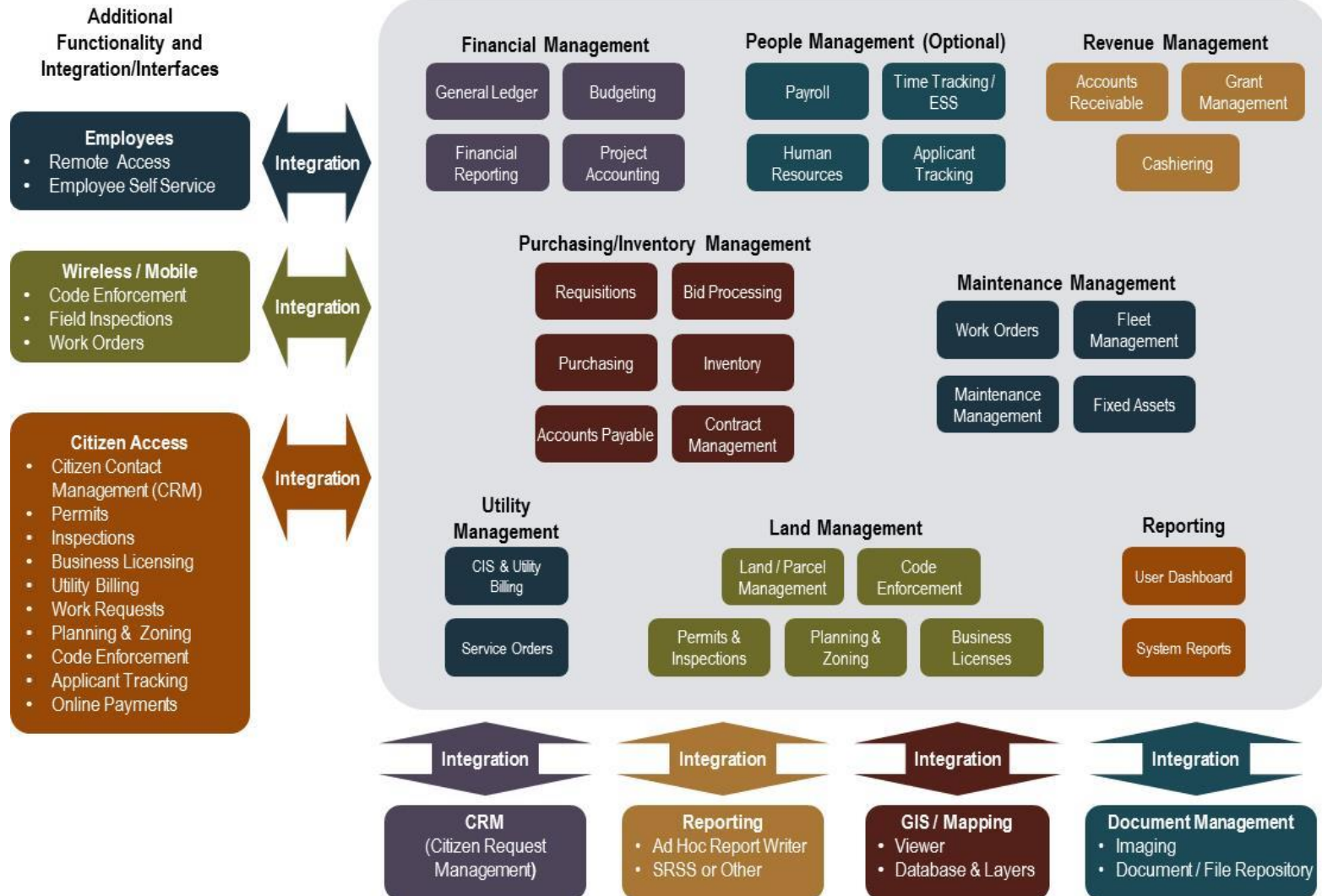
TRUCKEE'S PMO

- Value of having a project team during the system selection
 - Involvement from all departments and all levels
 - Consensus across the organization for:
 - Decisions for short listing
 - Demonstration scoring/evaluation forms
 - Decision for final decision
- Some examples for project team during implementation
 - Chief Building Official – Community Development
 - Administrative Technicians – Public Works, Police, Clerks, Engineering, Administration
 - Planners and Engineers

MAKEUP OF AN ERP SYSTEM

What
comprises an
ERP system?

