



REQUEST TO NEGOTIATE
WITH PUBLIC SECTOR
ENTERPRISE RESOURCE
PLANNING VENDOR

ABSTRACT

This document explains the extensive process that the Information Technology Division, Purchasing Division and City Departments have undertaken to identify the proper Enterprise Resource Planning applications and approach needed to provide the City with a system that supports the City's operational technology needs.

Mella, Elvis
IT Manager

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Overview

Enterprise Resource Planning (ERP) is a business process management software that allows an organization to use system of integrated applications to manage the business and automate functions related to technology, services and human resources. An ERP software integrates all facets of an operation and will deliver information to the point of need, leverage existing data, strategize on patterns and planning, promote streamlined communications, increase transparency, increase collaboration and reduce operational costs.

This document below explains the extensive process that the Information Technology Division, Purchasing Division and City Departments have undertaken to identify the proper ERP applications and approach needed to provide the City with a system that supports the City's operational technology needs.

The process used to evaluate the city-wide needs was a part of a phased approach that was done in collaboration with ClientFirst Consulting LLC for the creation of the IT Strategic Master Plan. The approach is as follows:

- Project Initiation and Technology Inventory
 - Set Expectations for I.T.
 - Technology Inventory Analysis
 - Review Documentation
- Needs Assessment Workshop
 - Evaluate issues and needs with Each Department
 - Build Scope and Requirements
 - Evaluate IT Infrastructure and Operations
 - Preliminary Documentation
- Research & Preliminary Documentation
 - Assess Strengths & Weaknesses
 - Define Strategies, Goals and Objectives
 - Develop Preliminary Initiatives
 - Research Alternative Solutions
- Planning Phase
 - Create Information Technology Steering Committee
 - Create Procurement Selection Process with Steering Committee
 - Document Results with Purchasing Division
 - Transfer procurement process to Purchasing Division
 - Request Negotiation Authorization from Council
 - Create Project Plans and Implementation Strategies
- Implementation
 - Perform Extensive Business Analysis on the Departments
 - Implement and Train Departments on new software based on best practice for Public Safety.

IT Strategic Master Plan Findings and Observations

The IT Strategic Master Plan identified issues that are not being addressed by current applications, applications that are discontinued or no longer supported and cannot be upgraded and, therefore, must be completely replaced. ERP system replacement was the number one initiative noted in the IT Strategic Master Plan.

During the development of IT Strategic Master Plan, the consultant and IT sat with each Department and discussed the main features needed for their upcoming ERP Selection. The following below describes each Department requirements based on the shortcomings of their current systems.

Finance Department

The City utilizes multiple software vendors to support its enterprise requirements, ADG – American Data Core Financials, limited HR operations and Billing. ADG lacks adequate integration, reasonable reporting capabilities, commonly utilized functionality found in other municipalities, and requires excessive manual workarounds and reconciliations. This application has been used for 12 years throughout the City and the City has outgrown its features.

Finance Department Requirements

- ❖ Being able to export data into excel for Grant Tracking and Capital Project Tracking
- ❖ The Ability to automatically calculate interests and liens
- ❖ The ability to issue payments directly to vendors
- ❖ The ability to automate check requests and check processing
- ❖ The ability to automatically generate employee electronic payments
- ❖ The ability to have automated financial statements
- ❖ The ability to manage all vendor 1099's and W-9s from one system
- ❖ The ability to create pension reports
- ❖ The ability to integrate fixed assets with the financial management system
- ❖ The ability to automate the bank reconciliation process
- ❖ The ability to provide electronic signature approval
- ❖ The ability to create CAFR Budget Reports
- ❖ The ability to run profit and loss reports
- ❖ A Flexible and dynamic budgeting module
- ❖ Built-in management-level financial reports
- ❖ The ability to track and report status of capital projects
- ❖ The ability to attach files to records
- ❖ Financial Transparency portal to provide access to invoice and payments
- ❖ Dashboard notifications when budget balance per line item is low
- ❖ Receive electronic approvals
- ❖ Improved Inventory Reporting
- ❖ Calculate changes to water consumption
- ❖ Ability to run Utility Billing Reports
- ❖ Track Special Events Costs

Community Development Department

Community Development currently uses a software platform called PermitMD. PermitMD is a 15 year old application using extinct FoxPro Database design. The system is currently supported by one man who is not only the support of the application but the vendor and has no staff. This system currently has no true reporting functionalities, inspection functionalities, etc.

