

**CITY OF PLYMOUTH
AGENDA
Special City Council
Council Chambers
3400 Plymouth Boulevard, Plymouth, MN
January 28, 2025, 5:00 PM**

1. CALL TO ORDER

2. TOPICS

- 2.1** Review new Enterprise Resource Planning (ERP) proposed selection
1. Memo
 2. Presentation
 3. Plante Moran ERP Needs Assessment Report

- 2.2** Discuss city issued proclamations
1. Plymouth Proclamation Guidelines
 2. Plymouth Current Proclamations by Year
 3. Bloomington
 4. Edina
 5. Golden Valley
 6. Maple Grove
 7. Minnetonka

- 2.3** Set future study sessions
1. Calendars

3. ADJOURNMENT

To: Dave Callister, City Manager

Prepared by: Andrea Rich, Finance Director

Reviewed by: Maria Solano, Deputy City Manager

Item: **Review new Enterprise Resource Planning (ERP) proposed selection**

1. Action Requested:

Provide staff direction to move forward with contract negotiations with new vendor for Enterprise Resource Planning (ERP) proposed selection.

2. Background:

The current ERP, New World, was purchased 18 years ago. In 2021, the city received notification that no new customers would be added to New World. The indication is that the software is being sunsetted. With that indication as well as a desire for more efficient and modern functionality, staff engaged in an RFP for a replacement(s).

Attached is a detailed memo and presentation. The presentation includes an appendix illustrating current processes opposed to what the recommended solution would provide. Along those same lines, the consultant that the city engaged to assist with the RFP, Plante Moran, prepared an assessment based on department and functional interviews. The appendix and Plante Moran assessment report present possible future process improvements.

3. Budget Impact:

Our current ERP, New World, cost \$906,000 in 2007 (\$435,000 for the licensed on-premise software and \$481,000 for implementation costs) plus annual software maintenance of \$85,000 (now \$108,000). The current ERP covers HR, finance and utility billing; however other solutions are utilized to fill in current gaps. Other solutions include NeoGov, WhenToWork, ClearGov and various other manual processes and excel schedules. The recommended ERP will replace NeoGov, WhenToWork and many manual processes. ClearGov, the city's budgeting tool, will remain as it is best-of-

breed.

The 2025-2034 Capital Improvement Plan (CIP) included the ERP project with an estimated range of \$1-5 million for the first year and on-going support of \$200,000-\$600,000. The current IT reserve for a new system is \$1 million with the annual maintenance of \$108,000. Proposed funding is \$1,170,000 (implementation and annual maintenance for HR/Finance) from the IT internal service fund, \$762,550 (implementation and annual maintenance for utility billing) from the utility funds, and the remainder of \$1,350,000 from the capital improvement fund.

Future budgets will be impacted:

- The IT internal service fund covers cost through allocations to other funds, primarily the general fund. Increases in annual maintenance as well as building a new reserve for future replacement will increase future allocations.
- Utility funds are funded through utility fees. The cost of replacement and annual maintenance will impact fees in the next utility rate study.

4. Attachments:

1. Memo
2. Presentation
3. Plante Moran ERP Needs Assessment Report

To: Dave Callister, City Manager
From: ERP Selection Committee (Heidi Finn, HR Generalist; Nancy Milavitz, Finance Supervisor; Ryan Vadnais, Assistant Finance Director; Kristen Chong, IT Application Support Analyst; and Andrea Rich, Finance Director)
Date: January 28, 2025
Item: New Enterprise Resource Planning (ERP) system recommendation

The city's ERP is the backbone of all of the financial and human resource transactions (purchases, payroll, projects, utility billing, etc.) and impacts every employee with the city. The city's current ERP software is Tyler New World. The city purchased New World as an on-premise solution in 2007. New World was acquired by Tyler in 2015. Tyler has grown over the years in the government software space through acquisition. To simplify versions and related support, Tyler is now moving toward one primary ERP system – MUNIS. In November 2021, the city received notification that no new customers would be added to New World. The indication (e.g., no new functionality being added and deteriorating support) is that New World will be phased out. With that indication as well as a desire for more efficient and modern functionality (e.g., paperless invoice process), the city moved forward with an RFP for a new system(s). ERP project objectives are:

- Implement a modern ERP solution
- Improve reporting and access to real-time data
- Automate manual processes to drive efficiency
- Fully integrate with current city systems
- Meet long-term business needs of the city

Human Resources (HR) began looking for a system replacement for HR in 2022 but delayed the project in order to pursue one HR/finance solution. The 2024 and 2025 operating budgets have included costs for consultants assisting with the RFP process and potential staff supplementation. The ERP was included in the 2025-2034 Capital Improvement planned approved by City Council last December.

PROCESS

In January 2024, the city requested proposals for consulting services to assess the city's comprehensive software needs; develop an RFP for a financial, HR and utility billing (UB) solution(s); assist in the evaluation of RFP responses; and provide guidance in contract negotiation with the selected solution(s). In March, the city signed a contract with Plante Moran to provide those services for \$138,000. The city formed a selection committee with members from HR, IT and finance.

Over the next several months, city staff worked with Plante Moran to gather system requirements (i.e., system functionality, data integrations, etc.) and compose the RFP. To put this into context, the requirement document is 1,600 lines of requested functionality. Here's an example:

1	#	Business Area	Functional Area	Use Case	Requirement	Availability
2	1	Finance	Accounts Payable	Approve an invoice via an electronic workflow	Ability to configure approval workflows based on department, project, and dollar thresholds.	
3	2	Finance	Accounts Payable	Approve an invoice via an electronic workflow	Ability to configure workflow to either return to requestor or previous approver when an invoice is denied, depending on the City's preference for that workflow.	
4	3	Finance	Accounts Payable	Approve an invoice via an electronic workflow	Ability to configure automatic notifications to users when an invoice is approved or denied.	

The proposal was developed to allow for ERP vendors as well as best-of-breed responses. An ERP system is a single software platform designed to manage all core business functions like finance and HR and potentially more (permitting, recreation programming, online payment portals, etc.). A best-of-breed strategy allows for specialized software applications from different vendors for each specific business function. There are pros and cons to each strategy. An ERP provides one system to manage but functionality may be lost. Best-of-breed allows for top functionality but integrations must be managed. Best-of-breed vendors, for their part, do integrate with other software vendors while an ERP vendor may not.

In August 2024, the RFP for ERP software and services was issued with a closing date of October 7. Eleven proposals were received:

- BS&A
- NorthStar (UB only)
- Oracle
- Sparkrock
- Springbrook
- SpryPoint (UB only)
- Tyler MUNIS
- UKG (HR/Payroll only)
- Univerus
- Workday – Avaap
- Workday - Strada

The selection committee reviewed the submissions and individually evaluated the proposals based upon the following criteria with cost being disclosed last:

- 25% - Ability to meet functional requirements and support data integrations
- 25% - Ability to meet technical requirements including security, hosting, ease of administration, and ongoing support of the solutions
- 20% - Implementation approach, timeline, staffing, etc.
- 10% - General bidder capabilities, including number and size of comparable municipal references, financial stability, fit, completeness of response, and quality of proposal response.
- 20% - One-time and ongoing cost

Plante Moran provided analysis on bidder forms, system requirements and costs to more easily compare and contrast the submissions. Following are the results of the analysis (in alphabetical order):

Vendor	Technical Requirement Scoring	10-Year Proposed Cost (in millions)
BS&A	73%	\$3.6
NorthStar (UB only)	97%	\$1.9
Oracle	42%	\$3.1 (excludes UB)
Sparkrock (Microsoft)	69%	\$4.6 (excludes UB)
Springbrook	95%	\$1.6
SpryPoint (UB only)	96%	\$2.1
Tyler MUNIS	91%	\$3.9
UKG (HR/Payroll only)	95%	\$4.5
Univerus (SAP)	95%	\$7.8
Workday – Avaap	90%	\$7.9 (includes UB)
Workday – Strada	92%	\$4.8 (excludes UB)

* Total Workday/Strada and SpryPoint = \$6.9 million

Based on the selection committee individual evaluations, the proposals were narrowed down to the top three vendors (Springbrook, Tyler MUNIS, Workday) and one human resources best-of-breed (UKG). These vendors were invited to the city in November 2024 to present product demonstrations based on scripts developed by the city and Plante Moran. Subject matter experts from all departments were invited to participate in the demonstrations and provide feedback. The selection committee again rated the vendors on the evaluation criteria and conducted multiple reference checks.

RECOMMENDATION

Based upon the process, including multiple reference checks, the recommended full solution package is Workday (Finance and HR) partnering with SpryPoint (Utility Billing) with the implementation consultant of Strada.

- LOGIS SpryPoint alternative: The utility billing solution of SpryPoint is alternatively provided by LOGIS (Local Government Information Systems) located in Golden Valley. LOGIS provides technology solutions and support to local communities. They recently completed a new software RFP and their selection committee, made up of member cities, selected SpryPoint for utility billing. With this alternative, LOGIS would be engaged for implementation, first level of on-going support as well as the software. LOGIS would house the knowledge of the city's specific setup as well as provide temporary staffing at times of turnover. LOGIS is slightly more expensive than procuring directly from SpryPoint; thus, the recommendation is to procure directly from SpryPoint.

Springbrook and Tyler MUNIS are not recommended due to functionality and/or customer references.

