

# Volusia County Schools

Consulting Services for Enterprise Resource  
Planning Project Planning and RFP Development



**Government Finance Officers Association**

May 12, 2016

# Agenda

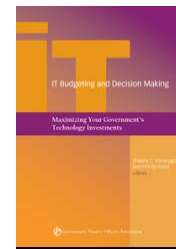
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- Introductions
- Approach & Overview of Project
  - Tasks
  - Scope
  - Market Overview
- Project Expectations
- Questions / Open Discussion

# GFOA is a non-profit association focused on the professional management of governments

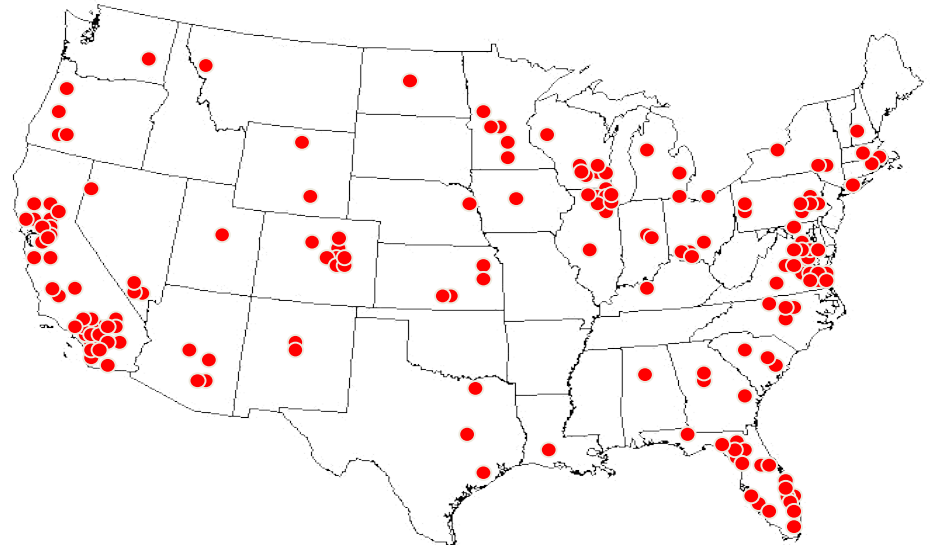
S3

- Established in 1906
  - Research and Consulting Established in 1977
  - Technology Consulting Group formed in 1998
- 18,000 Members
  - Offices in Chicago and Washington DC
- Product and Services
  - Consulting
  - Publications
  - Training
  - Award Programs
  - Best Practices



# History of GFOA Technology Consulting

- Started providing technology procurement and implementation advisory services in 1998
  - Market for ERP Advisory Services....
    - Lack of Product / Vendor Independence
    - Limited Subject Matter Expertise
    - No Real Trusted Partner for Governments
- GFOA has become a nationally recognized leader in the ERP system market generating value for clients through:
  - Reducing costs
  - Reducing risk
  - Providing best practice recommendations



# GFOA Project Team

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## **Eva Olsaker, Senior Manager (Project Manager)**

10 Years with GFOA

Focus on mid-sized governments

Lead for GFOA's technology focused training for annual conference and ongoing training program



## **Adam Slade, Consultant / Analyst**

5+ Years as software implementation consultants (multiple products)

Experienced in business process improvement



## **Mark Mack, Consultant / Analyst**

2 Years with GFOA

Experienced in process analysis, selection, project management, research

Worked in municipal government



## **Mike Mucha, Quality Assurance (Engagement Manager)**

10 Years with GFOA

Director of Research and Consulting Center / Lead contract negotiator on all GFOA projects.