SAMPLE DIAGRAM





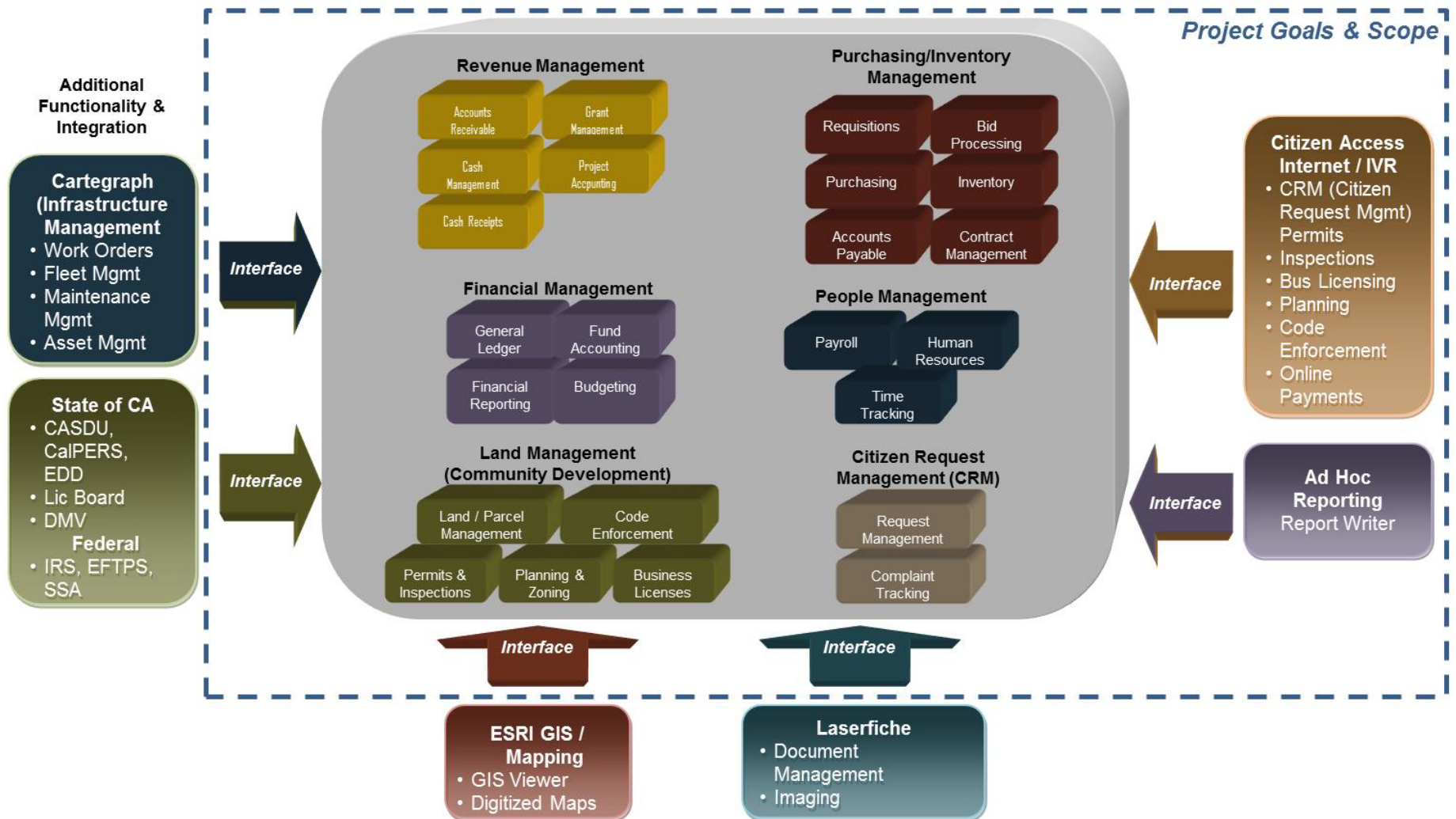
TIME FOR A HANDOFF



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TRUCKEE MAKEUP

Enterprise System Overview



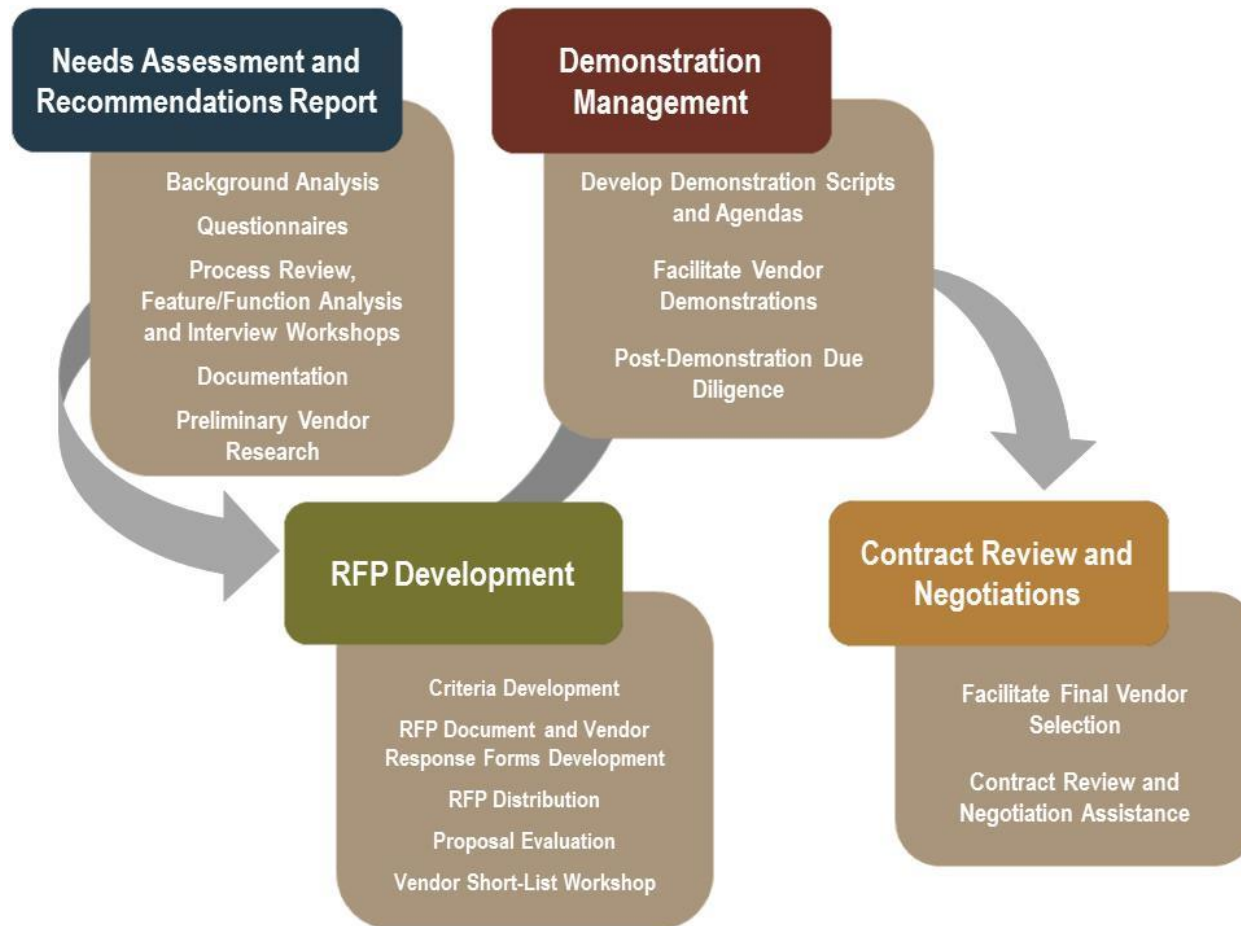
ERP SELECTION & IMPLEMENTATION READINESS

