

CLEVELAND PUBLIC LIBRARY

Board Meeting
September 18, 2012

RESOLUTION FOR GFOA CONSULTING TO ASSIST WITH ADDITIONAL AND REVISED SERVICES FOR THE PROCUREMENT OF A TIMEKEEPING SYSTEM

- WHEREAS, On February 21, 2008, the Board of Trustees of the Cleveland Public Library authorized and instructed the Executive Director and Fiscal Officer to negotiate and enter into an agreement with Government Finance Officers Association (GFOA) for consulting services for a Business Case Analysis and Report and for optional, continued services including RFP development, system selection, contract negotiations, and implementation advisory services for Human Resources Management and Payroll Systems, subject to review by legal counsel; and that the General Fund Appropriation for this contract for consulting services does not exceed \$111,600 within Account 11510053-53710: Professional Services; and
- WHEREAS, On May 21, 2009, the Board of Trustees of the Cleveland Public Library authorized and instructed the Executive Director and Fiscal Officer to enter into an agreement (amendment number 1) with GFOA for additional consulting services in the amount of \$17,065 for timekeeping software procurement, being charged to General Fund Appropriation Account 11510053-53710: Professional Services; and
- WHEREAS, The Cleveland Public Library intends to continue its investigation with timekeeping software, including scheduling functionality, to interface with the Tyler MUNIS modules, further improving its efficiency and effectiveness by augmenting those improvements in the near future; and
- WHEREAS, GFOA has already successfully assisted Cleveland Public Library by leading us through the process of preparing a Request For Proposal, analyzing the respondents, developing demo scripts, helping with contract negotiations and oversight of the implementation of the Human Resources and Payroll modules; and
- WHEREAS, GFOA has submitted a proposal for additional and revised consulting services for Project Organization and Planning through Contract Negotiations for a total of \$38,380; purchase order # 91321 was issued on June 9, 2009 for amendment number 1, which currently has a remaining balance of \$13,295 for services that have not yet been performed; and
- WHEREAS, The Cleveland Public Library believes that the infrequent nature of systems procurement of this magnitude and the rapid pace of change in the technology market place, requires the type of expertise that GFOA's consulting practice can

provide to facilitate the best decisions for Cleveland Public Library's needs; now therefore be it

RESOLVED, That the Board of Library Trustees authorizes the Executive Director, or his designee, to enter into amendment number 2, subject to the approval of the Chief Legal Officer, for additional and revised services in the issuance of a Request for Proposal, System Selection Services and Contract Negotiations for a timekeeping module; and be it further resolved

RESOLVED, That the compensation for the services to be performed under amendment number 2 by GFOA consultants shall consist of a change order to purchase order # 91321 in the amount of \$25,085, charged to General Fund Account 11510053-53710 Professional Services.

**Amendment Number 2 to the Agreement for Enterprise System Selection and
Contract Negotiation Consulting Services**

This Amendment Number 2 is made and entered into this ____ day of October, 2012 with the Cleveland Public Library, a political subdivision of the state of Ohio, having its offices at 325 Superior Avenue, Cleveland, OH 44114-1271 (“CPL” or the “Government”) and the Government Finance Officers Association (“Consultant”).

WITNESSETH

WHEREAS, the Government requires additional and revised services in the issuance of a Request for Proposal, System Selection Services and Contract Negotiations for a timekeeping module (“Project”).

WHEREAS, The Government entered into an Agreement for Enterprise System Selection and Contract Negotiation Consulting Services with Consultant on March 31, 2008 (“Agreement”).

WHEREAS, the Government executed Amendment Number 1 to the Agreement on June 17, 2009 for the issuance of a Request for Proposal, System Selection Services, and Contract Negotiations for a timekeeping module (“Project”).

WHEREAS, Purchase Order 00091321 was issued on June 17, 2009 and currently has a remaining balance of \$13,295 for said project.

WHEREAS, the Government desired and Consultant is willing to amend the Agreement to provide additional services for this Project.

NOW THEREFORE, the Government and Consultant agree to amend the Agreement again and the Agreement is hereby amended to include the additional and revised scope of work detailed in Exhibit A “Enterprise Time and Attendance Software Selection Consulting Services” dated July 24, 2012.