Driving Factors

- **Unified system for Finance/HR** – Having finance and HR housed in the same system eliminates duplication of data entry and reduces possibility of errors.
- **Process improvements** – The Strada proposal has over 10,000 hours included for configuration, data conversion, integrations, training, etc. plus another 3,000 hours for utility. The biggest pitfall of any new system is attempting to fit existing processes into a new system as opposed to learning the new system functionality and redesigning processes to best fit the new system. The Strada proposal allows time to evaluate current processes and then implement, test and train the best new processes. Workday has 600+ built-in and configurable business processes.
- **Aligns with IT migration to the Cloud** – The current system, New World, is hosted on-premise (or “on-prem”). The recommended solution will all be in the cloud. While the city will be saving on server, maintenance, cybersecurity and staff costs by moving the system to the cloud, cloud solutions are naturally more expensive because the vendor is then responsible for hardware, maintenance, updates and security. For these reasons and because vendors are no longer offering on-prem solutions, the city will be transitioning most software to the cloud.
- **OCR (optical character recognition) invoice reading** – This is functionality with newer financial systems. Under a new invoice process, invoices will be received electronically from vendors allowing the system to optically read and automatically pull in invoice information such as vendor, invoice number and amount (reducing data entry), the invoice will route electronically for approvals, and be stored in the system with the transaction. OCR error rate differs between systems. Workday is utilizing OCR functionality developed by Google with a 95% success rate in optical character recognition. The number of invoices processed by accounts payable has been increasing over the years. In 2014, 11,803 invoices were processed compared to 14,734 in 2024, a 25% increase. OCR will not only provide process efficiencies allowing for past and future invoice growth but also eliminates paper and fully provides a remote process including approval workflow.
- **Ease of use** – Workday is a financial and HR software for non-finance/HR users. Workday’s strengths include powerful reporting with drill-down capabilities, built-in dashboards, alpha coding (for example, a user would code an invoice to finance department, professional services vs 100-20-213-21300-7000), ease of maneuverability, various help tools, and mobile device functionality. Ease of use includes a favorites menu, overall search bar, chat AI bot, automatic notifications (e.g., when PO is approved), dashboards and reporting. Workday has the appearance of a more modern system which is the expectation of the next generation of workforce and aligns with the city’s strategic theme of City of Choice.
- **UB best-of-breed** – SpryPoint is a true cloud-based offering; provides automated connections for real-time updates to customer account balances (vs daily import/exports); and has an overall better user experience due to ease of use and help tools.
- **HR best-of-breed** - Workday will eliminate redundant data entry and streamline processes for the HR department which will result in increased productivity. This system also has the ability to maintain all information in one system versus having to use various methods (spreadsheets) to track different processes (employee leaves, employee turnover data, FLSA overtime, employee performance, etc.). The reporting features in Workday will provide HR with metrics that have been difficult to track in the past.

The employee and manager self-service portals touch every applicant and employee at the city, and the ease of navigation and improved functionality of these modules will support the city's CIVIC values as they've been built into recruitment, retention and accountability.

- **Workday/SpryPoint community** – Many metro communities have recently changed systems or are in the process of changing. LOGIS members went through an ERP and selected Oracle (Highstreet consultant implementor) for finance/HR and SpryPoint (UB). Since selection, the Oracle implementation is on hold but SpryPoint is moving forward. Within Minnesota, Anoka County, Stearns County, Scott County, Ramsey County and the City of Minneapolis have selected Workday. Workday has seen a 20X growth in the public sector since 2017 with 7/10 of the fastest growing cities in the US selecting Workday and 1.2 million+ users in the public sector (all on the same version).

COST

Our current ERP, Tyler New World, cost \$906,000 in 2007 (\$425,000 for the licensed on-prem software and \$481,000 for implementation costs) plus annual software maintenance of \$85,000. The current ERP covers HR, finance and utility billing; however, other solutions are utilized to fill in current gaps. Other solutions include NeoGov, WhenToWork, ClearGov, Laserfiche and various other manual processes and excel schedules.

- NeoGov (recruitment and onboarding) – NeoGov will be replaced at an annual cost savings of \$21,000.
- WhenToWork (Parks & Recreation scheduling) – WhenToWork does not integrate with the current timecard/payroll system. Utilizing Workday for scheduling will allow for schedule/timecard comparison and mobile timecard entry. WhenToWork will be replaced at an annual cost savings of \$3,500.
- ClearGov (budgeting) – ClearGov will continue to be utilized for budgeting purposes. In 2023, the city replaced Questica (budgeting) and OpenGov (online transparency) with ClearGov. ClearGov not only offers personnel, operating and capital budgeting but also publishes interactive online budget and capital books. Utilizing ClearGov, the city was awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association for the first time for the 2024/25 budget.
- Laserfiche (data retention) – Finance and HR items will be stored directly in the ERP system providing process efficiencies. For example, when researching an invoice, a user currently looks up the vendor, invoice number and payment date in New World, then goes into Laserfiche using that information to pull up the actual invoice. In the new system, a copy of the invoice would be attached directly to the transaction. There is no cost savings as Laserfiche will continue as a data repository for other city items.
- Various manual processes and excel schedules – It is difficult to quantify future savings in staff time. Workday has provided data based on other user surveys such as 53% reduction in requisition to purchase order cycle time, 81% reduction in time to onboard new employees, 50% decrease in open enrollment processing times and 79% reduction in payroll processing times. While these increases are not expected since the city is not coming from an antiquated system, efficiencies are anticipated.

The 2025-2034 CIP included the ERP project with an estimated range of \$1-5 million for the first year and on-going support of \$200,000-\$600,000. The current IT reserve for a new ERP system is \$1 million and annual New World maintenance is \$108,000. While the proposed costs are within the anticipated range, they exceed current funding in the IT internal service fund.

With the approval of City Council, staff will move forward in contract negotiations with Workday, SpryPoint and Strada. Costs continue to move based on negotiations, project scope and timeline. Current proposed costs and recommended funding follow:

Uses:		
	Finance/HR Implementation	\$2,150,000
	Finance/HR Y1 annual maintenance	\$170,000
	Utility Billing Implementation	\$635,550
	Utility Billing Y1 annual maintenance	\$127,000
	Contingency	\$200,000
	Total	\$3,282,550
Sources:		
	IT Internal Service Fund (1)	\$1,170,000
	Capital Improvement Fund (2)	\$1,350,000
	Utility Funds (3)	\$762,550
	Total	\$3,282,550

- (1) IT Internal Service Fund – The IT internal service fund will cover the HR/Finance annual maintenance and \$1 million of the implementation cost. This will utilize the replacement reserve set aside of \$1 million and be an increase to existing annual maintenance of approximately \$60,000. IT allocations will increase in future years as annual maintenance increases and to rebuild the reserve for a future replacement.
- (2) Capital Improvement Fund – The capital improvement fund is funded through the property tax levy. The current balance is \$7 million.
- (3) Utility Funds – The cost of the utility billing system will be spread across the utility funds. Impact to the fund balance will be included in future utility rate studies. For context, the 2025-2034 Capital Improvement Plan for the utility funds called for \$70.6 million in capital spend over the ten years.

NEXT STEPS

Staff is requesting approval to move forward in contract negotiations with Workday, Strada and SpryPoint.



New ERP Selection

January 28, 2025



Background

- Enterprise Resource Planning (ERP)

A single software platform designed to manage all core business functions like finance, HR and potentially more.

- Size, scope, timing

- City-wide project - Impacts all city employees via time attendance, purchase orders, etc.
- Core team - Familiar with current processes and excited about future
- Proactive – Pursuing change before New World terminates and all customers must replace
- Forefront – Workday has expanded into the public sector and is making a presence in Minnesota, starting with counties. SpryPoint is best-of-breed.
- City of Choice – Providing a modern system to attract and retain employees
- Investment – Will provide transactional backbone for the next 15-20+ years

Background

Current ERP is New World

- Purchased in 2007
- On-premise solution
- Acquired by Tyler in 2015
- New HRIS system discussed in 2022, placed on hold for ERP process
- Notified in 2021 of Tyler focus on MUNIS

Contracted with Plante Moran in January 2024 for ERP consulting

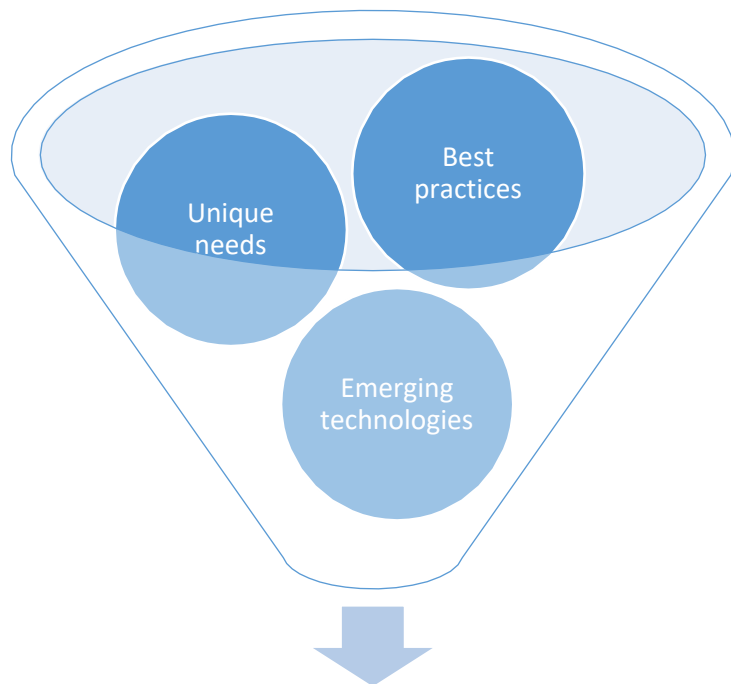
- Assess current systems/processes
- Develop system requirements
- Assist in evaluation of proposals
- Provide guidance in contract negotiations