This is where
your ERP
Implementation
Begins

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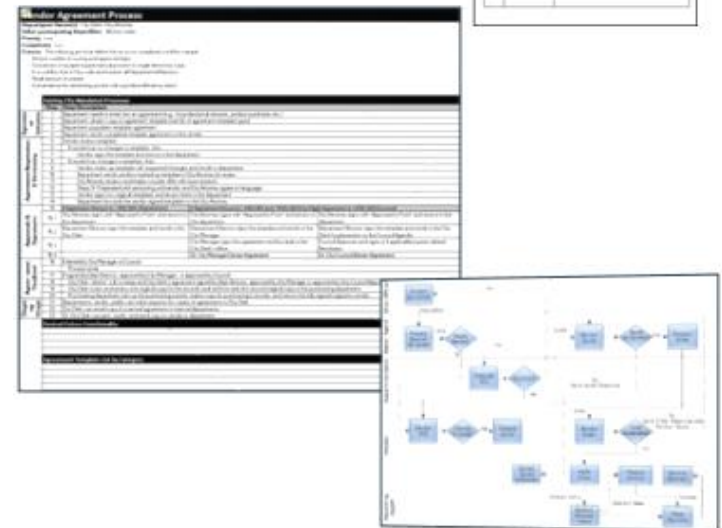
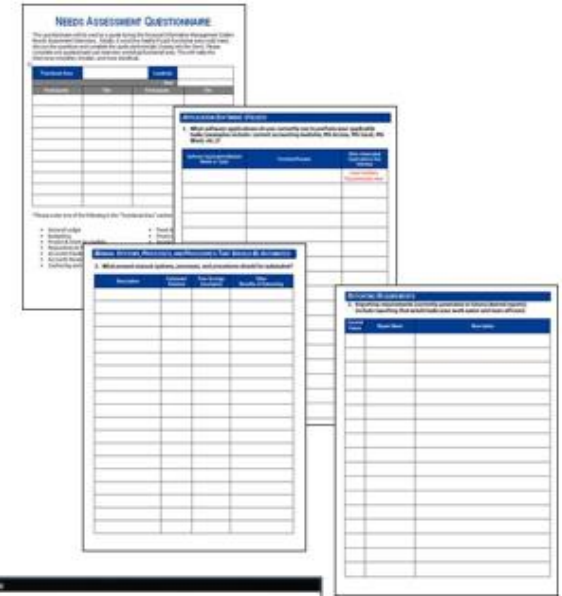
METHODOLOGY & APPROACH

- This is where your implementation begins



NEEDS ASSESSMENT & PROCESS REVIEWS

- Need Assessment
 - Surveys/Questionnaire
 - Process and Needs Workshops
 - Manual Processes
 - Shadow Systems
 - Reporting Gaps
 - Functionality Gaps
- Optional (not always needed)
 - Detailed Process Reviews
 - Workflow Documentation
 - Narrative Steps
 - Diagrams
 - Swim Lanes



Find Ability to:

- Automate Manual Processes
- Eliminate Duplication
- Eliminate Spreadsheets & Shadow Systems
- Is a Process Truly Necessary?

FEATURE/FUNCTIONS REQUIREMENTS

- Customize to your specific needs
- No boilerplate feature lists
- Don't use other agencies



Gotham City - Enterprise Information Management Solution - Request for Proposal											
Please input a "Y" in the appropriate column to the right of the feature/function/capability statement. Further explanations, or information regarding, bid party software enablement could should also be provided in the comments column and Project Code, as described in Exhibit (2), if applicable. Each "row" may have only one "Y". Blank rows will be scored as Not Available.											
Legend:											
Standard - Current	Available in current software release										
Standard - Next Release	Standard enablement in next release of software										
Report Method	Report (either function through Standard Reports or Bid Party Report)										
Bid Party Application	Please submit general cost estimates in comments for a quote, unless available due to your need engagement.										
Custom Modification	Custom programming by vendor (not meant to be a setup configuration that is standard process through implementation. Please submit general costs in comments for a quote).										
Not Available	Not available to current or next release, interface/requirement for security application or through custom modification.										
Application	Feature Number	Feature / Function / Capability			Standard - Current	Standard - Next Release	Report Method	Bid Party Application	Custom Modification	Not Available	Comments
General Ledger											
General Ledger	1.000	GENERAL LEDGER GENERAL FEATURES									
General Ledger	1.001	GASB-34 - System must provide full compliance with the GASB-34 requirements.									
General Ledger	1.002	OLD-SL ACCOUNTS - Ability to create a field that contains the old account number field.									
General Ledger	1.003	QIL DESCRIPTION - Ability to have a minimum 200 character account description field.									
General Ledger	1.004	REGULATORY UPDATES - Provide updates (as part of normal maintenance) to system for State and Federal mandated requirements for processing and reporting.									
General Ledger	1.005	CHART OF ACCOUNTS STRUCTURE - System must provide user-defined chart of accounts structure (numeric) with a minimum of thirty characters for account description, other account number component descriptions, and support the following account structure: fund (4 digits), program/function (3 digits), cost center/department (3 digits), expense type (1 digit), object (4 digits).									
General Ledger	1.006	INACTIVATE & ESTABLISH NEW CHART OF ACCOUNTS - Ability to deactivate a chart of accounts without losing history and establish a new chart of accounts.									

Agencies are Varied



Differences may be greater than what we realize

NEEDS & BUSINESS CASE REPORT

- Scope
- Findings & Recommendations
- Interfaces
- Needs and Requirements (F/F's)
- Viable Vendor Solution Options
- Cost/Budget
- Risk Factors (Risk/Readiness)
- Next Steps

FINDINGS & RECOMMENDATIONS

Enterprise System Overview

Reviews and Major Functionality

Based upon the needs assessment for the modules and/or functionality will be needed:

- General Ledger
- Fixed Asset/Depreciation
- Banking
- Project Accounting
- Grant Accounting
- Contract Management
- Requisitions/Purchase Orders
- Accounts Payable

- Accounts Receivable
- Banking and Online
- Fixed Assets
- Financial Reporting
- Ad Hoc Reporting
- General System & System Requested Module
- Integration with existing

Future Enterprise System Overview Diagram

The following diagram visually illustrates the City's future Enterprise Information Systems:

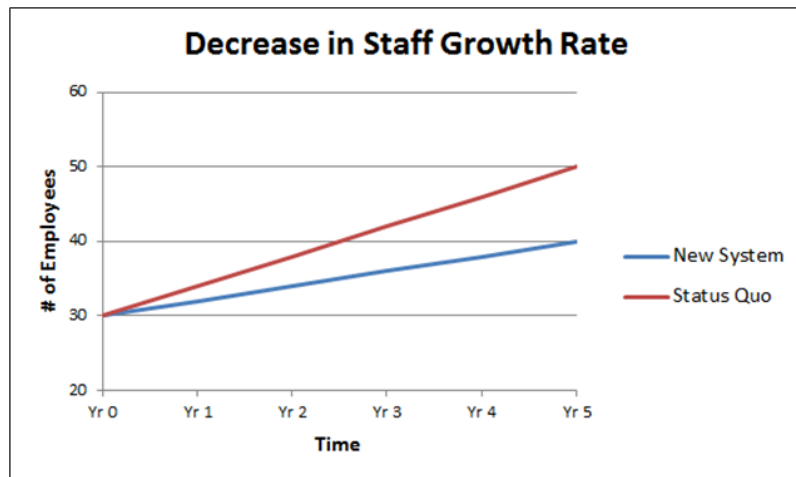
The figure is a collage of screenshots from various project management software interfaces. The top left shows a 'PRIMAVERA' logo. The top right shows a 'PRIMAVERA' logo. The middle left shows a 'PRIMAVERA' logo. The middle right shows a 'PRIMAVERA' logo. The bottom left shows a 'PRIMAVERA' logo. The bottom right shows a 'PRIMAVERA' logo. The text 'PRIMAVERA' is visible in the top right corner of the collage.

