MAY 24, 2023

CITY OF MANSFIELD, TX

Software Optimization Services

Proposal

Latifia Coleman
City of Mansfield
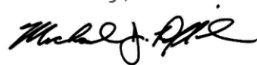1200 E. Broad St.
Mansfield, TX 76063

Dear Latifia,

Thank you for the opportunity to submit our proposal for implementation assistance services to the City of Mansfield ("City"). We understand that the City is process of implementing Tyler Munis and is seeking a partner to provide implementation assistance services for the remainder of their implementation project. Plante Moran's government consulting team offers extensive experience providing implementation assistance for similar government organizations implementing Tyler Technologies software including Munis ERP.

- **Recent Texas client experience with Tyler Munis implementations.** Recent experience assisting clients with Tyler Munis implementations including City of Pflugerville TX and Town of Little Elm, TX. Experience assisting Town of Little Elm with replacing their **legacy STW solution**.

- **Our one firm philosophy** is a unifying structure that prioritizes client service over maximizing profits, allowing you to receive the expertise you need regardless of location.

- Plante Moran has cultivated a unique ability to serve governmental organizations. We have provided **more than 65 years of service in the government sector and have more than 200 professional staff in our public sector consulting practice.**

> *Plante Moran Difference: Tyler Implementation Experts.* We have assisted over 35 clients in the last decade with their Tyler implementation projects. Our team understands the nuances of the Tyler environment and has documented valuable lessons learned to inform the City's implementation project.

- **Plante has developed a proven methodology and approach based on over 30 years of enterprise system experience with governmental clients.** We bring a breadth and depth of experiences facilitating current state assessments for our clients enabling them to effectively optimize core business processes, staff expertise, and systems integration.

- **Our credentialed project team** possess expertise tailored to fulfill the in-scope areas of your **Tyler Munis implementation including Utility Billing and Financials**. Our team blends the technology and local municipality operations knowledge with seasoned management consultants to work on this project. Our team includes **certified project management and change management professionals** that focus on ERP implementations for government.

Our proposal further describes our qualifications, proposed engagement team, and fee summary.

Sincerely,

Mike Riffel, Engagement Partner

Project Scope

Project Objectives

The scope of the review would include all items listed on the City's latest software contract from Tyler Technologies. The following key objectives are desired by the City, as this work effort is being considered:

- Determine which modules are licensed by the City. For these modules, determine which have not been implemented by the City or are partially complete in their implementation and what key items are needed for completion.
- Meet with City departments, review their processes and determine if the solution is meeting their needs.
- Evaluate if City staff are fully utilizing the modules that have been implemented.
- Identify key issues that the staff are experiencing and recommend potential solutions, which may result in process changes and/or additional training.
- Review the City's annual maintenance and support contract and recommend if any modules should be removed/added.
- Develop an Implementation Optimization Plan with recommendations the City can consider to better utilize the current ERP solution.

Project Work Plan

In order to meet the City's objectives, we anticipate utilizing the following key work plan tasks:

- Develop a SharePoint site for collaborating and storing and managing project documents.
- Supply the City with an "Items to Collect" list. Review collected documents before meeting with the City staff.
- Work with City's Project Manager/Sponsor to identify a Project Steering Committee/governance structure. We assume the City's team will include key City stakeholders to represent the departments who will assist with project activities. During this activity we will also identify members of a smaller Project Management Office (PMO) which will be responsible for working with our team to coordinate the project.
- Work with the City's PMO to develop a timeline for the project activities, to align with the City's needs and other resource commitments and document this in a Microsoft Project Plan.
- Work with the City's PMO to develop a high-level draft Project Charter and finalize it with the Project Steering Committee. The Project Charter will assist with communicating project objectives and aligning the City's staff expectations.
- See the sample project charter below:

ERP Needs Assessment and Selection Project | Project Charter

Sample Client

MISSION STATEMENT

The ERP Needs Assessment and Selection Project will provide an integrated enterprise system that will support the Client staff in the delivery of Government services and activities, take advantage of best practices, significantly improve the efficiency and effectiveness of the Client's business processes, and be flexible enough to encompass other functions, modules, and features, as needed, both now and in the future.

PROJECT OVERVIEW

The Client will conduct an ERP system needs assessment that will recommend a future direction for the Client, and will select a vendor to best meet the Client's long-term objectives. The Client's goal is to procure a solution, either in the form of a single software suite or combination of two integrated systems, which provides advanced capabilities in financial management, procurement, human resources and payroll.