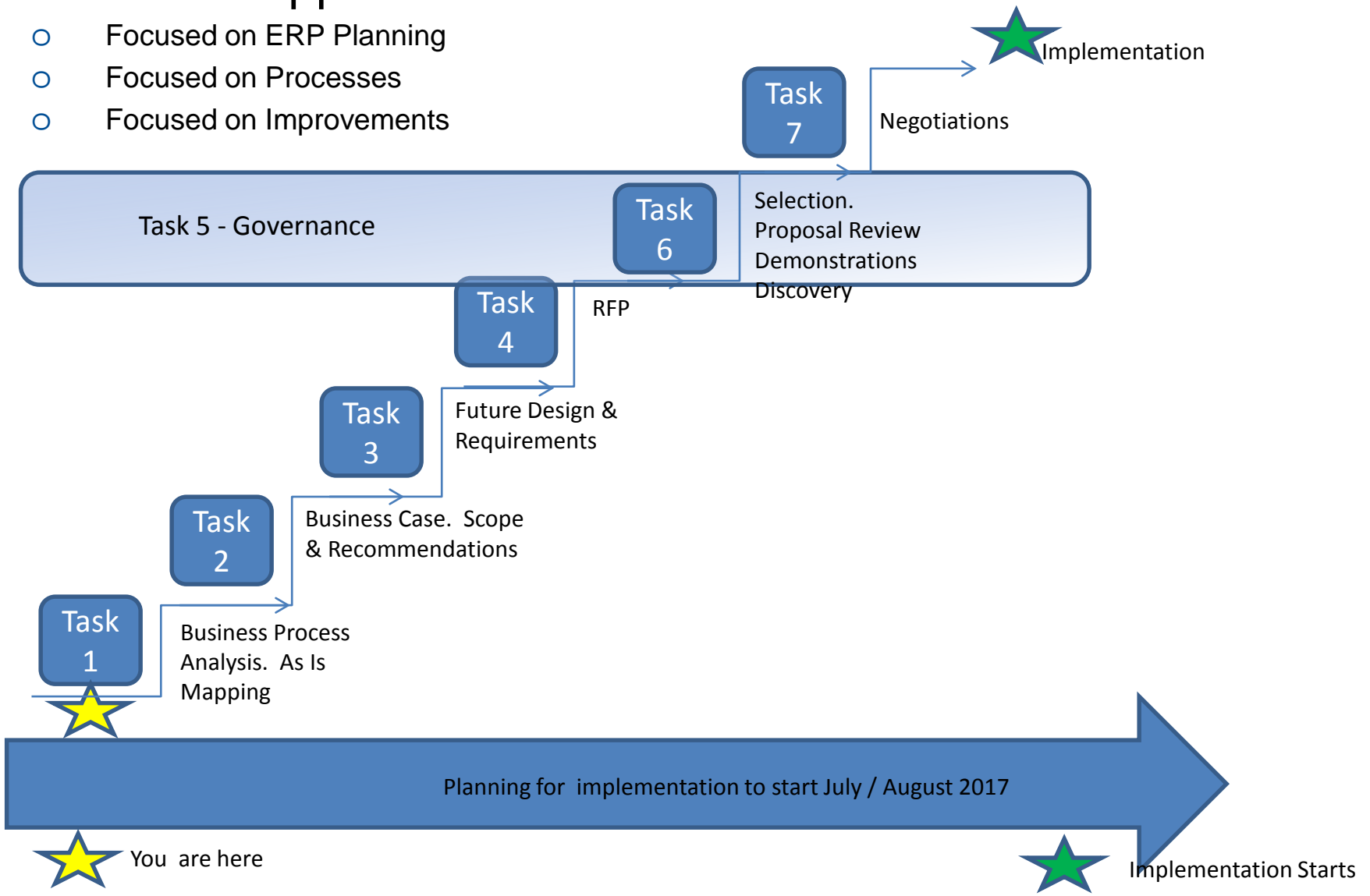
Led over 75 projects for GFOA with local governments