City of Plymouth ERP Project Objectives:

- 1 Implement a modern ERP solution
- 2 Improve reporting and access to real-time data
- 3 Automate manual processes to drive efficiency
- 4 Fully integrate with current City systems
- 5 Meet long-term business needs of the City

Detailed requirements gathering from stakeholders



#	Business Area	Functional Area	Use Case	Requirement	Priority
470	Finance	General Ledger	Manage chart of accounts	Ability to associate an account type (revenue, expense, fund balance, asset, liability, net assets, etc.) with each account when defining the chart of accounts.	E - Essential
471	Finance	General Ledger	Manage chart of accounts	Ability to provide options for account roll-up capabilities at any level of the chart of account segments.	E - Essential
472	Finance	General Ledger	Manage chart of accounts	Ability to maintain a self-balancing set of accounts for each fund including assets, liabilities, fund balance, expenditures, and revenues including the ability to automatically close to fund balance when closing fiscal year.	E - Essential
473	Finance	General Ledger	Account Information	Ability for users to search for accounts by number or name (a portion, wild card, etc.).	E - Essential
474	Finance	General Ledger	Account Information	Ability to define master "account code shortcuts" (i.e. – abbreviated accounts) that cross-reference shortcut name to an account code.	D - Desired
475	Finance	General Ledger	Account Information	Ability to define master "account code cross reference" that cross-references a previous account string.	D - Desired
476	Finance	General Ledger	Create Journal Entries	System has journal entry functionality to provide assistance in performing allocations, by a percentage or based on a separate allocation table (allocation percentage may change month to month based on actuals).	E - Essential
477	Finance	General Ledger	Create Journal Entries	Ability to automatically route a journal entry for approval based on a pre-defined workflow.	E - Essential
478	Finance	General Ledger	Create Journal Entries	System prohibits the posting of journal entries and batches that are out of balance.	E - Essential
479	Finance	General Ledger	Create Journal Entries	System can prohibit the same user from creating and posting a journal entry.	E - Essential

Draft functional technical staffing and implementation requirements from executives, process owners, and end-users

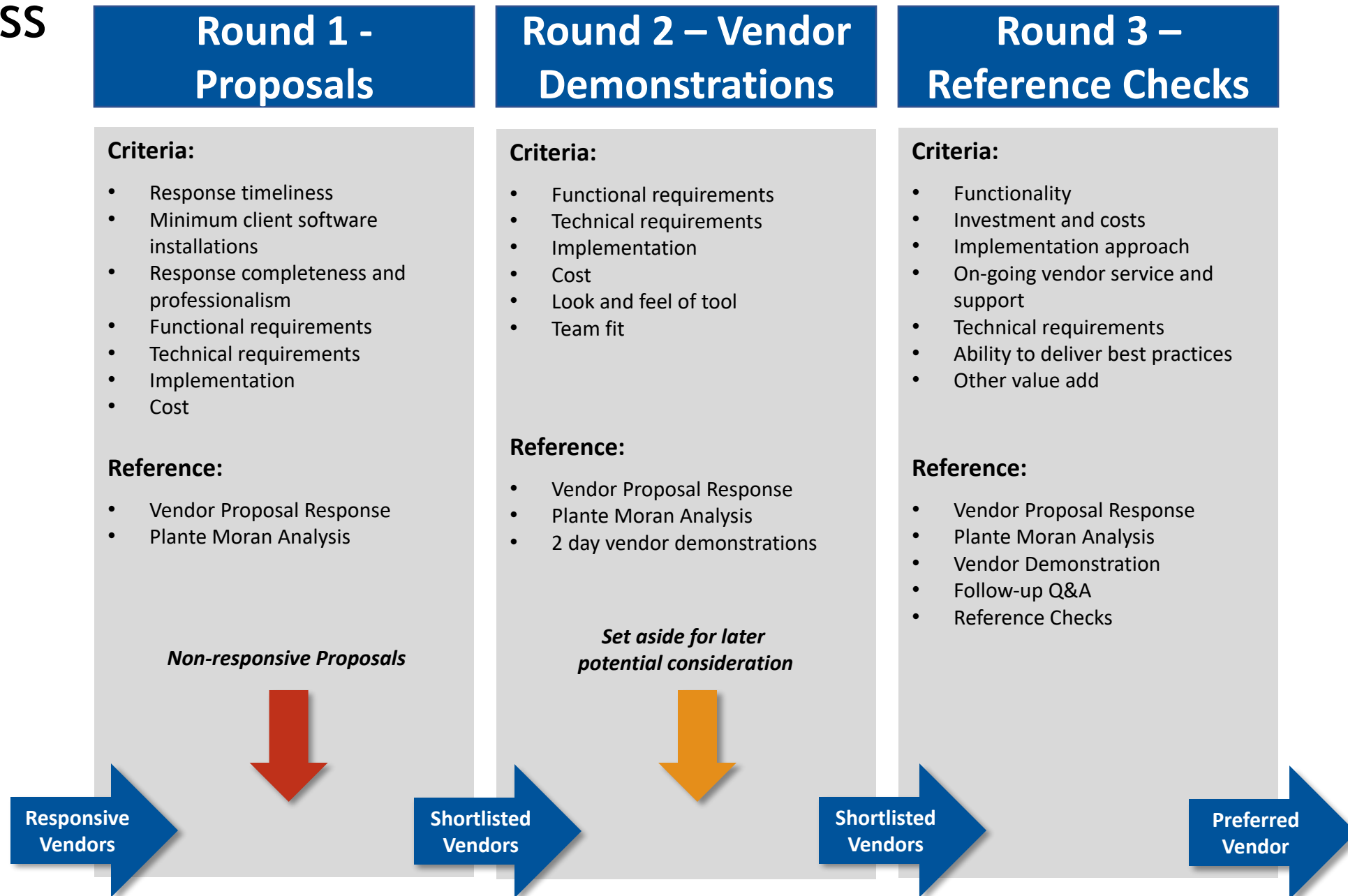


Staff reviewed /prioritized functional requirements



Finalized requirements with Plante Moran

Process



City of Plymouth ERP Evaluation Criteria:

25%

Ability to meet functional requirements and support data integrations

25%

Ability to meet technical requirements including security, hosting, ease of administration and ongoing support

20%

Implementation approach, timeline, staffing, etc.

10%

General bidder capabilities, including number and size of comparable municipal references, financial stability, fit, completeness of response and quality of the proposal

20%

One-time and ongoing costs



Proposals Received

Vendor*	Technical Requirement Scoring	10 Year Proposed Cost (in millions)
BS&A	73%	\$3.6
NorthStar (UB only)	97%	\$1.9
Oracle	42%	\$3.1 (excludes UB)
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Workday – Avaap	90%	\$7.9 (includes UB)
Workday - Strada	92%	\$4.8 (excludes UB)

* Listed in alphabetical order

Recommendation

Vendor	Technical Requirement Scoring	Cumulative 10 Year Proposed Cost*
Springbrook	95%	\$1.6 million
NorthStar (UB only)	97%	\$1.9 million
SpryPoint (UB only)	96%	\$2.1 million**
Oracle	42%	\$3.1 million (excludes UB)
BS&A	73%	\$3.6 million
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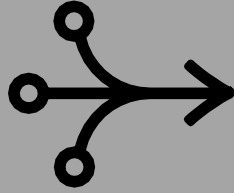
* Listed in order by proposed cost, lowest to highest