Compensation for the additional services to be performed for Government by Consultant as described in Exhibit A shall consist of \$13,295 remaining in the referenced Purchase Order and an additional \$25,085 for a total not to exceed \$38,380.

All other provisions of the Agreement shall remain unchanged.

IN WITNESS WHEREOF, the parties have hereto caused this instrument to be executed the day and year first written above.

CLEVELAND PUBLIC LIBRARY

GOVERNMENT FINANCE OFFICERS ASSOCIATION

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____



CLEVELAND PUBLIC LIBRARY

Proposal to Provide

Enterprise Time and Attendance Software Selection Consulting Services

Presented by Government Finance Officers Association

Contact

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Consulting Services Manager
Government Finance Officers Association
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July 24, 2012

Ms. Ronelle Miller-Hood
Payroll and Benefits Supervisor
Cleveland Public Library
325 Superior Avenue
Cleveland, OH 44114

Dear Ms. Miller-Hood,

The Government Finance Officers Association (GFOA) is pleased to submit this proposal to the Cleveland Public Library (“CPL”) to provide system selection consulting services for a time and attendance solution.

This proposal is based on a request to update the expired consulting services contract from June, 2009. The GFOA worked with the Cleveland Public Library for your Human Resources / Payroll enterprise selection project. The result of that project identified the need and desire to release an additional RFP to procure a robust time and attendance system to interface with the Tyler Munis system. Unfortunately, activities related to the downturn in the economy stalled the project and the subsequent release of the RFP.

The contents of this document provide an update to the services that we started to provide and proposed in 2009. Based upon your conversation with Eva Olsaker, Senior Manager for GFOA Consulting, we understand that the CPL would like to re-engage and re-start the time and attendance project from 2009. Our proposal describes our services to assist the CPL with developing a request for proposal for a time and attendance solution; selecting the best system for the best value; and negotiating a software contract for the desired system. We have included our estimated costs to provide these services.

Over the past decade, GFOA has assisted over 275 local governments with projects similar to this engagement. GFOA is the public sector leader in financial and human resources systems assessments, software selection and contract negotiation, and implementation advisory services. As a non-profit membership association, we provide unparalleled and objective consulting services to our clients, enabling them to deploy the technology needed to support their strategic and operational vision.

We very much look forward to working with you again on this important project. If there are any questions, please contact myself or Eva Olsaker, Senior Manager at 312-933-0958 (email: eolsaker@gfoa.org).

Sincerely,

Barry McMeekin
Barry McMeekin
Consulting Services Manager

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Project Understanding

The Cleveland Public Library contacted the Eva Olsaker, the project manager from the previous projects, to discuss the outstanding GFOA consulting services tasks from the 2009 time and attendance project, as the CPL is now in a position to consider restarting the time and attendance project. This proposal is an update to the expired contract from 2009. The CPL desires a modern, robust time and attendance system, including time entry solutions. The CPL would like to explore the marketplace related to time entry solutions and options, including biometrics and swipe cards to capture leave and employee time data.

As part of this process, the CPL wants an independent and objective path to choosing the right path and solution for the CPL, while utilizing the work that was conducted in 2009.

Summary of Services

GFOA is proposing four phases of services. The first phase is dedicated for project planning and organizational purposes. The second phase consists of the development of the request for proposals (RFP) for the desired time and attendance solution. The third phase encompasses the selection process. The fourth phase covers consulting services assistance during contract negotiations. The remaining parts of this concept proposal outline each phase. For the CPL's convenience, we have provided an estimated schedule for this project as well as estimated costs.

About GFOA



The Government Finance Officers Association (GFOA) is the premiere association for public sector finance professionals in the United States and Canada. Founded in 1906, GFOA currently has over 18,000 members that look to GFOA as the gold standard for identifying, developing, and communicating leading practices in government management. GFOA members are found in approximately 80% of all local governments

As a non-profit organization, GFOA's mission is to enhance and promote the professional management of governments for the public benefit. GFOA accomplishes this mission by identifying and developing financial policies and practices and promoting them through education, training and leadership.