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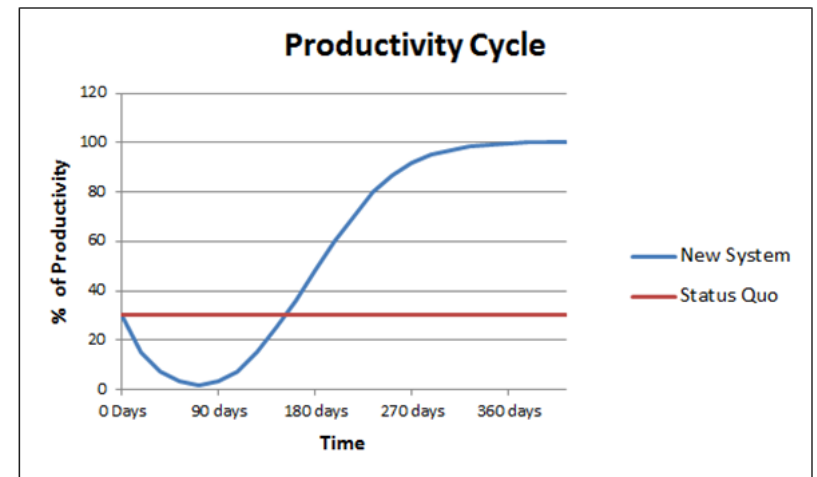
ROI – COST & PRODUCTIVITY

- Automation & Shadow System Elimination

Five (5) Departments each @ 8 hours spent per week on Shadow Systems = 40 hour per week = One Full Employee = Estimate of \$100,000 annual Employee Cost (fully burdened) = \$500,000 in Savings over 5 Years



- Control Staff Growth Rate



- Product Realization Cycle

“As Is” Process (prior to new system)



“To Be” Process (after implementation of new system)



- Workload Transference



TIME FOR A HANDOFF



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up !!

TRUCKEE'S EXPERIENCES & BENEFITS

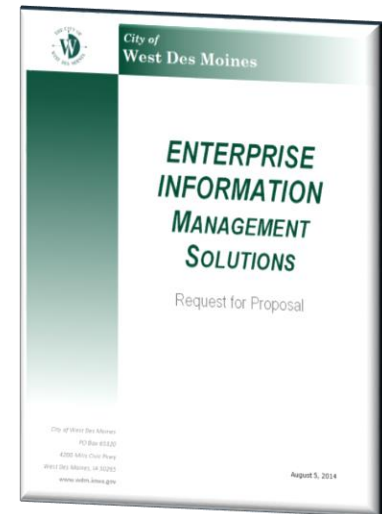
- What were your experiences with:
 - Completing surveys/questionnaires?
 - Provided necessary background info for process
 - At times, we didn't realize just how many software applications and manual processes we were using until it was time to write it down
 - Participating in Needs Assessment Interview/Workshops?
 - Approx. 34 participants over 7 days in 44 hours of meetings
 - Included department heads, mid management staff and line level staff

TRUCKEE'S EXPERIENCES & BENEFITS

- What were some of the benefits you realized from the needs assessment process (examples)?
 - Automation Opportunities – Accounts Payable, Purchase Orders, Timesheets
 - Elimination of reconciliation spreadsheets or shadow systems – AR tracking, position budgeting, contracts
 - Elimination of any duplication – revenue collection receipt entry, planning deposit tracking
 - Any other comments on any time savings, improvements in public services – identified need for online portal for customer service for employees and customers and need for real-time information
 - Risk & Readiness (costs, resource allocation, etc. from matrix)
 - Other – identified need for interfaces that may have otherwise been overlooked

RFP DEVELOPMENT

- Costs
- License or Subscription (On-Premise or Cloud)
- Implementation Costs
 - Project Management
 - Training
 - Conversion
 - Interfaces
- Migration from existing to new system (cost and timeline)
- Required module specifications
 - Features & Functions
- New system hardware/network/other requirements



- Use Electronic Forms - Will help the Analysis Process (electronic auto-load)
 - Vendor Profile
 - Vendor Financial Info
 - Vendor Customer Data
 - Vendor References
 - Vendor Architecture and Tools
 - Costs Worksheets

[illegible][illegible]

Appendix B PROJECT COST ESTIMATES

Notes & Methodology: All estimates are based on the current market conditions and are subject to change. The estimates are based on the current market conditions and are subject to change. The estimates are based on the current market conditions and are subject to change.

Version 1.0

Project Name: [Project Name]

Project Manager: [Project Manager]

Project Start Date: [Project Start Date]

Project End Date: [Project End Date]

Project Location: [Project Location]

Project Description: [Project Description]

Project Objectives: [Project Objectives]

Project Risks: [Project Risks]

Project Budget: [Project Budget]

Project Status: [Project Status]

Project Contact: [Project Contact]

Project Approval: [Project Approval]

Project Review: [Project Review]

Project Change: [Project Change]

Project Closure: [Project Closure]

Appendix C INTERFACED COSTS

Notes & Methodology: All estimates are based on the current market conditions and are subject to change. The estimates are based on the current market conditions and are subject to change. The estimates are based on the current market conditions and are subject to change.

Version 1.0

Project Name: [Project Name]

Project Manager: [Project Manager]

Project Start Date: [Project Start Date]

Project End Date: [Project End Date]

Project Location: [Project Location]

Project Description: [Project Description]

Project Objectives: [Project Objectives]

Project Risks: [Project Risks]

Project Budget: [Project Budget]

Project Status: [Project Status]

Project Contact: [Project Contact]

Project Approval: [Project Approval]

Project Review: [Project Review]

Project Change: [Project Change]

Project Closure: [Project Closure]

Appendix D CONVERSION COSTS

Notes & Methodology: All estimates are based on the current market conditions and are subject to change. The estimates are based on the current market conditions and are subject to change. The estimates are based on the current market conditions and are subject to change.

Version 1.0

Project Name: [Project Name]

Project Manager: [Project Manager]

Project Start Date: [Project Start Date]

Project End Date: [Project End Date]

Project Location: [Project Location]

Project Description: [Project Description]

Project Objectives: [Project Objectives]

Project Risks: [Project Risks]

Project Budget: [Project Budget]

Project Status: [Project Status]

Project Contact: [Project Contact]

Project Approval: [Project Approval]

Project Review: [Project Review]

Project Change: [Project Change]

Project Closure: [Project Closure]

Appendix E MODIFICATION COSTS

Notes & Methodology: All estimates are based on the current market conditions and are subject to change. The estimates are based on the current market conditions and are subject to change. The estimates are based on the current market conditions and are subject to change.