# Approach

# Approach

## Multi-task Approach

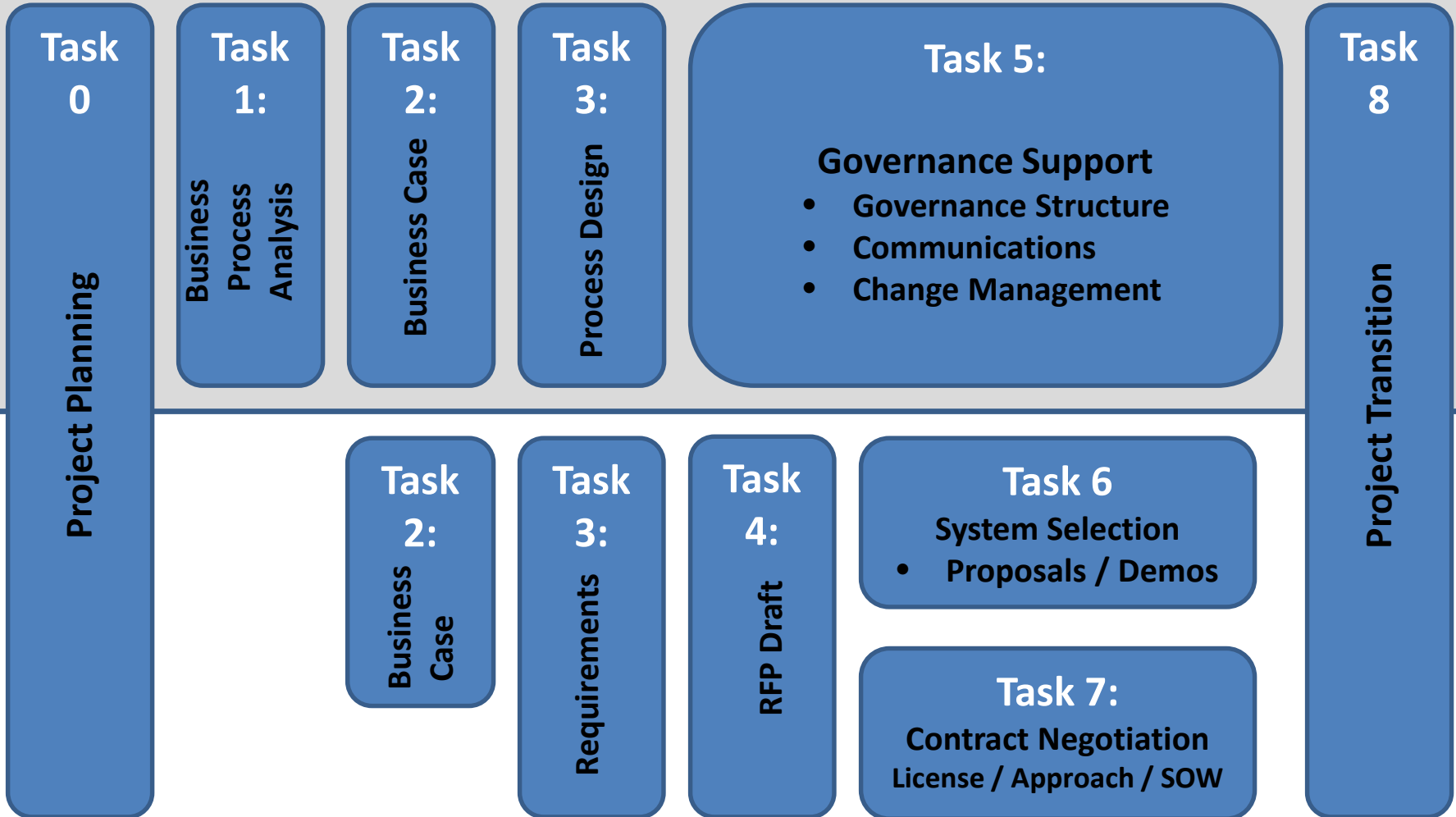
- Focused on ERP Planning
- Focused on Processes
- Focused on Improvements



# GFOA's approach focuses on ERP planning

District Focus

S8



System Focus



# Overview of Project

## Task 1 – Business Process Analysis

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- 3 months
- Focused on Business Process Assessment
  - Discuss & document current process
  - Identifies improvement opportunities
  - Analyze potential options