GFOA's Research and Consulting Center (RCC) is nationally recognized for its comprehensive analytical and advisory services, as well as for research on issues specific

to state and local governments' financial management. Since beginning operations in 1977, the RCC has assisted hundreds of cities, counties, public utilities; and other forms of government to create best practice solutions to meet their unique challenges.

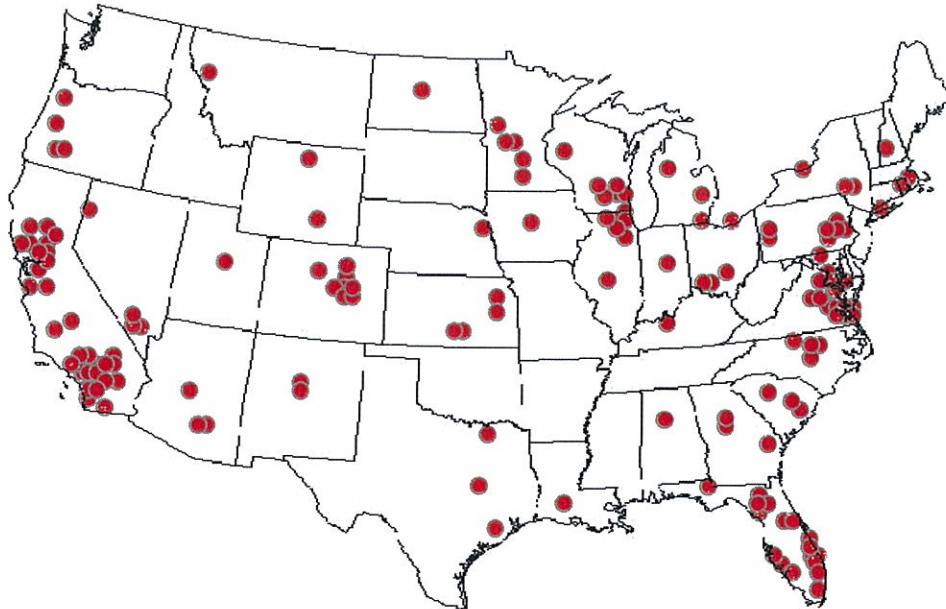
GFOA's highly skilled staff delivers practitioner focused services that leverage the GFOA member network, lessons learned from past research and consulting experience, and the individual consultant's public sector background.

GFOA's technology consulting practice was formed in 1998 to respond to GFOA members' concerns that some consulting firms have relationships with the software companies from which they are supposed to be independent and that these firms were interested in the selection of particular solutions for which they provide the implementation services. In addition, the non-recurring nature of systems procurement and the rapid pace of change in the technology market pose major challenges for public managers.

GFOA staff responds to inquiries from public managers on a daily basis. Close contact with our membership network has enabled us to develop an approach and methodology that streamlines the technology planning and procurement process and improves cost effectiveness.

A majority of our clients include multi-purpose governments, such as city governments, that are required to meet the unique needs of the central government and the component units simultaneously. The diagram below depicts the location of our clients in the contiguous United States. GFOA Consulting has also completed ERP projects in Alaska, Hawaii, the United States Virgin Islands and British Columbia, Canada.

Representative ERP System Selection Clients



Project Approach

GFOA procurement methodology, designed exclusively for the public sector is proven, having been successfully used by over 275 local governments across the United States and Canada over the last ten years. Understanding that that no two governments are the same, GFOA’s methodology relies on principles of fairness, attention to detail, and competition, yet remains flexible to adopt to local procurement laws or other unique situations. In addition, the approach is continually enhanced by feedback from the hundreds of public sector clients that we work with, our own staff experience, and the vendor community. As a result, the Cleveland Public Library can be assured that our approach is current, will facilitate the analysis of CPL’s processes and systems, the selection and successful contract negotiation with a qualified firm, that sets the stage for what will become a successful implementation and achievement of the CPL’s business outcome goals.

Based upon GFOA’s current understanding, we estimate the scope of this engagement to cover the functions in the following table.

Functional Scope	
Human Resources & Payroll	
▶	Time and Attendance
▶	Time Entry
▶	Leave Management (FMLA)

The remainder of this section discusses each of the phases of our approach in detail.