PROJECT OBJECTIVES

1. Identify challenges including people, process and technology with current Client business processes in-scope
2. Identify opportunities for process improvements without and with new technology
3. Identify system needs for a new systems environment

BUSINESS DRIVERS

1. Increase data accuracy and accessibility. Eliminate conflicting information and shadow systems (spreadsheets, multiple systems with the same basic functionality, etc.)
2. Increase the ease of reporting on the Client's data
3. Enhance internal controls and provide segregation of duties

PROJECT INFLUENCES

1. Existing processes have been in existence for an extended period of time that are paper based and based on existing technology with limitations
2. Inertia/resistance to change
3. Resource availability - budgetary challenges, staff shortages, tools and training
4. Legal or regulatory constraints

PROJECT ORGANIZATIONAL STRUCTURE

The following table identifies the project roles, typical staff type, responsibilities and estimated level of effort for activities conducted during the ERP Selection & Procurement Phase of the project.

Role	Responsibility	Client Staff
Project Sponsor(s)	• Maintain the project vision • Act as the project champion • Energize the project leadership and teams • Be visibly committed to the project • Provide a strategic perspective when defining the needs for a future ERP and associated processes • Remove project roadblocks • Secure alignment across departments • Coach the project leadership	Sample – Staff will be identified in actual charter
Project Steering Committee	• Steer the Project Managers • Address issues presented by the Project Manager • Clear roadblocks that jeopardize project success • Create the conditions to make the Project Managers successful in their role • Review and decide on proposed changes to organizational policies and procedures that will be impacted by the project • Review and make decisions on project change orders • Review and approve significant project recommendations (e.g., recommended vendor solution) • Work with the Client departments to ensure that all software functional needs have been identified and prioritized (needs, wants) • Conduct scoring of finalist vendor solutions • Recommend preferred vendor solution	Sample – Staff will be identified in actual charter
Project Selection Committee	• Develop proposed vendor selection criteria and weightings • Review and approve release of the ERP RFP documents • Review and provide feedback on vendor proposals • Participate in vendor proposal analysis meeting to determine and recommend finalist vendors	Sample – Staff will be identified in actual charter

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- Perform virtual project status meetings with the PMO members periodically to discuss status updates and coordinate project activities. An agenda will be supplied for all meetings.
- Before our interviews, we will send the City a questionnaire for each area to complete. This will allow us to focus our interviews to better understand current processes and systems being used.
- Perform a kickoff meeting with the key project stakeholders, before the first interview.
- Perform virtual interviews (up to 4 days) with key City stakeholders. The purpose of the interviews will be to clarify any outstanding questions from the documents reviewed, as well as discussing major strengths and shortcomings of the system while reviewing processes and/or other concerns. We anticipate these will be a mix of process-owner focused (e.g. Accounts Receivable process owners) as well as departmental interviews with City departments.
- Develop and maintain a monthly Status Report to document a high-level summary of each area which includes:
  o Modules and interfaces based on each area (Financial, HR/Payroll, etc.)
  o Status of each module
  o Significant risks by area
  o Significant issues by area
  o Major tasks completed by area
  o Key outstanding items by area
  o Others items as needed

  See sample below:

City of Sample MUNIS Implementation Project Status Report

Period	Through MM/DD/YY

tyler
technologies

Key Project Contacts

City of Sample Project Team
Project Management Team/ Sponsor
Project Management Team/Sponsor
Project Management Team
Project Management Team

Senior Account Executive
Account Representative
WO/Fleet/Inventory Project Manager
WO/Fleet/Inventory Consultant
Finance Project Manager
CAFR & SSRS Project Manager

Plante Moran Project Team
Project Director
Project Manager
Project Consultant

Project Dashboard

Financial Phase	Status	Work Order/Fleet/Inventory Phase	Status	HR Phase	Status
CAFR Statement Builder	▽	Work Orders	◉	Employee Self-Service	▽
Grants & Project Accounting	●	Fleet	◉		
Treasury Mgmt	▽	Inventory	◉		
Employee Expense	◉	Fuel Master Interface	◉		
SSRS	▽	311 System (now TIM)	◉		

● Fully Implemented
▽ Currently working to complete implementation
◉ Decided not to implement

Financial Phase

Tasks Completed

- Went onsite February 23-25 and met with the Finance team members to discuss the status of the financial modules in scope
- Documented issues and action items
- Had multiple meetings with Tyler Project Managers and the City
- Coordinated training that was needed and upgrades

- **Treasury Management – Bank Reconciliation**
    o Received file layouts from Tyler for JP Morgan so that the Bank Reconciliation Process can be automated
    o City sent the file layouts to the Bank

- Maintain a list of issues and action items that the City can continue to use after the engagement is completed. A sample of this working document is below:

Core Financials								
#	Process Area	Issue	Opportunity / Recommendation	Category	Timing	Priority	Assigned To	Status
1	Bank Reconciliation	Manual processes currently exist to post investment and other transactions that take place through the financial institution (e.g., wire transfers), because an automated interface is not setup with the financial institution.	Using bank reconciliation functionality in an ERP system can automate many steps for posting financial institution transactions and preparing bank reconciliations. Consider purchasing bank reconciliation functionality offered by ERP system vendors and ensuring that transactions are automated with the ERP system.	Process / Technology	Selection	H	John Smith	Open
2	Budgeting	The activity and fee information available within HTE is not useful for determining the impact of changes to fees. As a result, budget analyses are performed in Excel. Further, the City may need to review its cash receipting codes to ensure that staff do not have access to codes that should be inactivated, for example.	A newer ERP system may have easier access to activity levels and functionality for what-if analyses related to changes in fees. The City can determine the cash receipting codes that it needs, in order to best utilize financial analysis tools. Evaluate ERP system functionality for what-if analyses related to fees, and determine those cash receipting codes that are needed going forward.	Process / Technology	Selection	M	Mary Kay	Open
3	Cash Receipting	The City's process for its System Development Charges is manual. For these charges, amounts collected are owed to developers, based on geographic areas that are tracked within GIS.	Automating the process for System Development Charges can enable staff to focus on other City processes. Determine ERP systems' capabilities for automating the City's System Development Charges.	Process / Technology	Selection	L	John Smith	Open
4	Purchasing	The current system does not provide functionality to prevent potential duplicate vendors at creation or wildcard search abilities to find vendors.	New ERP systems provide improved functionality supporting the management of the City's vendor file. Identify a system during the selection process that provides robust tools to manage the vendor file.	Technology	Selection	H	Mary Kay	Open

- Work with City staff to interact with the correct Tyler contacts, as appropriate.
- Work with the City's Tyler Technologies Account Manager, as well as senior Tyler staff as necessary, to improve customer interaction.
- Develop a Draft Implementation Optimization Plan with recommendations for the City to consider for improving their ERP experience. The plan will include:
  - Executive summary
  - Current state findings (key findings and key issues and opportunities)
  - Recommendation for moving forward
  - Appendices
    - Training Plan
    - Support Escalation Process
    - Tyler quotes for services recommended
    - Others as needed

Facilitate a meeting with Project Sponsor/Manager and/or Project Steering Committee to review and finalize the Implementation Optimization Plan.

Fee Schedule

No	Task	Cost
1	Project Planning and Management Activities	$13,630
2	Assessment Activities	$31,900
3	Deliverables from Assessment	$24,650
4	Travel Expense	As Incurred
	Total cost	NTE $70,180 + travel costs

The fee schedule summary above is subject to the Fee Assumptions below.

Fee assumptions

Plante Moran's fees for the engagement described in the project approach section are based upon the assumptions listed below. Should these assumptions change, we would adjust our professional fees accordingly, in consultation with the City.

Project Resources and Governance

1. The professional services fees are predicated on the division of roles and responsibilities between the City and Plante Moran staff.

2. Client executive sponsorship represents all business areas and actively serves the needs of the project throughout its duration.

3. Project risks are immediately documented with proactive mitigation strategies.

4. Client data and information will be provided to Plante Moran in a reasonable format and timeframe requested.

5. The City staff are available for interviews as scheduled by Plante Moran and the City's project manager.

6. Project status meetings will be conducted remotely bi-weekly with the City's project manager.

7. Project decisions will be made by the City in a timely manner so as not to delay the adopted, project plan and schedule.

Project Plan and Schedule

8. Project activities will be initiated within 60 days of the date of this proposal.

9. Four days will be allocated to the kickoff and stakeholder interviews.

10. The current processes will be discussed and reviewed to determine if the solution is meeting the City's needs, but the current workplan does not have mapping the current and/or future processes included in the cost proposal. This would be additional, if desired.

11. All project activities will progress according to the final accepted, project plan and schedule, unless both parties mutually approve changes.

Service Delivery

12. There will be a single draft-to-final process for each deliverable.

13. The City will have ten working days or other number of days as mutually agreed upon in the project schedule to approve or provide comments on all interim, draft, and final deliverables; all resulting delays may affect project schedule and fees.

14. The fees are a Not To Exceed (NTE) amount, and will be billed as incurred. We anticipate billing the City on a monthly basis for services rendered in the prior month. Hours identified according to the activities listed can be reallocated to different phases to meet the needs of the project in consultation with Plante Moran to provide greater flexibility at the City's option.

15. Plante Moran can deliver all services for all engagement phases in a combination of onsite and remote work. Plante Moran will work with the City on which tasks they desire to have onsite. Should any travel be agreed upon by Plante Moran' and the City project managers, travel fees and expenses will be invoiced to the City based on actual cost without markup. These additional travel costs will be over and above the fees/amounts listed in our professional services fee proposal.