# Task 1 – Business Process Analysis

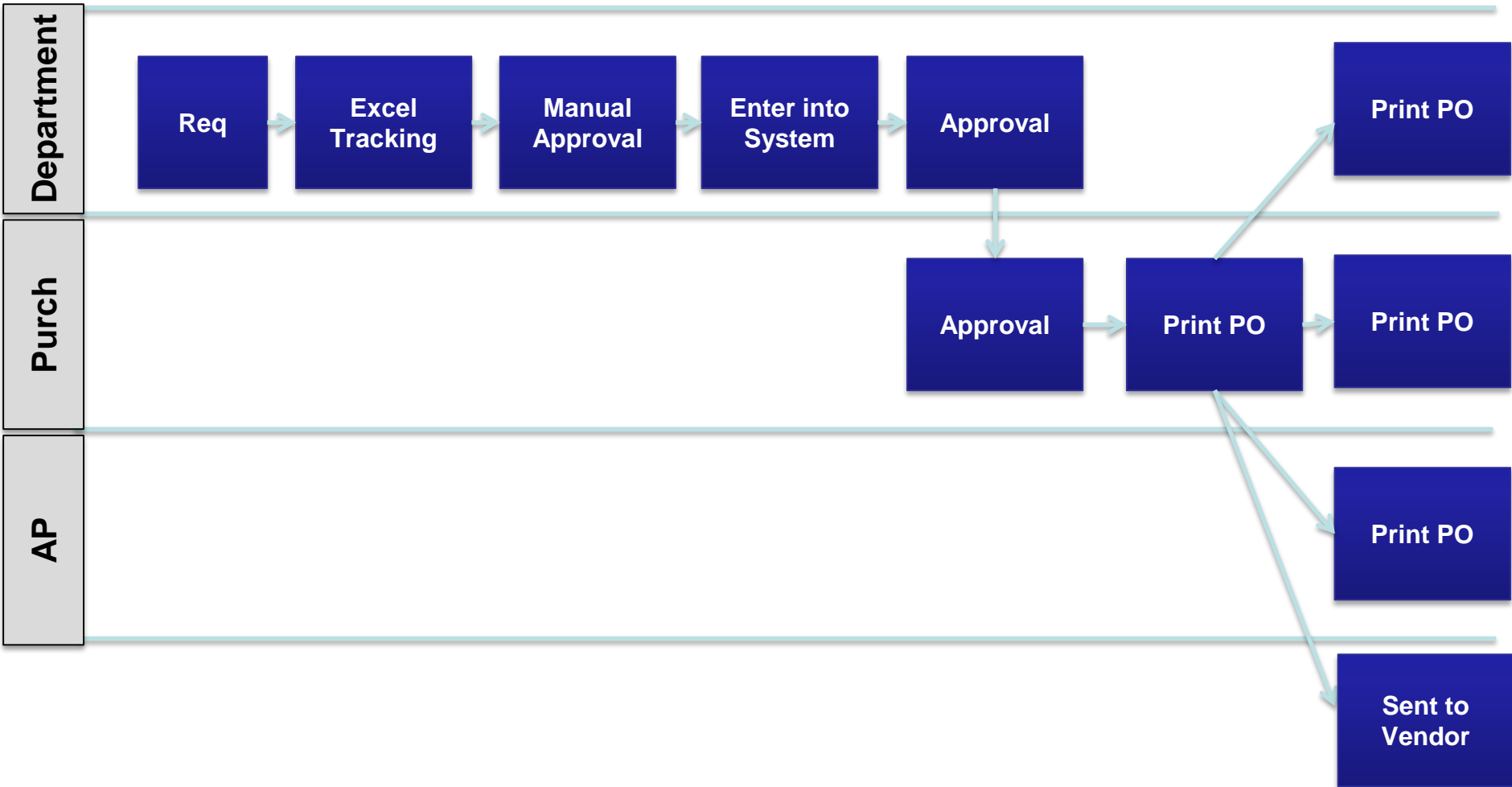
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## ○ Process Mapping

- Why?
- Modern Enterprise Solutions are based on functional processes
- Goal is to develop list of process requirements
- Highly collaborative
- Participation of a wide variety of stakeholders
  - Better understanding existing processes
  - Identify statutory/policy requirements; gaps; and opportunities for improvements
  - Discuss potential improvements and goals related to each business process