** Total Workday/Strada and SpryPoint = \$6.9 million

Driving Decision Factors



UNIFIED SYSTEM FOR
FINANCE/HR



PROCESS
IMPROVEMENTS



CLOUD SOLUTION



OCR



EASE OF USE



UB BEST-OF-BREED



HR BEST-OF-BREED

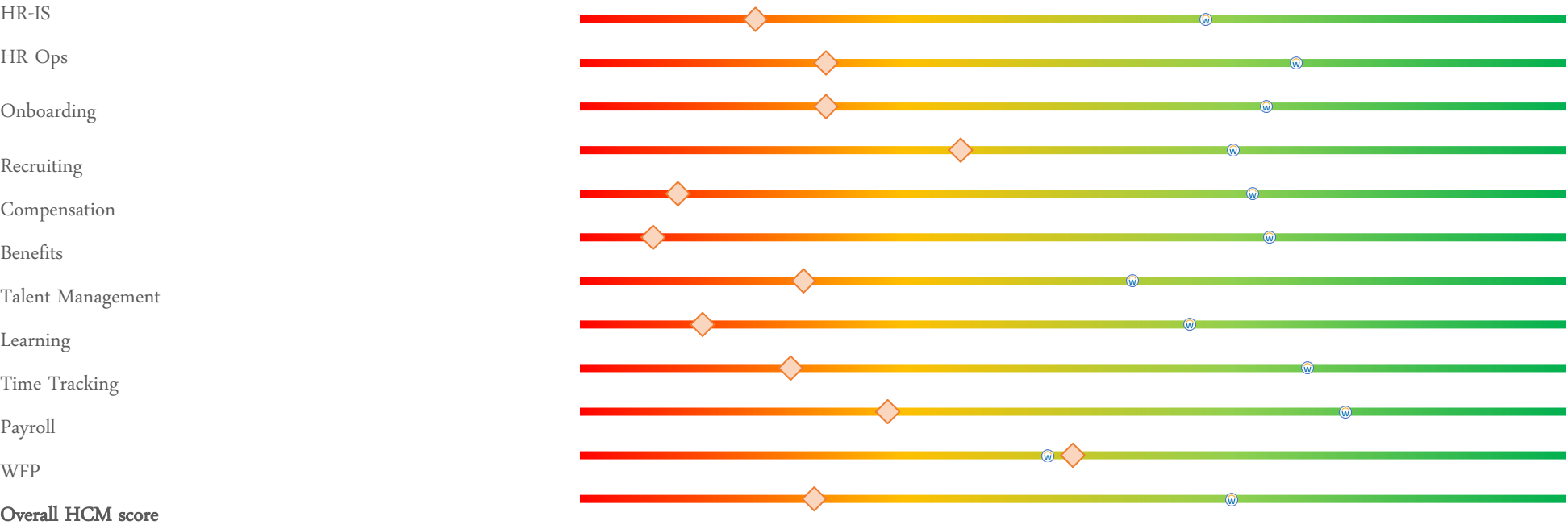


USER COMMUNITY

PROCESS
IMPROVEMENTS

Modernizing with Workday can Significantly Improve Functional Capabilities across the
City of Plymouth

HCM Functional Areas



Placement factors: Ability to respond to business change, level of process automation, business satisfaction, real-time decision support, and self-service / mobile

City of Plymouth - current state Benchmark - Workday

Capability Levels

Leading Function is best-in-class delivering leading practice service and with processes automated across the business.

Advanced Function utilizes technology across the business to deliver efficient and effective services.

Intermediate Function utilizes technology in many areas to deliver more efficient services. Numerous manual processes exist.

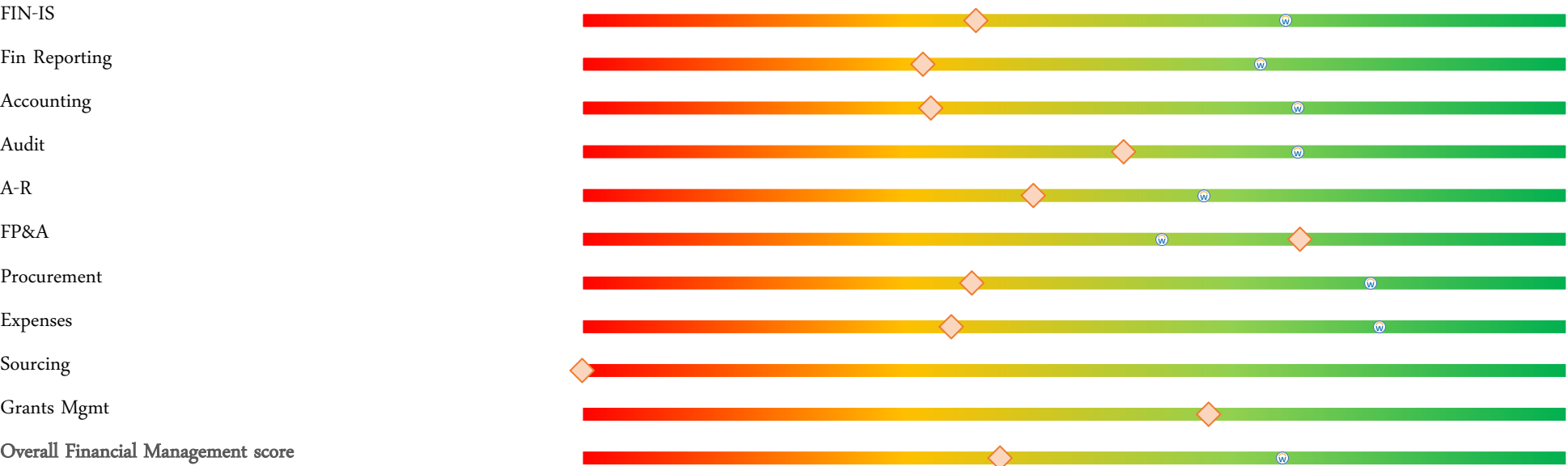
Emerging Function utilizes technology in a few areas at a basic level to deliver services. A high degree of manual processes exist.

Foundational Function utilizes limited technology to automate processes and improve service delivery.

PROCESS
IMPROVEMENTS

Modernizing with Workday can Significantly Improve Functional Capabilities across the
City of Plymouth

FINS Functional Areas



City of Plymouth - current state



Benchmark - Workday

Placement factors: Ability to respond to business change, level of process automation, business satisfaction, real-time decision support, and self-service / mobile

Capability Levels

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Emerging Function utilizes technology in a few areas at a basic level to deliver services. A high degree of manual processes exist.

Foundational Function utilizes limited technology to automate processes and improve service delivery.

PROCESS IMPROVEMENTS

Proven Value: Enterprise Cloud in the Public Sector

Financials



60% reduction in annual budgeting cycle time



90% reduction in the size of the Chart of Accounts



15% reduction in out of policy spend



53% reduction in requisition to PO cycle time



33% reduction in time to complete annual grant audits

HCM/Payroll



90% automation of HR business processes



81% reduction in time to onboard new employees



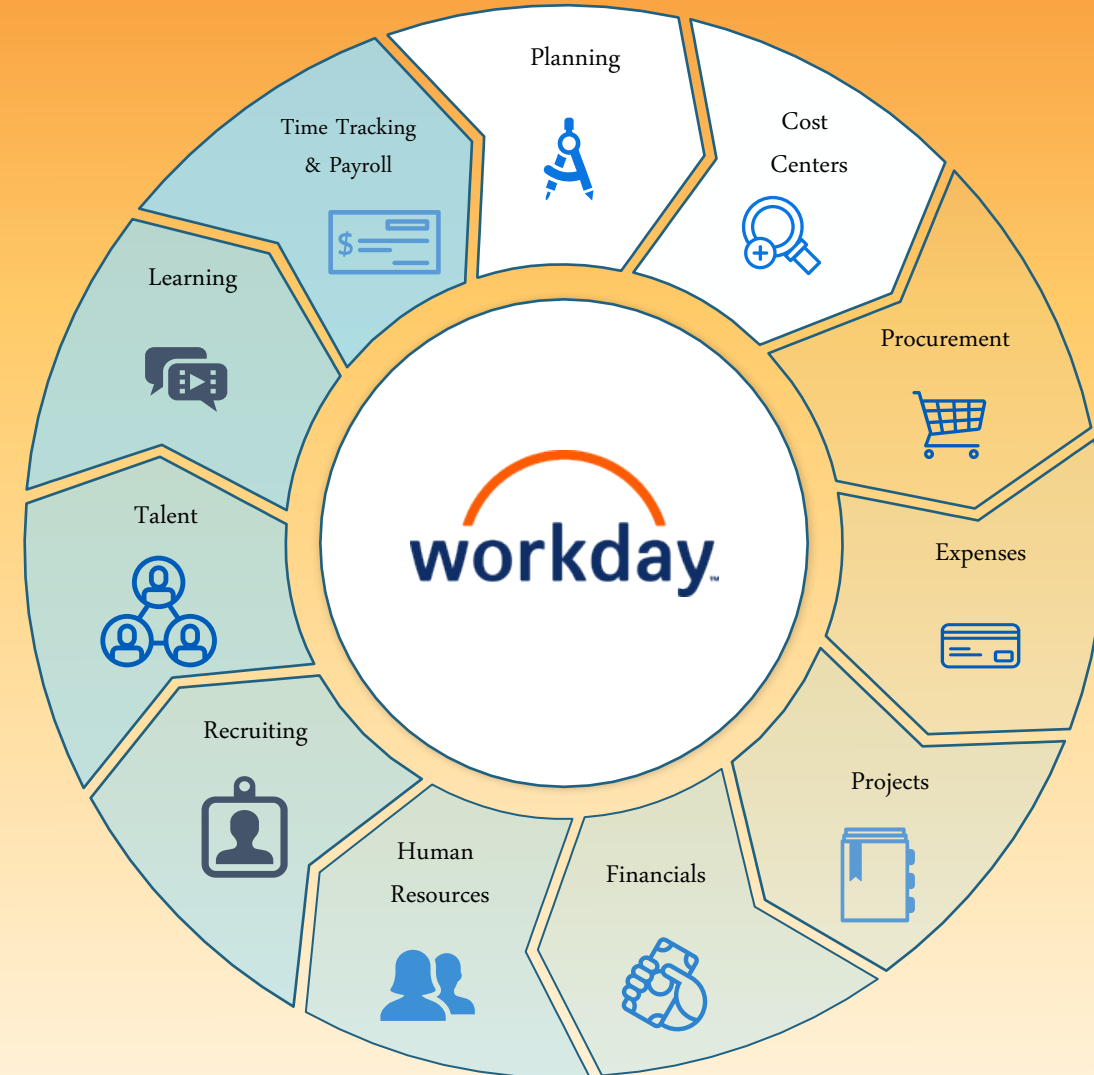
50% decrease in open enrollment processing times