Phase I - Project Organization and Planning

Phase I will be used to establish a project plan, the project procedures, the project tools, and the communications procedures. This is a highly collaborative process and requires participation by executive and elected leaders, project management and other stakeholders responsible for project policies and guidance. Phase I will conclude with a project plan and project toolset to monitor the progress of the selection project.

Phase Summary

Goal:

Develop detailed plans to execute and manage the CPL's Time and Attendance System Selection Project.

Objectives:

- Confirm scope, objectives and vision
- Confirm and schedule resources
- Build project management toolkit

Estimated Timeframe:

2 Weeks

Phase Activities/Tasks

1.1 Project Initiation:

- Plan and conduct kickoff meeting
- Confirm vision, scope and objectives with project sponsors and executives

1.2 Project Planning:

- Develop PM Toolkit:
 - Project Plan
 - Communications Plan (including status reports)
 - Deliverable Review and Acceptance Process
 - Issues List
- Monitor and Manage Project

GFOA Differentiators

- Deep Knowledge of Public Sector Organizations
- Facilitative process focused on alignment with objectives

Phase II – Request for Proposals Development

GFOA is proposing **Phase II** of this project to work with the CPL to build a Request for Proposal (RFP) for a new time and attendance system to interface into the current Tyler Munis ERP solution. Our RFP development process is designed to accommodate GFOA's recommended practice for enterprise solution selection. The process includes significant staff participation, particularly in helping to create functional and technology requirements. We believe that this involvement is critical in describing a system that will provide for the CPL's specific needs. It will also be important that the CPL's procurement and/or legal staff to be involved to ensure that the process is consistent with the CPL's purchasing requirements.

Phase Summary

Goal:

Build and Release Request for Proposals for Solution

Objectives:

- Assemble RFP
- Define Evaluation Plan
- Release RFP
- Pre-Bid Conference

Estimated Timeframe:

2 Months

GFOA Differentiators

- Vendors familiar with GFOA RFP standards
- RFP designed to inform CPL users about selection process and implementation process

Phase Activities/Tasks

2.1 Requirements Development

- Provide base requirements to CPL stakeholders
- Review and identify appropriate requirements
- Validate final requirements

2.2 Define Evaluation Plan

- Review GFOA recommended practices with Procurement Team
- Develop Evaluation Plan
- Review Evaluation Plan Procurement Team

2.3 Request for Proposals Development

- Validate Functional and Technology Requirements
- Incorporate GFOA recommended practices into CPL Procurement Request for Proposals Format
- Develop Request for Proposals

2.4 Pre-Bid Conference

- Conduct pre-bid conference
- Prepare Request for Proposals amendments

Phase III – System Selection

Phase III begins after the RFP is released. It encompasses the selection process. Throughout the procurement, GFOA uses a process of “elevation” rather than “elimination”. Under this model, specific vendors advance through each stage. If a vendor fails to meet expectations during any stage, the CPL has the option to continue with the remaining vendors or advance a vendor from a previous stage. This model has been very successful since the beginning of our selection practice.

Phase Summary

Goal:

Select Solution

Objectives:

- Analyze written proposals
- Complete vendor interviews
- Complete vendor reference checks

Estimated Timeframe:

3 Months

GFOA Differentiators

- GFOA Vendor reference database
- GFOA Vendor proposal database
- GFOA Recommended Practices interview scripts

Phase Activities/Tasks

3.1 Proposal Analysis

- Compile proposals data
- Provide written proposal analysis report
- Facilitate decision process to elevate select proposals to on-site interviews

3.2 Vendor Demonstrations & Interviews

- Develop vendor interview scripts
- Facilitate on-site interviews
- Provide written notes from interviews

3.3 Vendor Reference Checks

- Develop vendor reference surveys
- Conduct vendor reference surveys
- Conduct follow-up customer interviews
- Benchmark customer references against GFOA reference database
- Provide written notes from reference checks

Phase IV – Contract Negotiations

Phase IV includes preparation of a scope of work and contract negotiations. GFOA's methodology enables the CPL to maintain competition throughout the process. We begin this strategy by holding pre-negotiations sessions with up to two vendors. Each vendor may be invited back to the CPL to re-demonstrate select software functions and to present their proposed project consultants to the CPL staff for interviews. GFOA will facilitate this process and will raise points of clarification based upon prior experience with these specific vendors and other data. The CPL will then decide which vendor to advance to final negotiations.