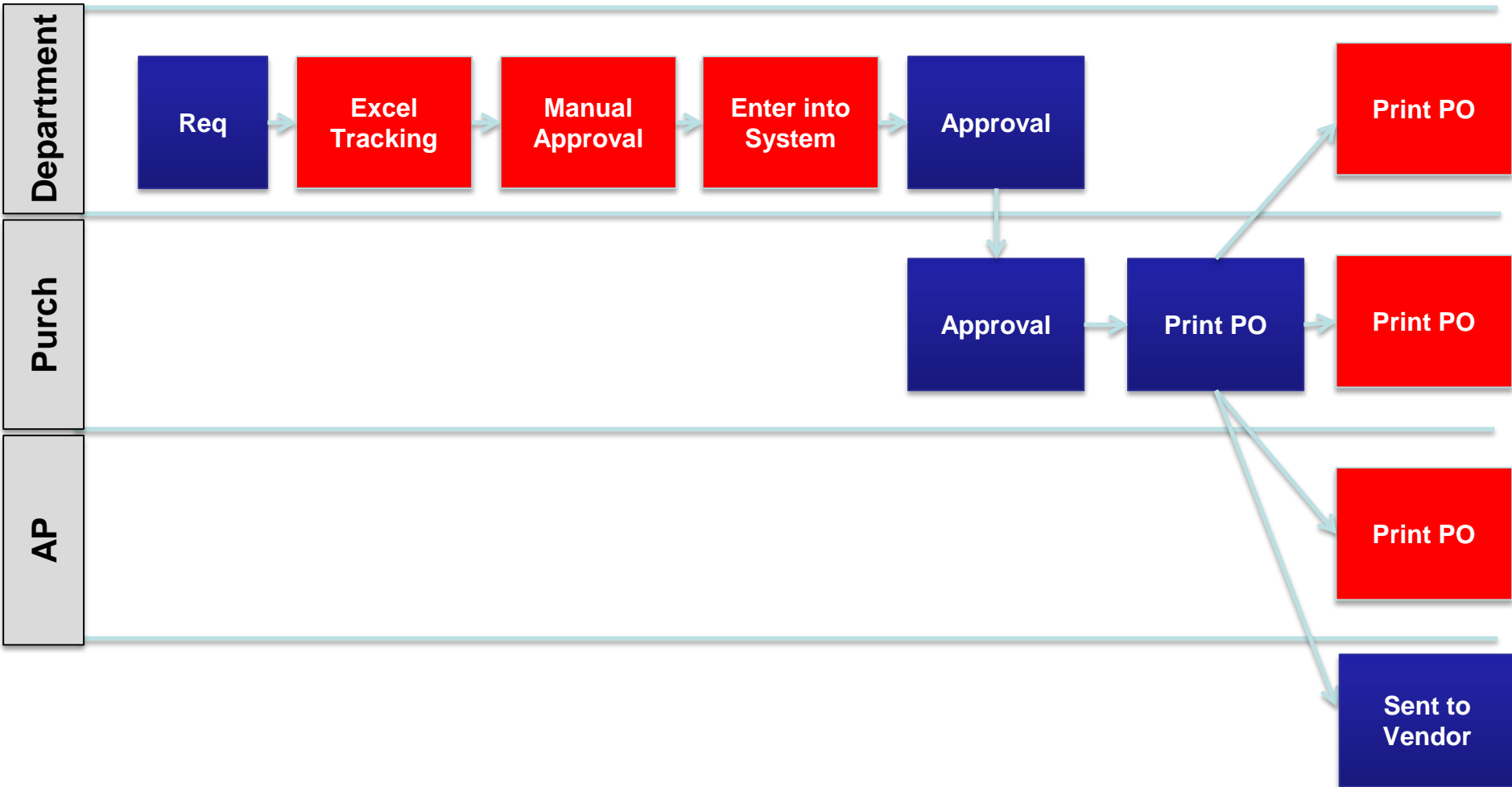
# Map Example – As Is

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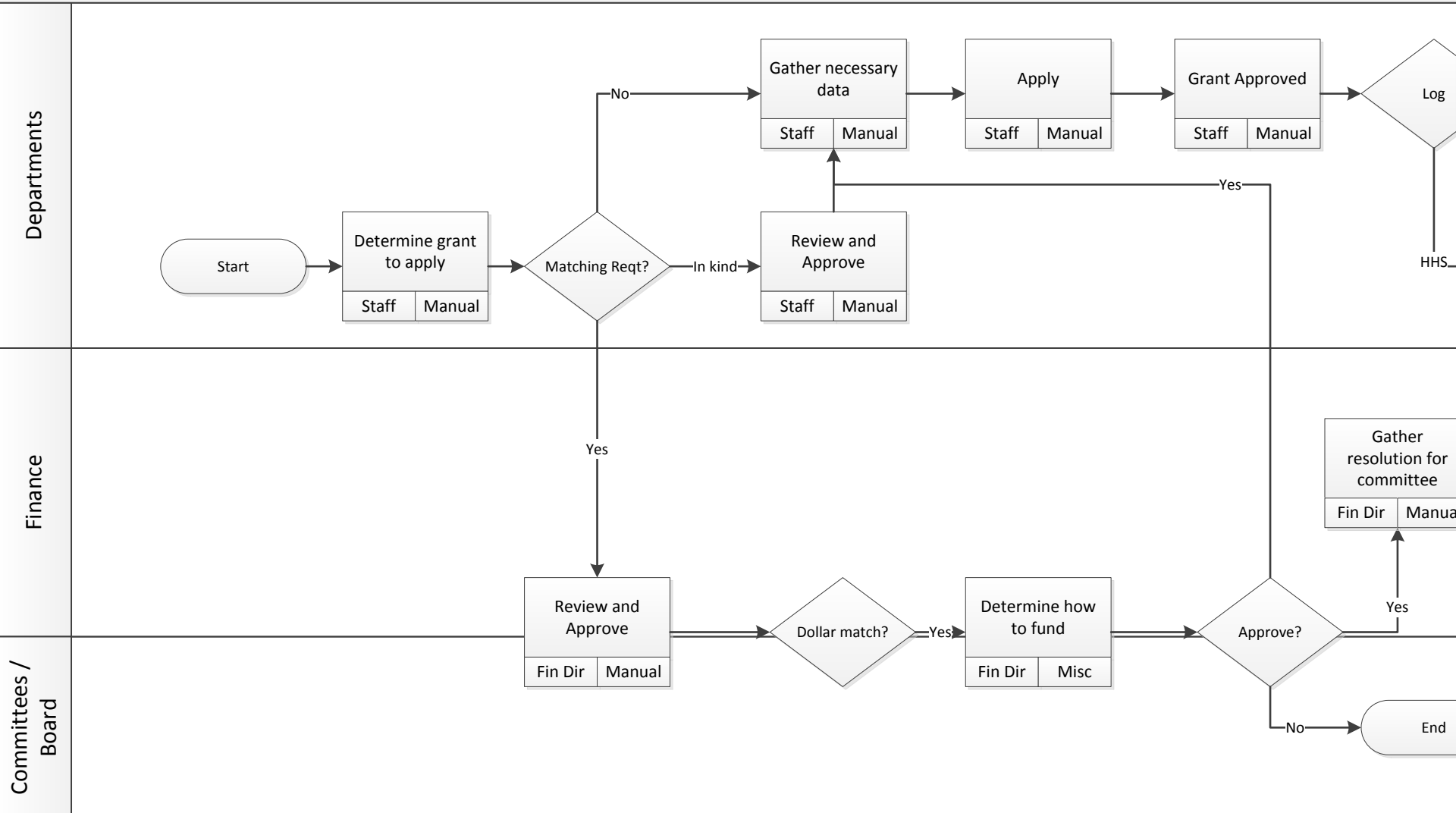
# Example - Areas for Improvement