79% reduction in payroll processing times



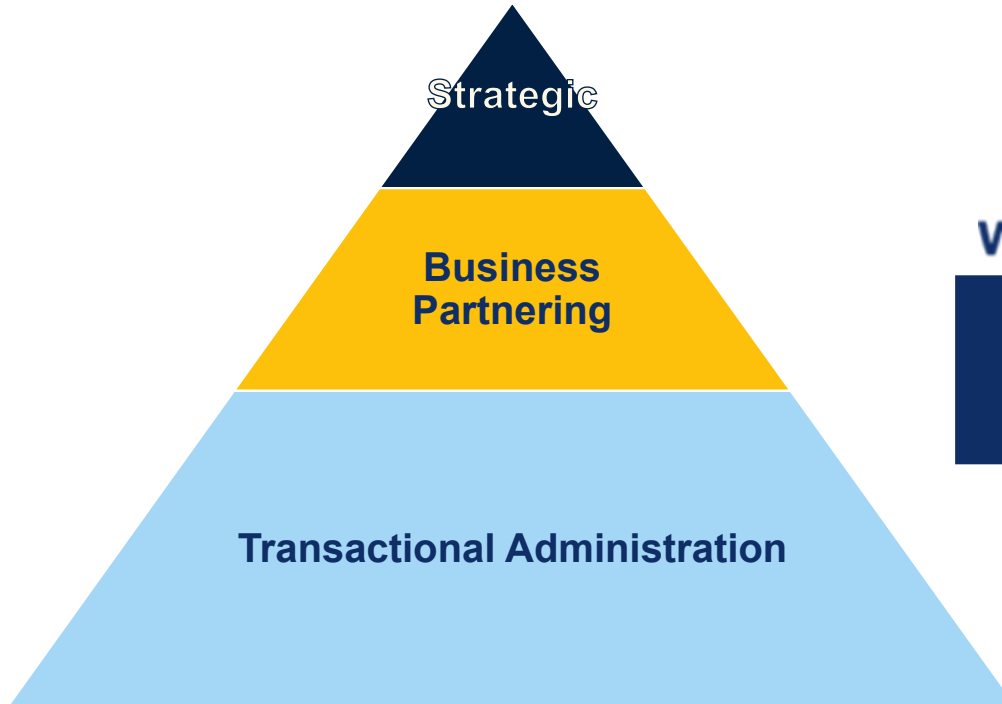
85% reduction in payroll overpayments



PROCESS
IMPROVEMENTS

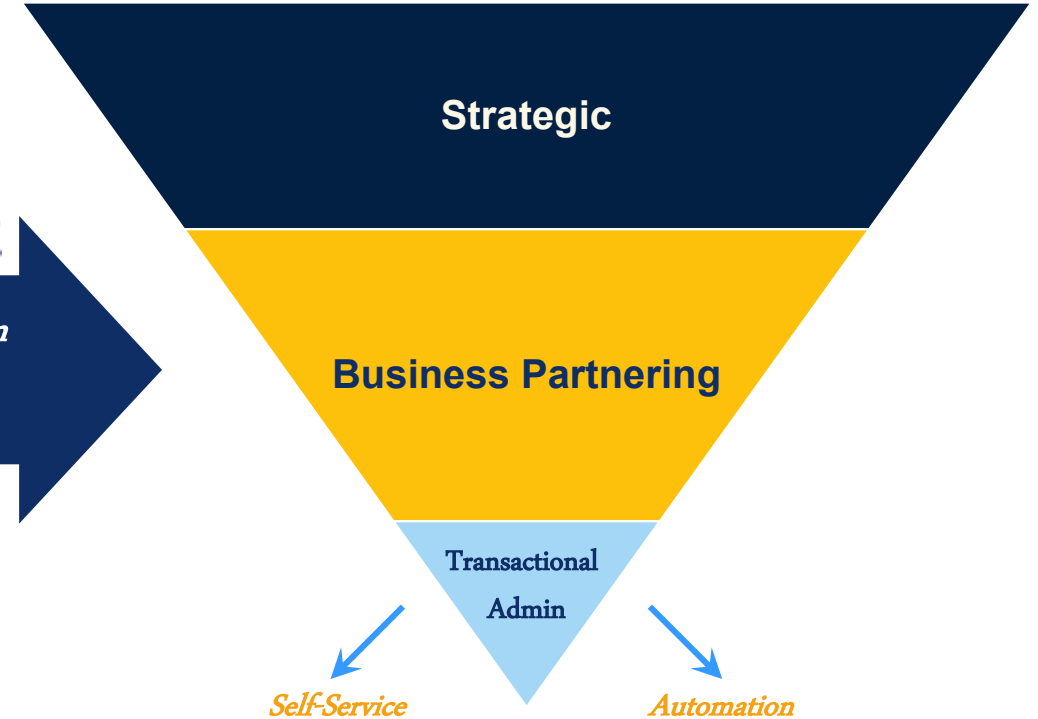
Workday Will Enable a Strategic Shift for the City

Current



Manual, disconnected processes and the lack of standardization, automation, and data governance mean Finance and HR resources are disproportionately focused on transactional tasks

Future



With an investment in a unified system and process improvement, Finance and HR will be able to redirect focus toward higher value-added activities in support of strategic priorities

CLOUD SOLUTION

Managed by



Included as part of the annual subscription fee:

- Upgrades & Patches
- Backup
- Storage / Document Storage
- Operating system
- Database
- Integrations
- Provisioning
- Security
- Data center
- Disaster recovery
- System maintenance
- Performance tuning
- Tax Table Maintenance
- Regulatory Updates

Benefits for



Latest Innovations

Faster Implementation

Immediate Updates

Packaged Integrations

Low Operating Costs

Superior Service Levels

Comprehensive Security



- Streamline HR processes and eliminate redundant data entry into various systems
- Maintain data in one system versus many systems and spreadsheets
- Reporting will provide HR with metrics that have been difficult to track in the past
- Self-service portals for managers and employees will touch every applicant and employee at the city – the ease of navigation and improved functionality will support the city's CIVIC values as they've been built into recruitment, retention and accountability

USER COMMUNITY

Workday's Momentum in the Public Sector



Cost & Proposed Funding

Uses:		
	Finance/HR Implementation	\$2,150,000
	Finance/HR Y1 annual maintenance	\$170,000
	Utility Billing Implementation	\$635,550
	Utility Billing Y1 annual maintenance	\$127,000
	Contingency	<u>\$200,000</u>
	Total	\$3,282,550
Sources:		
	IT Internal Service Fund	\$1,170,000
	Capital Improvement Fund	\$1,350,000
	Utility Funds	<u>\$762,550</u>
	Total	\$3,282,550

Next Steps

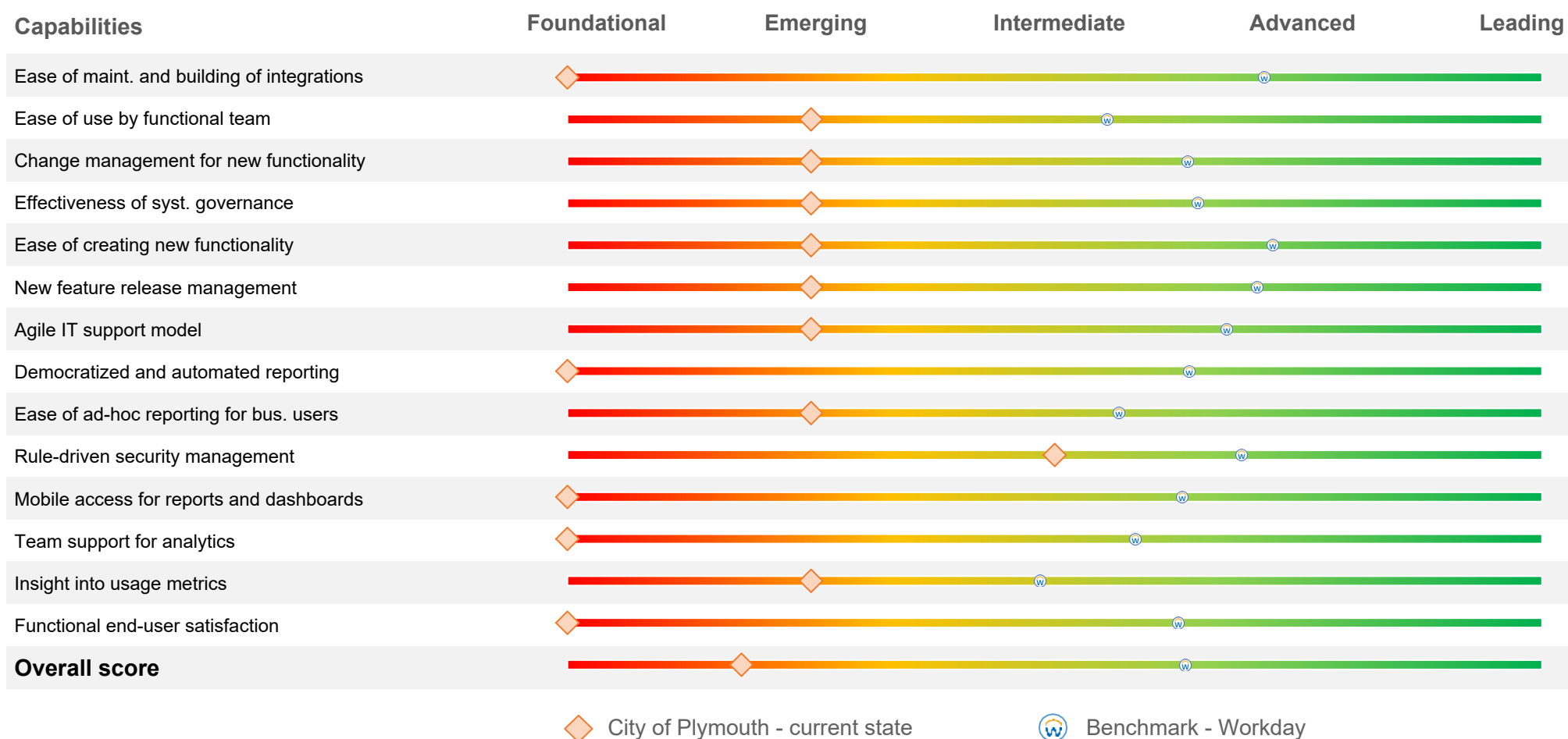
- Is Council supportive of moving forward with recommendation?
- Move forward with contract negotiations
- Finance/HR implementation March 2025 – April 2026
- UB implementation TBD

Appendix

Workday Survey - HR



HR IS/IT Functional Capability Assessment



Capability Levels

Leading Function is best-in-class delivering leading practice service and with processes automated across the business.