Phase Summary

Goal:

Negotiate best solution for best value

Objectives:

- Implement comprehensive software license contract
- Implement comprehensive implementation services agreement and statement of work

Estimated Timeframe:

2 Months

GFOA Differentiators

- GFOA's deep experience negotiating with enterprise solution vendors
- Consultants with solution implementation experience negotiating contracts
- GFOA solution contract database

Phase Activities/Tasks

4.1 Discovery

- Leverage competitive process as long as possible
- Leverage knowledge of prior negotiated contracts

4.2 Contract Negotiations

- Warrant software functionality against functional and technical requirements
- Warrant implementation services against functional and technical requirements
- Identify estimated hours to implement core solution, non-core solution, report development, interface development, enhancements, and conversion.

4.3 Statement of Work

- Implement statement of work that describes scope, staffing requirements, services expectations, and deliverable expectations.

Anticipated Schedule

GFOA’s project manager will work with the CPL’s project manager during the project initiation phase to develop a detailed project plan and identify key dates for the remainder of the engagement. For preliminary planning purposes, the following table identifies GFOA’s anticipated schedule of activities for this project.

	Month							
	1	2	3	4	5	6	7	8
Phase I								
Project Organization & Planning								
Phase II								
RFP Development								
Phase III								
Selection								
Phase IV								
Contract Negotiations								

Estimated Costs

Phase I	Project Organization / Planning	\$	2,320
Phase II	RFP Development	\$	9,680
Phase III	Selection	\$	18,300
Phase IV	Contract Negotiations	\$	8,080
Total (all phases)		\$	38,380

The below table identifies the deliverables by proposed phase.

Phase I Costs	
Deliverable	Dollars (US)
Project Initiation and Planning	\$ -
Project Kick-off / Project Visioning	\$ 720
Trip	\$ 1,600
Total	\$ 2,320
Phase II Costs	
Deliverable	Dollars (US)
Develop System Procurement Plan (Evaluation Plan)	\$ 720
Requirements Development	\$ 2,880
Request for Proposals Development	\$ 2,880
Travel Cost Estimate - 1 trips / 1- 2 staff	\$ 3,200
Total	\$ 9,680
Phase III Costs	
Deliverable	Dollars (US)
Proposal Analysis	\$ 4,320
Vendor Demo Scripts	\$ 540
Demos Interview (1 day demos)	\$ 5,760
Reference Checks	\$ 2,880
Travel Cost Estimate - 3 trips / 1 staff	\$ 4,800
Total	\$ 18,300
Phase V Costs	
Deliverable	Dollars (US)
Request for Clarification Letters and Agenda	\$ 720
RFC Interview	\$ 1,440
Comments on Software License Agreement & Implementation Services Agreement	\$ 720
Statement of Work Request to Finalist Vendor.	\$ 1,440
Contract Negotiations (Time and material @ \$180/hr) (not-to-exceed)	\$ 2,160
Travel Cost Estimate - 1 trips / 1 staff	\$ 1,600
Total	\$ 8,080

Assumptions

- ▶ The proposal assumes that the contract will be completed within a timeframe agreed to by the CPL and GFOA. The timeline for the project assumes that the organization will have its staff available to complete the project within the timeframe proposed
- ▶ If it becomes necessary for your organization to request additional resources or expand scope, such additional work shall be secured as an amendment to the contract between the CPL and GFOA, and the work will be performed at an hourly rate of \$180 per hour, plus the travel rate of \$1600 per trip/per GFOA consultant.
- ▶ Unless otherwise stated, your organization agrees to confirm acceptance of deliverables within fifteen (15) business days of receipt. If a deliverable is not accepted, your organization will state in writing to the GFOA Project Manager the changes needed to the deliverable to garner its acceptance.
- ▶ GFOA conducts the majority of the engagement work on a fixed fee engagement, where payment is due upon completion of deliverables.
- ▶ GFOA is a non-profit membership association made up of members like your organization. Therefore, GFOA's liability and indemnification under any agreement reached with your organization will be limited to the extent of claims paid by insurance coverage currently in force.