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# Example

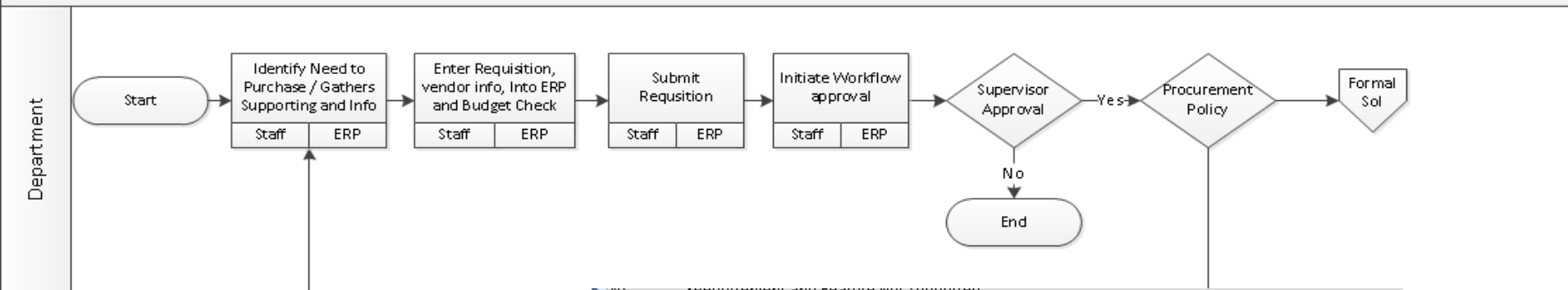
St. Croix County  
Grants Admin / Application and Tracking  
Current Process



- 3 months – Business Case Recommendations
  - Review costs, risks, and financial management best practices
  - Business case will make an argument for the recommended options
  - Identify process improvements
  - Recommend scope
- 3 months – Design & Requirements
  - Identification of process changes. Based on best practices
  - Update maps / Future state
  - Starts during process mapping

# Examples

Purchasing Requisitions Recommended by GFOA



Req #	Function	Process	Requirement	Implementation Response
6	48	PD	Requisition	Budget control can be set to: Soft (Warn user but allow)
7	49	PD	Requisition	Budget control can be set to: Hard (Do not allow)
8	50	PD	Purchase Order	System tracks encumbrances (purchase orders)
9	51	PD	Purchase Requisition	System allows for budgeting at one level and controlling at a different level (Example: budget by account/object butt conduct budget control at program level)
0	52	PD	Purchase Requisition	System allows budget control at summary roll up of account/object
77	159	PD	Purchase Requisition	Each department initiates purchasing process through requisition entry into the system
78	160	PD	Purchase Requisition	System accommodates discrete purchase orders (purchase order for specific quantity of good or service)
79	161	PD	Purchase Requisition	System accommodates blanket purchase order (purchase order with vendor for specified dollar amount)
				Requestor can attach files to requisition at