Community Development Requirements

- ❖ E-Permitting (Online)
- ❖ Parcel/Address Management
- ❖ Planning Development and Zoning
- ❖ Recurring Revenue (Business License Tracking)
- ❖ Alarm Billing
- ❖ Central Receipting
- ❖ Mobile Inspections
- ❖ E-Inspection Scheduling (Online)
- ❖ E-Business Licensing (Online)
- ❖ GIS Viewer
- ❖ Site Plan submittal and review/approval process
- ❖ One Application that shows zoning, open code violations, status of business tax receipts, open permits, open code cases, water bill status, increase/decrease of property values

Code Enforcement

Code Enforcement currently uses a software platform called Comply. Comply is a 20 year old application using extinct FoxPro Database design. The system is currently no longer supported as the vendor has filed Chapter 13 and no longer exists. In 2008, Code Enforcement had an opportunity to upgrade to the final iteration of Comply and declined the upgrade.

Code Enforcement Requirements

- ❖ The ability to do Field Reporting
- ❖ The ability to track cases
- ❖ The ability to track fines/liens
- ❖ The ability to change fee schedules based on fines and liens
- ❖ The ability to automatically calculate fines and liens
- ❖ The ability to track the magistrate docket
- ❖ GIS capabilities
- ❖ The ability to do mobile inspections
- ❖ The ability to schedule inspections
- ❖ The ability for Citizens to request inspections online
- ❖ The ability to build reports

Human Resources

The Human Resources currently uses a software platform called Applicant Pro for Application Tracking and ADG for Payroll, Benefits tracking. Currently, Human Resources has no applications to track various Human Resource Functionalities.

Human Resources Requirements

- ❖ An Interface to track Special Events
- ❖ An Application Tracking Program that allows them to track the employee from the hire to the termination or resignation of said employee
- ❖ An employee portal for staff to access pertinent employee data
- ❖ A paperless payroll process
- ❖ Electronic Reimbursement System
- ❖ The ability to analyze the health and needs of the workforce
- ❖ Recruiting and Training Administration
- ❖ Performance Analysis and Review

Fire Departments

The Fire Department currently uses the PEP system for Performance Review and currently has no Inspection Module to perform Fire Inspections required by Community Development.

Fire Department Requirements

- ❖ An Inspections Module
- ❖ An Performance Analysis Software
- ❖ An Integrated Payroll System

Purchasing Division

The Purchasing Division currently uses ADG for Requisitions and POs. They currently do not have a system to track Contract Administration, RFP/BID Processes, Solicitations, Vendors, etc.

Purchasing Division Requirements

- ❖ An Contract Administration Module
- ❖ A Vendor Management Module
- ❖ A P-Card Management Module
- ❖ An Online Vendor Application Portal
- ❖ An Online BID/RFP/Solicitation Portal
- ❖ A BID/RFP/Solicitation Management Module
- ❖ The ability to leverage SIC codes for spend analysis
- ❖ Contract Document Versioning
- ❖ Workflow for budgeting and fund allocation
- ❖ Budget reporting Tools

ClientFirst/Information Technology Recommendations

Currently, the City utilizes multiple software vendors including ADG to support its enterprise application Requirements. Some of the current systems are outdated, lack adequate integration, reasonable reporting capabilities, commonly utilized functionality found in other municipalities, and require excessive manual workaround and reconciliations. All departments noted unmet reporting needs, feature/functional requirements deficiencies, and an overall need for systems improvements and additional software modules.

The City is missing opportunities for labor savings and improved customer service due to lack of integrated solutions with sufficient training and functionality to meet internal operational and customer needs.

Departments have a strong interest in newly available features and enhancements that a more modern ERP solution can provide. Gaining greater utilization in enterprise application software modules through installation of a new ERP system is key to significant increases in citywide productivity and efficiencies.