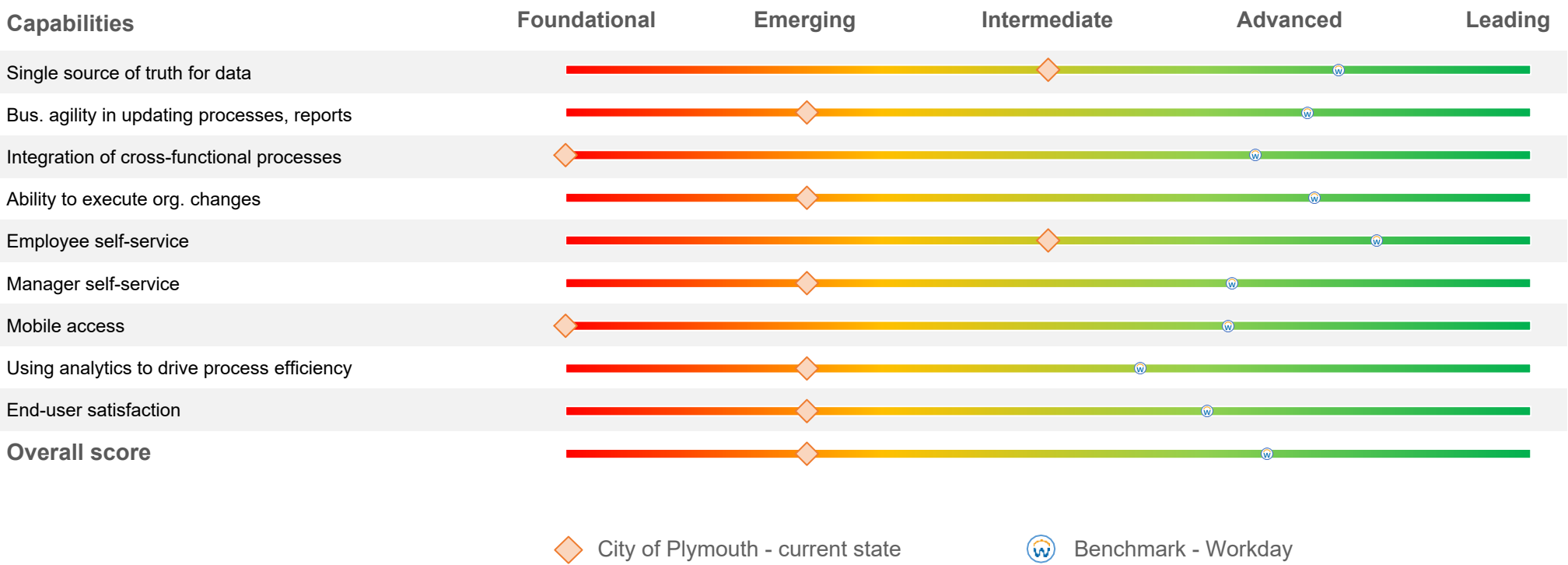
Advanced Function utilizes technology across the business to deliver efficient and effective services.

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Foundational Function utilizes limited technology to automate processes and improve service delivery.

HR Operations & Data Management Functional Capability Assessment



Capability Levels

Leading Function is best-in-class delivering leading practice service and with processes automated across the business.

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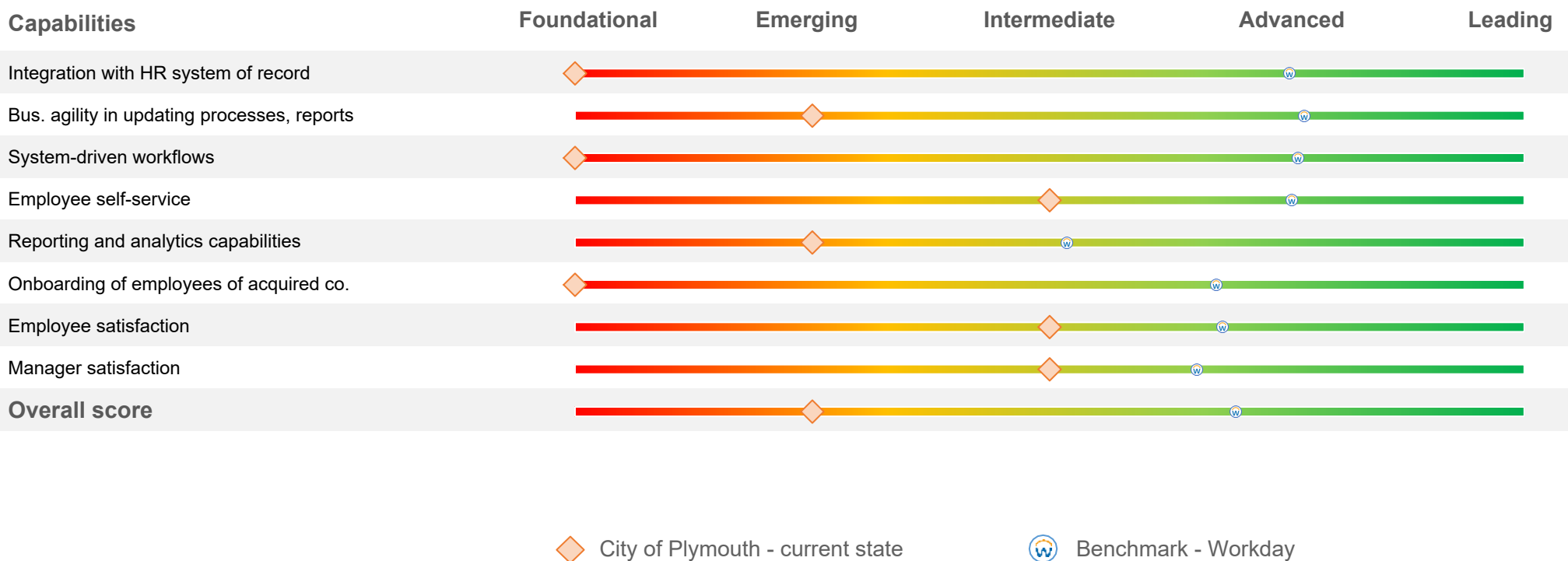
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Onboarding Functional Capability Assessment



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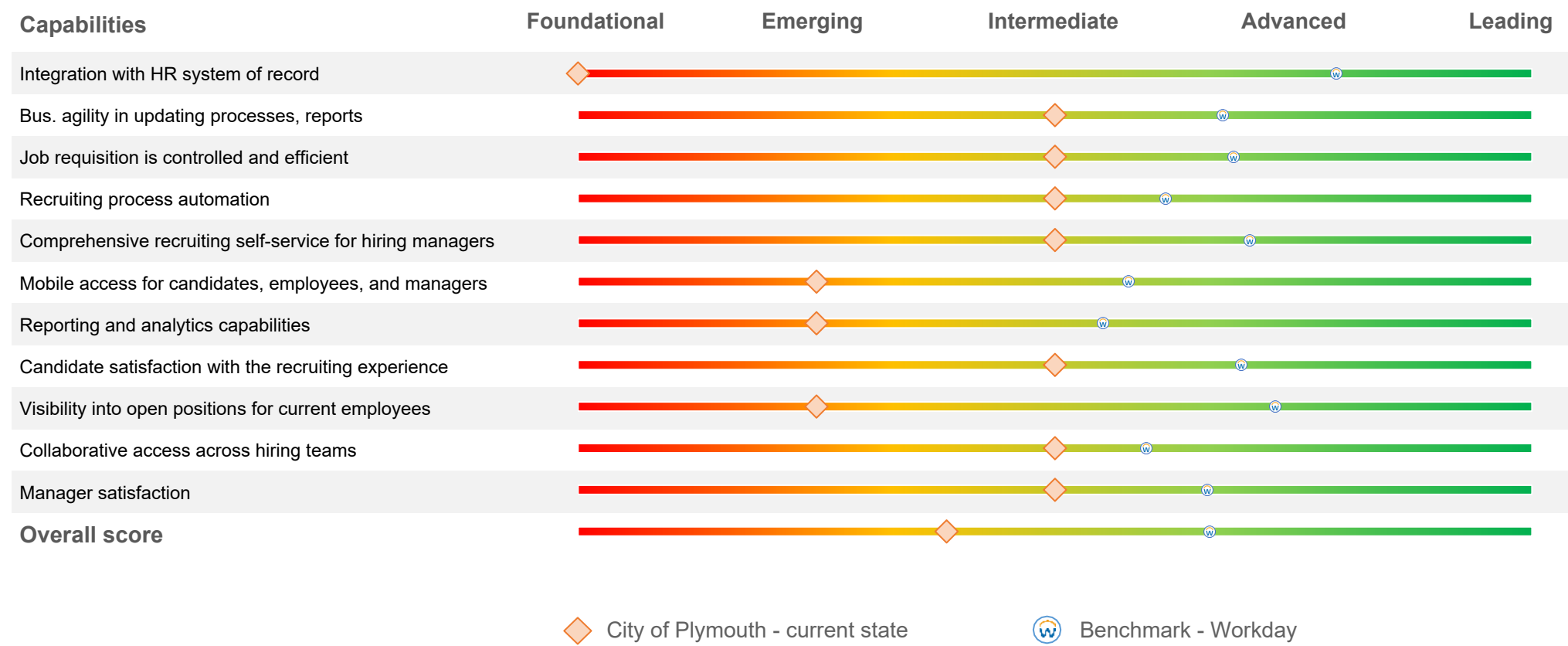
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Recruiting Functional Capability Assessment