Version 1.0

Project Name: [Project Name]

Project Manager: [Project Manager]

Project Start Date: [Project Start Date]

Project End Date: [Project End Date]

Project Location: [Project Location]

Project Description: [Project Description]

Project Objectives: [Project Objectives]

Project Risks: [Project Risks]

Project Budget: [Project Budget]

Project Status: [Project Status]

Project Contact: [Project Contact]

Project Approval: [Project Approval]

Project Review: [Project Review]

Project Change: [Project Change]

Project Closure: [Project Closure]



TIME FOR A HANDOFF

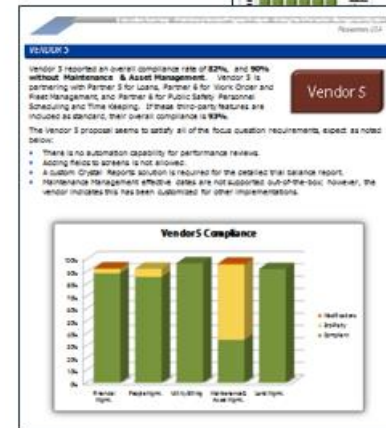
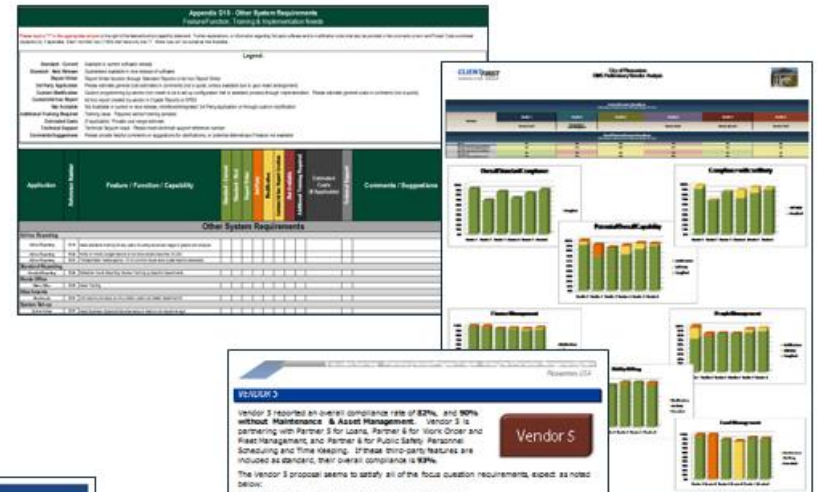


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TRUCKEE'S EXPERIENCES

- What was your experience with the RFP process?
 - It's another language! Much added value by using a custom "template" that was in a language that vendors would understand.
- Did you feel you received a valuable variety of proposals
 - Distributed to 9 vendors, received 4 proposals
 - All vendors relevant to our size and budget
- Did you feel the process and RFP structure led to quality proposals that were complete?
 - Feature/Function worksheet tables (developed during needs assessment) were critical to evaluation process. Helped avoid getting distracted by the "bells and whistles".
 - 23 staff involved in reviewing RFP

- Proposal Analysis
- Shortlist Workshop (who will move to demos?)



EVALUATION CONSIDERATION CONCEPTS/OBJECTIVES

- **Feature/Function Considerations**
 - Not all feature/function gaps have the same effect
 - Which issues or lack of feature/functions require significant efforts to work around (e.g., 2 hrs./mo. vs. 100-500 hrs./yr., or more)



EVALUATION CONSIDERATION CONCEPTS/OBJECTIVES

- **Feature/Function Considerations**

- No 100% compliance
- What is impact of “specific” feature/function gap
 - How will we work around it (e.g., paper, Excel, another application/database, etc.)
 - Can the work-around still be efficient
 - Can we script information/data flow (e.g., link, import/export, etc.)
 - How many labor hours “annually” to work-around the “gap”
 - Based on the above is it a “show-stopper”

Feature Number	Feature / Function / Capability	Standard - Current	Standard - Next	Report Writer	3rd-Party Application	Custom Modification	Not Available	Comments
Planning								
1.003	• Class of work (Census data, single family, multi family, commercial, etc.)				1			Vendor clarification comment
1.004	• Start date					1		
1.005	• Complete date						1	

DEMOS, DUE DILIGENCE, SELECTION

Demo Guide & Evaluation Forms

The collage includes several documents:

- Enterprise Information Management Solution Demonstration & Evaluation Guide**: A comprehensive guide with sections for 'Goals of West One Metrics', 'Enterprise Information Management Solution', and 'Demonstration & Evaluation Guide'.
- Demo Guide**: A document with 'Goals of Metrics' and 'Demonstration Guidelines'.
- Final Selection/Decision Workshop**: A document with 'Goals of Metrics' and 'Final Selection/Decision Workshop'.
- Demo Evaluation Form**: A form with sections for 'Demo Evaluation', 'Demo Evaluation', and 'Demo Evaluation'.
- Final Selection/Decision Workshop**: A form with sections for 'Final Selection/Decision Workshop' and 'Final Selection/Decision Workshop'.

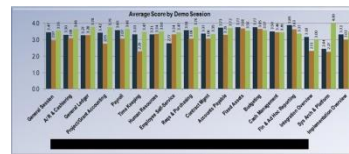
Conduct Demonstrations



I thought it would take half the pages and half the clicks to make this work??!!

Post Demo & Due Diligence Matrix

Final Selection/Decision Workshop

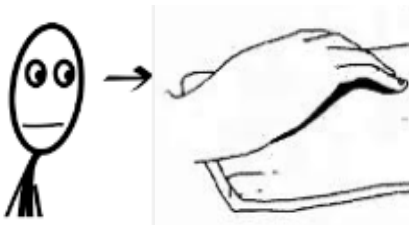


Section	Total Average Score	Number of Demos	Number of Users
Introduction	3.5	10	10
System Overview	3.5	10	10
User Interface	3.5	10	10
Reporting	3.5	10	10
Integration	3.5	10	10
Customization	3.5	10	10
Performance	3.5	10	10
Security	3.5	10	10
Compliance	3.5	10	10
Scalability	3.5	10	10
Flexibility	3.5	10	10
Interoperability	3.5	10	10
Support	3.5	10	10
Training	3.5	10	10
Documentation	3.5	10	10
Implementation	3.5	10	10
Post-Implementation	3.5	10	10
Overall Average	3.5	10	10