The City currently uses four different vendors to provide its ERP needs. The primary solution, ADG is aged and lacks key functionality available in more current technology. Additionally, Alert is not a full Work Order and maintenance management system and alternatives should be considered.

The entire effort to select and implement a new ERP solution will require two to three years of effort.

An ERP Replacement is a definite opportunity to improve business functionality city-wide and provide transparency of operations..

IT Steering Committee and Selection Process

The City created an IT Steering Committee in 2015 that provides executive level oversight for the technology requests and projects that require Information Technology Division support and / or provision technology personnel, products, and services. The Steering Committee is comprised set of Public Administration/Public Safety Managers and Directors from various Departments and Divisions.

The Steering Committee process for procurement on complex department systems involves the use of a 3-step process: Research and Planning, In-Depth Demonstration and Analysis, and Selection.

This methodology concentrates on the business practices and processes of the Departments requesting a replacement of their current systems.

During the Research and Planning phase, the IT Division does the following:

- Discusses the current business needs of the Department
- Creates a requirements list that suits the Departments Needs
- Using Market Research: finds the top vendors based on functionality and business processes.
- Attends User Group Conferences and finds references from various municipalities
- Discusses the possible procurement steps with the Purchasing Division and provides the Purchasing Division with detailed vendor information (contracts, vendor history, contact information, etc.)

During the In-Depth Demonstration Phase, the following occurs:

- The IT Division with each vendor plans a demonstration of the product to the IT Steering Committee and the Department in question of new software.
- The Demonstration is a 1-4 hour in-depth demonstration explaining each major component requirement that the Department needs to review.
- The IT Steering Committee and Department are advised to question the vendor with as many in-depth possible questions regarding how the software reacts to their current business models.

- The vendor is then released from the meeting and the Steering Committee and Department have a discussion about the pros and cons of the specific vendors' systems functionality.

The Final Phase is the Selection Process which goes as follows:

- The IT Steering Committee and the Department are the only members allowed to vote in this process.
- The Steering Committee Selection is comprised of 4 Different Department Entities which will be the:
 - The Steering Committee (The Analyzers and Selectors of the service)
 - The Department (The Analyzer and Selector of the service)
 - The IT Division (The presenters/mediators of the process)
 - The Purchasing Division (The mediators of the process)
- The Voting will be based on two criteria's
 - Criteria A – Business Functionality
 - Criteria B - Company Overview
- Each IT Steering Committee Member is allowed 1 vote
- The Department is allowed 1 Vote
- If a Department member voting is a part of the Steering Committee, they are only allowed 1 Vote as the Department Vote.
- If a stakeholder or Steering Committee member is found to have a vested interest with a vendor (i.e.: any issues that can cause a liability to the validity of the selection process), this member or Stakeholder will be removed from the selection process for the specific service.
- If a Steering Committee Member did not attend all of the Vendor Presentations for the selection process, their rights to vote are revoked but their opinion and input are welcomed into the decision making process.
- All Documentation is recorded and sent to Purchasing for Evaluation.

Research and Planning Phase

Initiative: Research and Discovery

During the research phase, the Information Technology Division looked at the top two vendors for Enterprise Resource Planning Software recommended by ClientFirst. The following vendors were Tyler Munis Public Sector, SunGard OneSolution and New World Systems. New World Systems was eliminated after being recommended as an option due to its acquisition by Tyler November 2015. The Information Technology Division did the following during the research phase:

1. Attended each Vendor's User Group Conferences and attended classes based on the software requirements listed above.
2. Attended or participated in separate demonstrations and webinars regarding each vendor solution.
3. Spoke with multiple municipalities at the User Group Conferences and separately to validate how the software performs for their users.
4. Verify that both vendors can provide a similar solution to the City.

Below is a basic description of each company.

SunGard Public Safety

Formed in 1983, SunGard Public Sector is a leading provider of software and services for public safety and justice agencies and nonprofits. More than 115 million citizens in North America live in municipalities that run SunGard products and services. SunGard is one of the world's leading software and technology services companies, with annual revenue of about \$2.8 billion.