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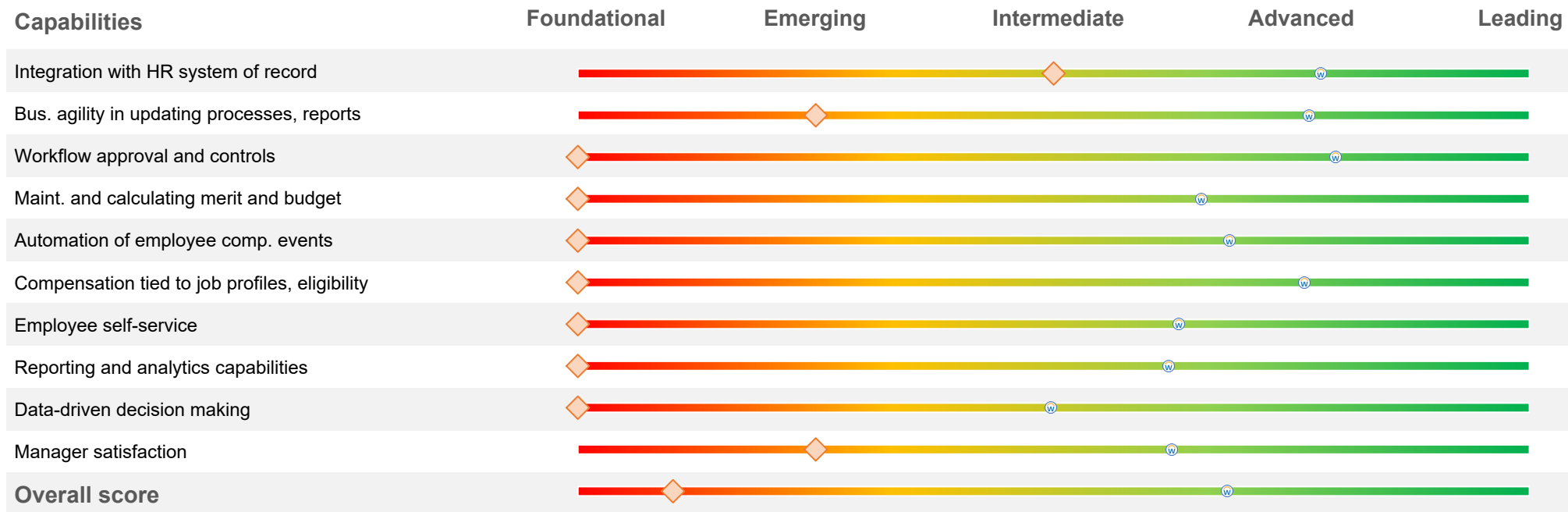
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Compensation Functional Capability Assessment



City of Plymouth - current state

Benchmark - Workday

Capability Levels

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Benefits Functional Capability Assessment



◆ City of Plymouth - current state

W Benchmark - Workday

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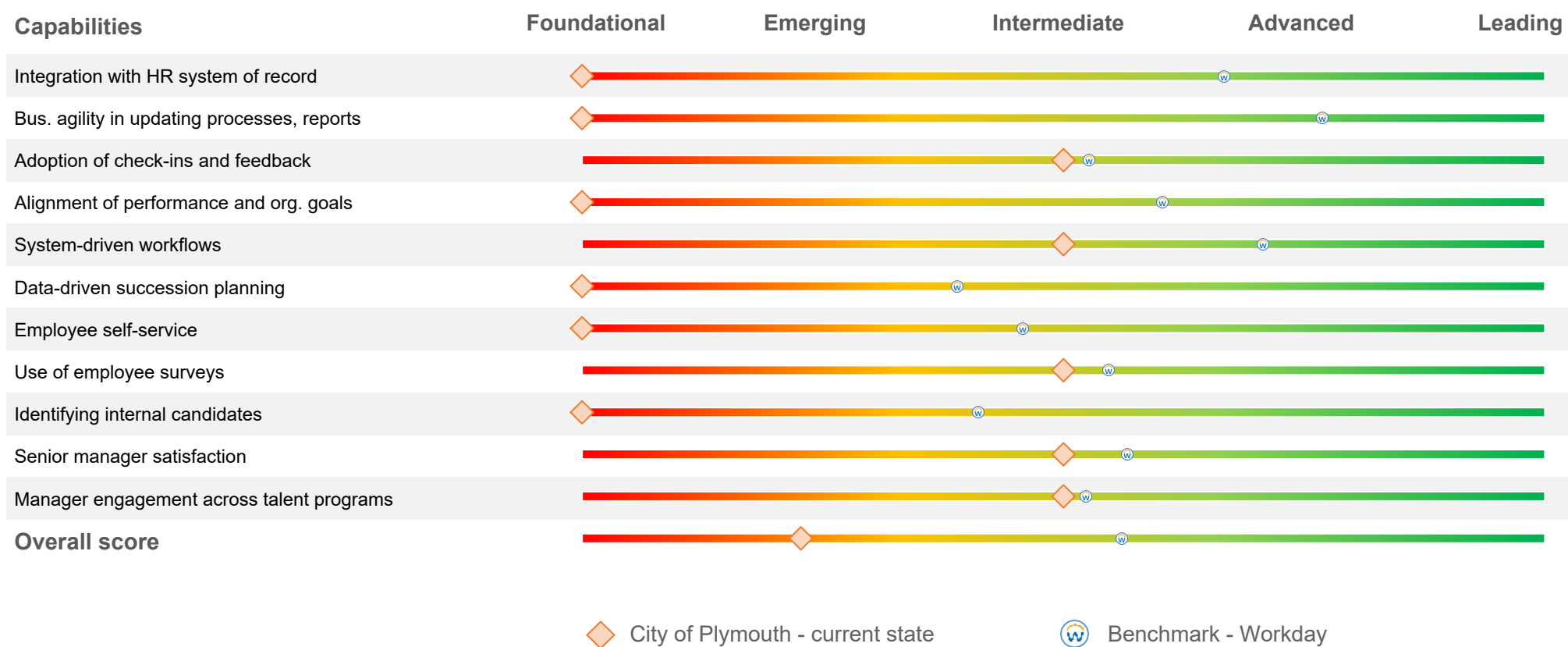
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Talent Management Functional Capability Assessment