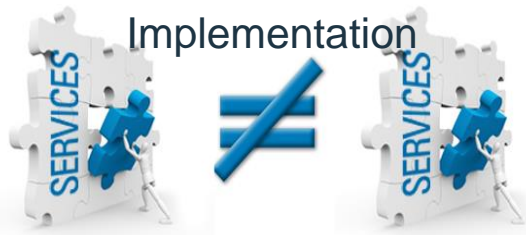


Village of Chicago Illinois — Post Demonstrations — Follow-up Requirements & Issues									
#	Subject	Description	Priority	Due Date	Assigned To	Assigned To (Email)	Assigned To (Phone)	Assigned To (Fax)	Comments (Status Management)
1	System Overview	Provide overview of system and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	System overview requested from Tyler.
2	User Interface	Provide overview of user interface and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	User interface requested from Tyler.
3	Reporting	Provide overview of reporting capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Reporting requested from Tyler.
4	Integration	Provide overview of integration capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Integration requested from Tyler.
5	Customization	Provide overview of customization capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Customization requested from Tyler.
6	Performance	Provide overview of performance capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Performance requested from Tyler.
7	Security	Provide overview of security capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Security requested from Tyler.
8	Compliance	Provide overview of compliance capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Compliance requested from Tyler.
9	Scalability	Provide overview of scalability capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Scalability requested from Tyler.
10	Flexibility	Provide overview of flexibility capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Flexibility requested from Tyler.
11	Interoperability	Provide overview of interoperability capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Interoperability requested from Tyler.
12	Support	Provide overview of support capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Support requested from Tyler.
13	Training	Provide overview of training capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Training requested from Tyler.
14	Documentation	Provide overview of documentation capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Documentation requested from Tyler.
15	Implementation	Provide overview of implementation capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Implementation requested from Tyler.
16	Post-Implementation	Provide overview of post-implementation capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Post-Implementation requested from Tyler.
17	Overall Average	Provide overview of overall average capabilities and its capabilities.	High	4/15/05	John Doe	john.doe@villageofchicago.org	312.555.1234	312.555.1234	Overall Average requested from Tyler.

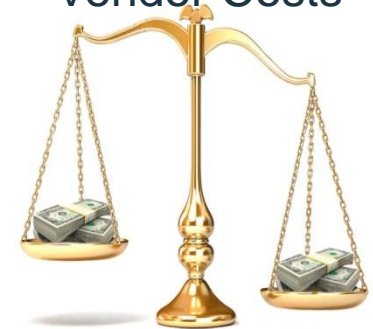
VENDOR COMPARISONS



DIFFERENT



Vendor Costs



Technology / Systems Modifications



Willingness & Available Resources



TIME FOR A HANDOFF



Let's
Change it
up !!

TRUCKEE'S EXPERIENCE

- Did the preparation and Demonstration Guides help lead to:
 - Demonstrations truly allowed us to evaluate the vendor options
 - Demonstrations that covered what was important to Truckee
 - Established expectations for vendor and for staff evaluators
- Did the evaluation forms help you:
 - Documented what we observed for future discussion and decision making
 - Evaluated and score vendors so they could be adequately compared

TRUCKEE'S EXPERIENCE

- Value of Post Demo due diligence
Outstanding Issues Matrix
 - Provided ability to verify capabilities and get more detailed questions answered
 - Helped get to a point where we could confidently request contract drafts from vendor
 - Site visits were critical!

CONTRACT REVIEW/NEGOTIATION

TASK

Complete the Process

Final Vendor selected should not be communicated or shared until due diligence is completed

Complete due diligence prior to asking vendor for contract & SOW documents

RESULT

Achieve Positive Vendor Response


Motivation for Vendor and Negotiation Leverage

Prepare Contract Issues Matrix for:

- Contract
- Statement of Work (SOW)
- Draft Project schedule

Maintain Negotiation Leverage:

- Vendor should understand they are not the only vendor in negotiations
- Use help from Experts...someone who has reviewed and negotiated ERP contracts in the past
- Need to know what to look for and this can help your agency's attorney



Document Reference	Agreement/SOW Issues	Vendor Response / Comments	Change / Consensus Comments
1. Section 6 - Services, Item 1: Rights Granted and Item 2: SOW Fees, Page 1.	Rights Granted and SOW Fees - It uses that Rights to the use of vendor and vendor SOW fees are based on the number of defined "Concurrent" Users and amount of Storage Capacity. Section 6 - "Defined Concurrent Users" lists the number of vendor Concurrent users at 25. Chicago's RFP required 17 full users and 12 inquiry only users. Chicago request that vendor provide 20 Concurrent users, at the stated fee in the Agreement, to provide reasonable growth. It is also be stated that: <ul style="list-style-type: none"> Each user have access to all subselected application modules. Each full user have access to all report and print functions. 	Vendor is provided a total on its evaluation, based on years of experience in municipal software, of the village's needs/requirements. Vendor will agree to increase the number of concurrent users to 40 at no additional cost to the village.	Agree and accept. If vendor agrees to 40 concurrent users.
2. Section 6 - "Definitions, "Deliver" paragraph page 1.	Collect & Compliance with RFP Response "Deliver" - Vendor Agreement, Exhibit A - This paragraph states that the deliverables of the vendor software to substantially conform to the functionality described in the RFP. It is also stated that the vendor shall provide a "proof of concept" to Chicago, Chicago on that "Proof of Concept" shall have been review & approved prior to the vendor's agreement. Exhibit 1 - This means that vendor "Deliver" must be delivered prior to the "Deliver" on the RFP. Exhibit 1 - "Deliver" on the RFP.	Software modules can be changed or amended. In that event, we will adjust SOW fees for future services, we do not offer refunds for past fees paid.	Agree and accept. If provision for Chicago to make quarterly SOW payments is in the Agreement.
3. Section 6 - "SOW Fees, Item 2: SOW Fees, Page 2.	Modular Changes from Knowledge Transfer - During the discovery process of the implementation (I.E. Knowledge Transfer) it is anticipated that modules or sub-modules listed in Exhibit A are not necessary. Please provide the ability to cancel these modules and reduce as well as adjust for past fees paid. Refunds must be direct and not in the form of a credit.	Please use attached updated timeline proposal. We have accepted the current rates for RFP to 15 and for 20 Workforce Apps fee.	Agree and accept.
4. Section 6 - "SOW Fees, Item 2: SOW Fees, Page 2.	Rights Granted and SOW Fees - It uses that Rights to the use of vendor and vendor SOW fees are based on the number of defined "Concurrent" Users and amount of Storage Capacity. Exhibit A, item 1: 25 named users for LSP and 120 and 100 for 20 Workforce Apps. Chicago request that vendor provide 20 named users for LSP and 120 and 100 named users for 20 Workforce Apps, at the stated fee in the Agreement, to provide reasonable growth.	The reference to HCU is intended to point to the village's report which is the products and services at the site in the Workforce Summary for 12 months as stated on page 11. Exhibit A, Item 2: SOW Fees, Item 2: SOW Fees, Page 2.	Chicago would like this to be for a 4. Chicago would like this to be for a 4. Chicago would like this to be for a 4.
5. Section 6 - "SOW Fees, Item 2: SOW Fees, Page 2.	SOW Fees Based on Storage Capacity - The SOW fees in Section 6 - "SOW Fees, Item 2: SOW Fees, Page 2" do not take any storage capacity into account. What are the storage fees, if any, and please explain how the vendor determines that the amount of storage would be adequate for Chicago. Based on provided data conversion information and transaction volume, please explain how long (in years) vendor estimates the storage will carry Chicago.	Additional fees would apply for any additional storage. Please use the attached storage proposal to discuss with the village how vendor determined the storage requirements. The amount of storage would be a conference call.	Chicago would like this to be for a 4. Chicago would like this to be for a 4. Chicago would like this to be for a 4.