SunGard provides software and processing solutions for financial services, education and the public sector. SunGard serves approximately 16,000 customers in more than 70 countries and has more than 13,000 employees.

On November 30th, FIS is a global leader in banking and payments technology as well as consulting and outsourcing solutions announced the closing of its acquisition of SunGard, one of the world's leading financial software and technology services companies. The acquisition uniquely positions FIS to offer a broad range of enterprise banking and capital markets capabilities that will further empower the financial industry worldwide.

With complementary technology solutions and services encompassing retail and institutional (or wholesale) banking, payments, risk management, asset solutions and insurance, the combined company now has more than 55,000 employees and \$9.3 billion in revenue on a pro-forma basis.

Tyler Munis Public Sector Solutions

Founded in 1966, Tyler operated as a holding company with operations in many industrial, retail and distribution businesses through 1998. During this time, the company acquired and sold many businesses and by 1987 had annual sales of \$1.1 billion and 10,000 employees.

In 1997, Tyler began a multi-phase plan that changed the company's focus to servicing the unique information management software needs of local governments nationwide. Changing its name to Tyler Technologies to reflect this growth strategy, the company entered the local government software market in 1998 and 1999 through a series of strategic acquisitions of companies.

In-Depth Demonstration Phase

During the in-depth Demonstration phase, the main priority of the phase is to provide 1 major initiative:

Initiative: Department/Steering Committee Demonstration

Each Vendor was allowed approximately 2-3 Days to do a complete in-depth Demonstration of each of their product offerings. The following days and attendees are below:

Date	Vendor/Presentations	Attendees
1/26/2016	Tyler Munis: General Ledger/Budgeting/Purchasing/Contract Management	Jennifer Klenk, Karen Hoskins, Mikeria Foreman, Kim Lawson, Zandra Patterson, Randy Wood, Dean Mealy, Pam Daley, Rickey Little, Rebecca Reed, Randy Sherman, Terrence Bailey
1/27/2016	Tyler Munis: Energov ComDev/Business Tax/Permits and Inspection/Code Enforcement	Cheryl Bostic, Natalie Moore, Peter Ringle, Mikeria Foreman, Summer Baker, Pati Pallazola, Deandre Spradley, Jeff Gagnon, Mario Velasquez, Randy Sherman, Terrence Bailey, Reginald Duren
1/28/2016	Tyler Munis: Planning and Zoning/Applicant Tracking/Human Resources	Mario Velasquez, Peter Ringle, Bruce Davis, Marie Sullin, Shavona Booker, Frank Zuniga, Terrence Bailey, Randy Sherman
4/27/2016	Sungard: Citizen Access & Engagement /Business Tax & Licensing/Code Enforcement/Mobility/Permit/Planning/Zoning	Mario Velasquez, Peter Ringle, Bruce Davis, Marie Sullin, Shavona Booker, Frank Zuniga, Cheryl Bostic, Natalie Moore, Randy Sherman
4/28/2016	Sungard: Payroll & Human Resources/Procurement/Navigation Overview	Jennifer Klenk, Karen Hoskins, Mikeria Foreman, Kim Lawson, Zandra Patterson, Randy Wood, Dean Mealy, Pam Daley, Rickey Little, Rebecca Reed, Randy Sherman

Selection Phase

The Information Technology Division surveyed the departments online to get their feedback on the selection and the following results were as follows:

Finance Department: Tyler Munis

Community Development: Tyler Munis

Code Enforcement: Undecided

Purchasing: Tyler Munis

Human Resources: Tyler Munis

Conclusion

In conclusion, the Information Technology Division in collaboration with the City Staff, Steering Committee, ClientFirst Consulting and the Purchasing Division feel that the City has gone out properly to view the current market trends, proper research and development on what is needed to implement a major ERP Public Sector Solution, retrieved the top vendors in the market and were able to find a solution with Tyler Munis Public Sector that will completely enhance the productivity of the Departments but improve and secure their processes while providing a business model that the City can expand upon for years to come.