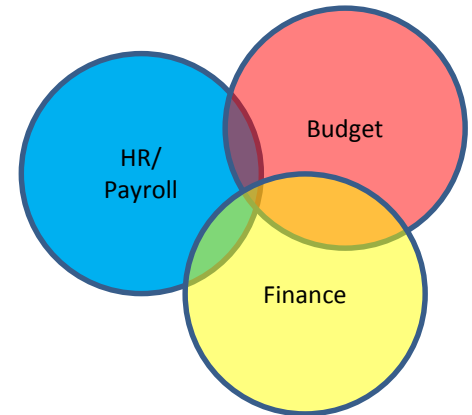
- 2 months– RFP Development
  - In parallel with requirements
  - GFOA best practice RFP template
- Governance - Throughout project
  - Assist with development of governance structure
  - Project charter assistance and recommendations
  - Monitor & provide guidance related to change management efforts



- 5 months – Selection
  - Proposal Assessment
  - Software Demos
  - Discovery
- 3 months – Negotiations
  - Statement of Work
    - Define a level of detail to prevent any unnecessary issues or misunderstandings during implementation
  - Software License Contract
  - Software Maintenance Agreement
  - Implementation Agreement

# Scope

- Accounting
  - Chart of Accounts
  - General Ledger Transactions
  - Internal Service Charges
  - Activity Costing
  - Grant / Project Tracking
  - Financial Reporting
  - Public Information Reporting
  - Federal Reporting
  - School Funds
- Budget
  - Operating Budget
  - Capital Improvement Planning (CIP)
  - Capital Budget
  - Budget Adjustments / Amendments
- Procure to Pay
  - Vendors
  - Purchase Requisitions
  - P-Cards
  - Purchase Orders / Contracts
  - Change Order
  - Receiving
  - Inventory
  - Accounts Payable
- Customer Billing / Accounts Receivables
  - Customer File
  - Billing/Invoicing
  - Customer File
- Asset Management
  - Asset Acquisition
  - Asset Lifecycle
  - Depreciation
  - Transfer/Disposal/Retirement
- Human Resources
  - Positions
  - Employee File
  - Benefit Enrollment
  - Personnel Evaluations
  - Disciplinary Actions / Grievance
  - Risk Management (Injury / Workers Comp)
  - Training / Certifications
- Personnel Actions
  - Recruitment
  - New Hire
  - Salary Adjustment
  - Position Change
- Time Entry – Payroll
  - Time Entry
  - Time Approval
  - Payroll Calculations
  - Performance Pay
  - Payroll Processing
  - Leave Management (FMLA)
- Will make adjustments if necessary



# Project Schedule

Proposed Schedule	Month															
	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Task 0: Project Planning	█	█														
Task 1: Business Process Analysis		█	█	█												
Task 2: Recommendations			█	█	█											
Task 3: Process Design and Requirements			█	█	█											
Task 4: RFP Draft						█	█									
Task 5: Governance Support	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Task 6: System Selection								█	█	█	█	█				
Task 7: Contract Negotiations													█	█	█	
Implementation Starts																█