TIME FOR A HANDOFF



Let's
Change it
up !!

TRUCKEE'S EXPERIENCE

- What was the value of following a structured contract review and negotiation.
 - Kept everyone on the same page and on track
- What was the value of using the Contract/SOW Issues Matrix to itemize and work effectively in coming to a final agreement?
 - Needs clearly identified. Opportunity for both parties to respond.
- Other experiences or benefits?
 - Clarification of agreed upon enhancements, including training and testing of those enhancements
 - Clarification of flexibility in pricing schedule, (i.e., Swapping software license costs with implementation services, etc.)
 - Escrow account



ONGOING APPLICATION UTILIZATION IMPROVEMENTS

ONGOING UTILIZATION AND MAXIMIZATION

Maximizing
your ERP
investment
continues
through the
life of your
system

CLIENTFIRST
TECHNOLOGY CONSULTING

IMPLEMENTATION

- Maximizing your ERP utilization starts with applying your needs assessment to your implementation...just like discussed earlier

- Automate Manual Processes
- Eliminate Duplication
- Eliminate Spreadsheets and Shadow Systems
- Is this Process Truly Necessary? If not, Eliminate



NOTE: Application Management Best Practices begins on day one and continues through the ERP system's life cycle



TIME FOR A HANDOFF



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TRUCKEE'S EXPERIENCE

- Who was the Town's designated Implementation Project Manager?
 - Admin. Services Manager and Chief Building Official
- How much time the project manager and staff have to put into the implementation?
 - 40 hours per week dedicated to implementation, plus regular job!
- Did you have people or resources to backfill for daily operations when staff were engaged in implementation responsibilities?
 - Paid for overtime. Wish had backfill. Burn-out factor.
- Did you enlist a 3rd party resource to assist in your implementation? Yes
- Do you wish you would have used more outside assistance? Yes



TIME FOR A HANDOFF

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ROLES & RESPONSIBILITIES

- The days of total dependence on IT for 100% of software application maintenance and support is no longer realistic



- Use Tables and Forms

- To identify departmental staff necessary for application management
- To identify staff roles
- To identify staff responsibilities

- Roles Include:

- Process Owners
- Application Champions
- Report Writers
- Application Analyst (IT)

- Re-Evaluate through the ERP System's Life Cycle

[illegible][illegible]

Enterprise Software Needs Assessment Roles and Responsibilities						
	PM / Project Manager	BA / Business Analyst (Lead Analyst)	AC / Application Analyst(s)	IS - Application Analyst	IS - System Engineer	IS - Database Administrator
PM / Project Manager	IS - Application Analyst	IS - System Engineer	IS - Database Administrator	IS - Application Analyst	IS - System Engineer	IS - Database Administrator
BA / Business Analyst (Lead Analyst)	IS - Application Analyst	IS - System Engineer	IS - Database Administrator	IS - Application Analyst	IS - System Engineer	IS - Database Administrator
AC / Application Analyst(s)	IS - Application Analyst	IS - System Engineer	IS - Database Administrator	IS - Application Analyst	IS - System Engineer	IS - Database Administrator
IS - Application Analyst	IS - Application Analyst	IS - System Engineer	IS - Database Administrator	IS - Application Analyst	IS - System Engineer	IS - Database Administrator
IS - System Engineer	IS - Application Analyst	IS - System Engineer	IS - Database Administrator	IS - Application Analyst	IS - System Engineer	IS - Database Administrator
IS - Database Administrator	IS - Application Analyst	IS - System Engineer	IS - Database Administrator	IS - Application Analyst	IS - System Engineer	IS - Database Administrator

BUILD A USER MATRIX

- What are their job duties? So:
 - What can they see?
 - What can't they see?
 - What can they do (add, change, delete)?
 - Etc.

- Re-Evaluate through the ERP System Life Cycle

[illegible]

TRAINING – HAVE TRAINING PLAN

- Training – Has highest and shortest Return-on-Investment (ROI)
- Train at All Levels
 - Super Users / Application Champions
 - Expert, Intermediate, and Basic Users
 - System (Application) Administration (Dept & IT)
- Take advantage of Vendor
 - User Conferences
 - Online Training (new employee orientation)
 - CBT (Computer-Based Training)
- Consider Train-the-Trainer (Application Champions or Process Owners)

Seriously Consider
Annual or Bi-Annual
Training on your
ERP System

Use Vendor's Self
Training or CBT
Tools for New
Employee
Orientation/Training



TIME FOR A HANDOFF



Let's
Change it
up !!

TRUCKEE'S EXPERIENCE

- What recommendations to you have regarding training
 - During Implementation
 - Super user training is constant, super users should create training manuals
 - End user training – multiple sessions for same groups of people
 - Ongoing
 - New employees – who is responsible for training new employees?
 - Existing employees
 - Constantly learning how to use our resources more effectively, need to share the knowledge
 - Need opportunity to get feedback on system and any needs/desires
- How valuable is training and would you have preferred more training? Yes



TIME FOR A HANDOFF



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INVENTORY ALL MODULES

- Review and document all module licenses
- Review existing annual maintenance invoices
 - Are you paying maintenance for items you are not using?
- Should you implement and un-used modules that you have licensed?
- If you have a module you don't need: cancel it, pursue a refund, cancel annual maintenance

ERP Applications and Vendors ^a	Currently Owned ^a	Implemented ^a	Potential Modules in Single-Vendor Solution ^a
Financial Management^a			
Eden^a			
General Ledger ^a	Yes ^a	Yes ^a	Yes ^a
Requisitions and Purchasing ^a	Yes ^a	Yes ^a	Yes ^a
Accounts Payable ^a	Yes ^a	Yes ^a	Yes ^a
Accounts Receivable ^a	Yes ^a	Yes ^a	Yes ^a
Budgeting ^a	Yes ^a	Yes ^a	Yes ^a
Project/Grant Accounting ^a	No ^a	No ^a	Yes ^a
Fixed Assets ^a	Yes ^a	Yes ^a	Yes ^a
Ad Hoc Reporting ^a	Yes ^a	Yes ^a	Yes ^a
Cash Receipting ^a	Yes ^a	Yes ^a	Yes ^a
Modules Not In Use Or Not Available^a			
Financial Reporting (separate from Ad Hoc reporting) ^a	Yes ^a	No ^a	Yes ^a
Contract Management ^a	No ^a	No ^a	Yes ^a
Bids Management ^a	No ^a	No ^a	Yes ^a
Vendor Self-Service ^a	No ^a	No ^a	Yes ^a
Quadrant^a			
Quadrant Cash Receipting ^a	Yes ^a	Yes ^a	Yes ^a
People Management^a			
Eden^a			
Payroll ^a	Yes ^a	Yes ^a	Yes ^a
Human Resources (Personnel Mgmt and Control) ^a	Yes ^a	Yes ^a	Yes ^a
Personnel/Position Budgeting ^a	Yes ^a	No ^a	Yes ^a
NEOGOV^a			
Applicant Tracking ^a	Yes ^a	Yes ^a	Yes ^a
Online Applicant Tracking ^a	Yes ^a	Yes ^a	Yes ^a
Modules Not In Use Or Not Available^a			
Time Keeping/Tracking ^a	Yes ^a	No ^a	Yes ^a
Employee Benefits Tracking ^a	No ^a	No ^a	Yes ^a
Performance Evaluations ^a	No ^a	No ^a	Yes ^a
Employee Self-Service ^a	No ^a	No ^a	Yes ^a
Profile Management ^a	No ^a	No ^a	Yes ^a
Personnel Action Forms ^a	No ^a	No ^a	Some ^a
Leave Requests ^a	No ^a	No ^a	Some ^a
Open Enrollment ^a	No ^a	No ^a	Some ^a
Family Medical Leave Act (FMLA) ^a	No ^a	No ^a	Yes ^a
Workers Compensation ^a	No ^a	No ^a	Yes ^a
Affordable Care Act (ACA) Compliance ^a	No ^a	No ^a	Yes ^a

SOFTWARE UPDATES

- Should never be more than (n-1) release levels back
- Review vendor release notes
- Participate in vendor release webinars
- Attend Vendor User Conferences as a learning opportunity on new releases
- Determine new features/capabilities in each releases you need and want to implement
- Develop a plan with vendor assistance
- Train after implementing new releases
- Consider new modules if benefits & ROI



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TRUCKEE'S EXPERIENCE

- Explain your experience with updates and applying new features
 - Update checklist coordinated by IT, Admin and Community Development departments
 - Keep track of implementation/upgrade issues
 - Test server is critical
- Explain your experience with:
 - Attending Vendor User Conferences
 - Maximize your investment!
 - Participating in Vendor User Advisory council
 - Make sure your voice is heard



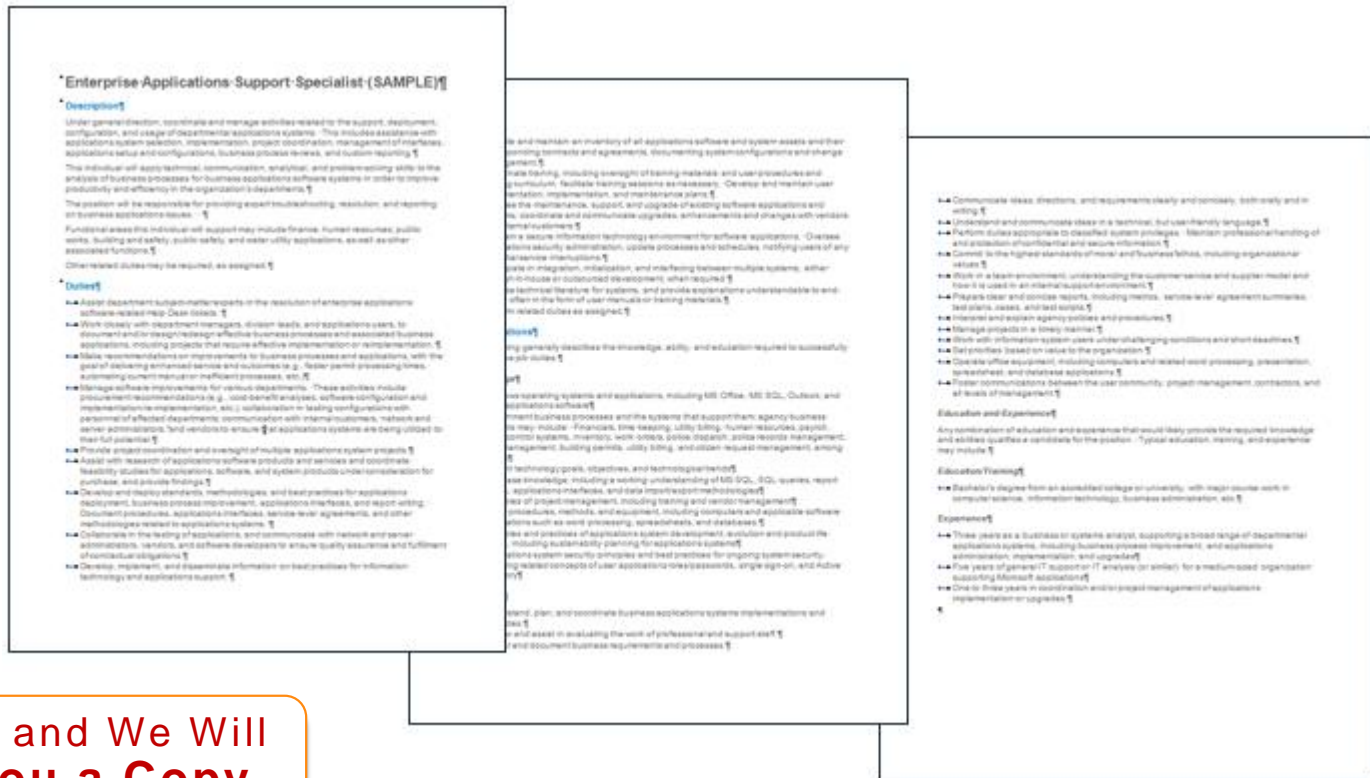
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RESOURCE(S)

- An organization-wide ERP system requires an organization-wide resource(s)
- Applications Management Specialist



Email Us and We Will
Send You a Copy

END

WOULD HAVE LOVED TO HAVE MORE TIME



Thank You

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