- Finance Go-Live / July 2018
- HR/Payroll / January 2019



# Expectations

# Business Process Analysis Expectations

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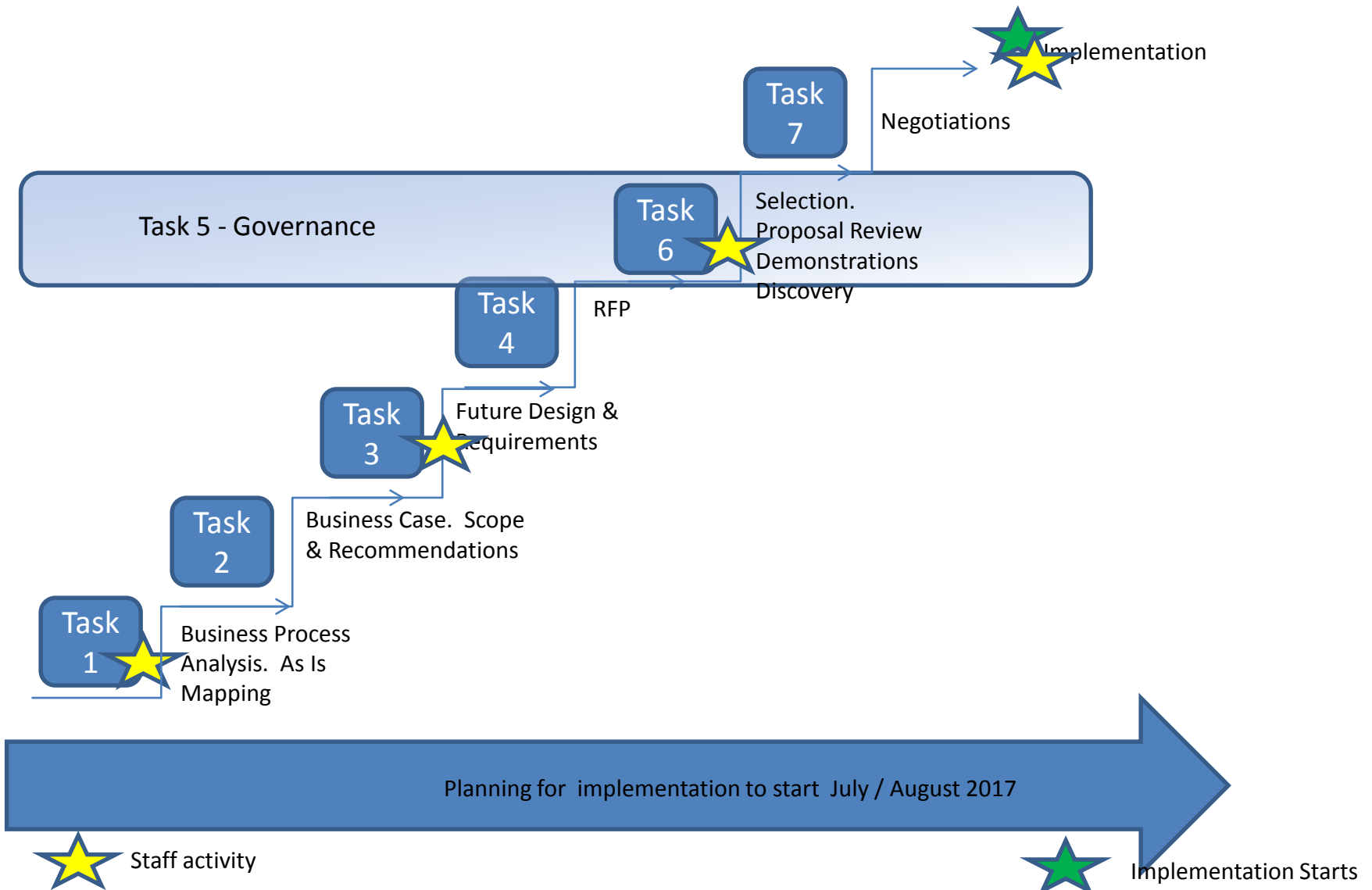
- If attending the process analysis (mapping) meetings may bring or prepare to discuss:
  - List of systems (including paper-based systems) that are being used by the process,
  - Existing policy and procedures,
  - Any existing process maps,
  - Sample documents (timesheets, PAF, reports).
- Some people may attend most meetings, some only one depending on process

# Expectations

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- Cross section of District staff participate in meetings
  - Project team
  - Subject matter experts
  - Other
- Time commitment from team and staff
  - Analysis
  - Selection
  - Implementation
- Executive leadership and buy-in
- Project importance

# Staff / Team Participation



# ERP Market

S24

- Public Sector Focused
- Private Sector Focused
- Different Implementation Approached
  - Homework
  - Consultative
- Hosted / SaaS offerings now available
- Process Improvements
- Change Management



# The “Facts” of ERP Implementation

S25

- ERP projects are difficult
- ERP projects are NOT impossible
- Many organizations fail with ERP even before the ERP vendor is selected starts
- The project really starts one year before you select that software vendor
- Way too much emphasis is put on software
- ERP vendors do NOT share your goals

# Success Factors

S26

- Identify potential process improvements & best practices
- Engage entire organization
- Executive Sponsorship
- Manageable scope
- Competitive RFP and Selection
- Clearly defined scope and negotiated contract
- Mitigate risks

# Analysis Meetings

S27

- Procure To Pay – June 15, 2016
- June, 2016
- July, 2016
- August, 2016

# Project Team

## GFOA

- Eva Olsaker, [eolsaker@gfoa.org](mailto:eolsaker@gfoa.org)
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# Questions & Open Discussion