Capability Levels

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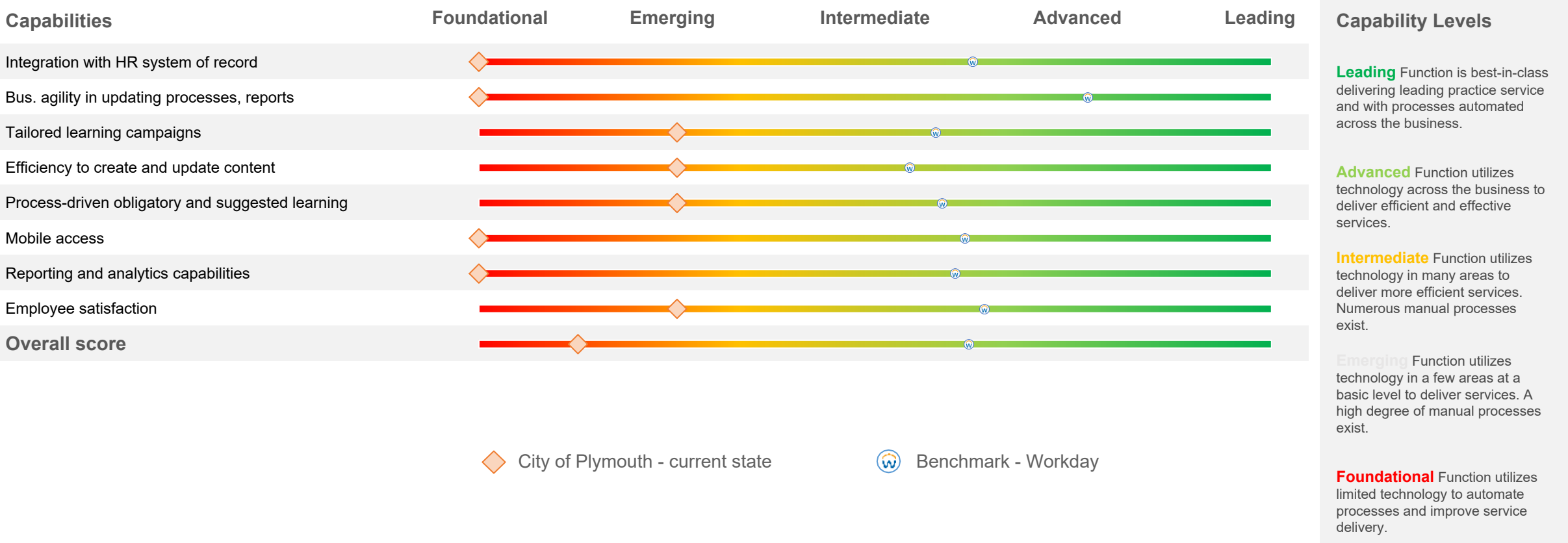
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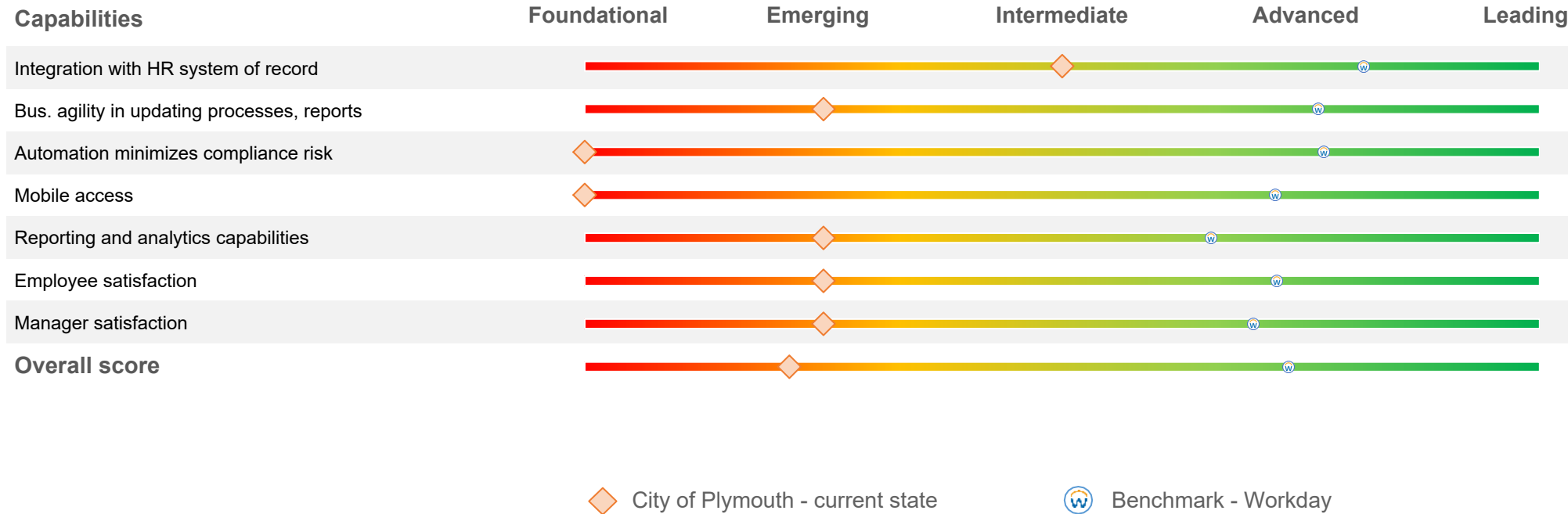
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Learning Functional Capability Assessment



Time Tracking Functional Capability Assessment



Capability Levels

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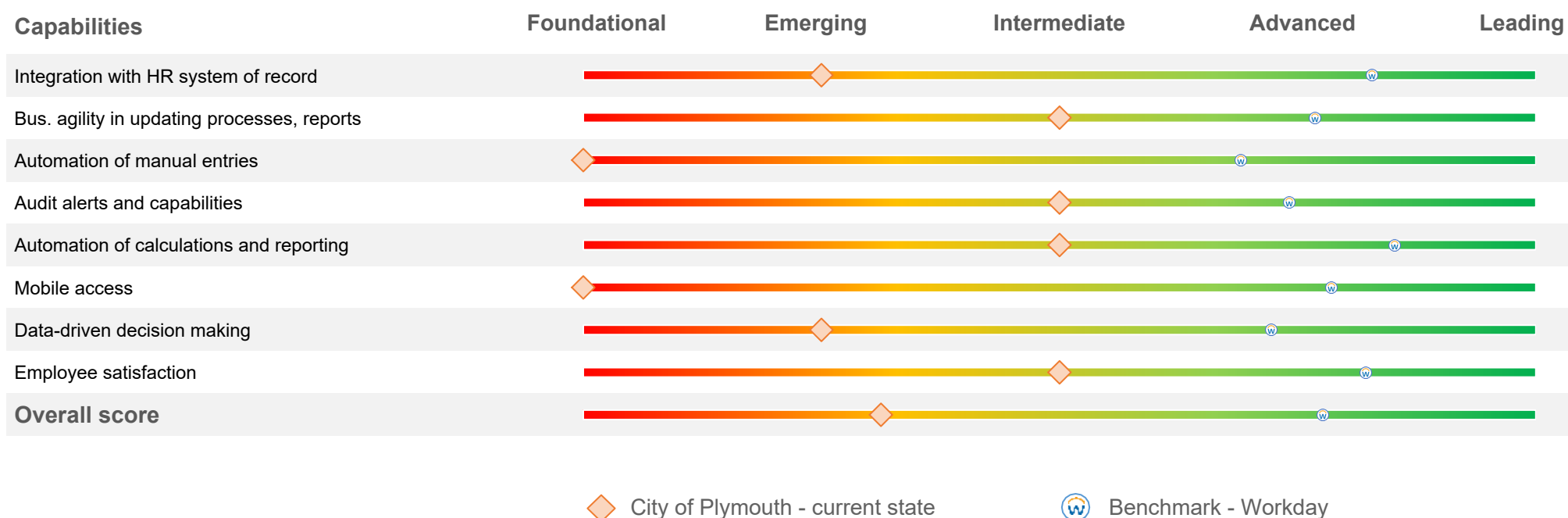
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Payroll Functional Capability Assessment



Capability Levels

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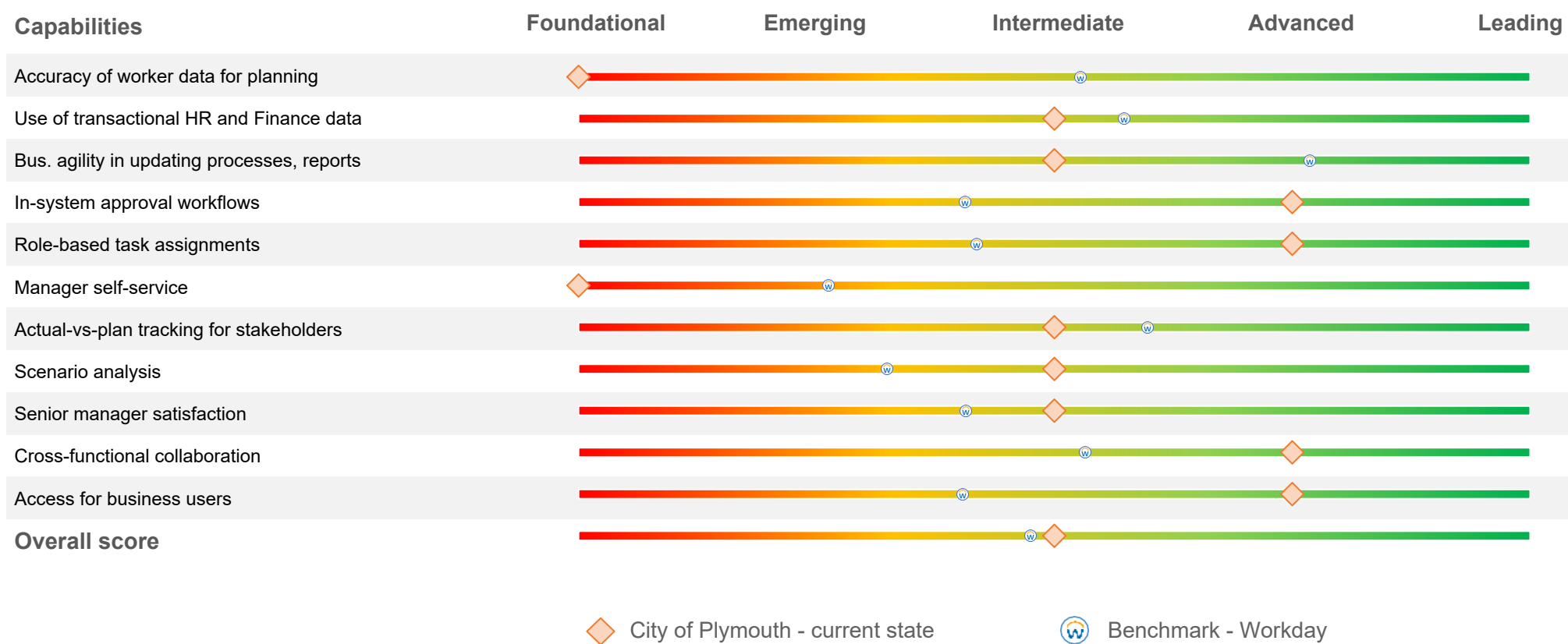
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Workforce Planning Functional Capability Assessment



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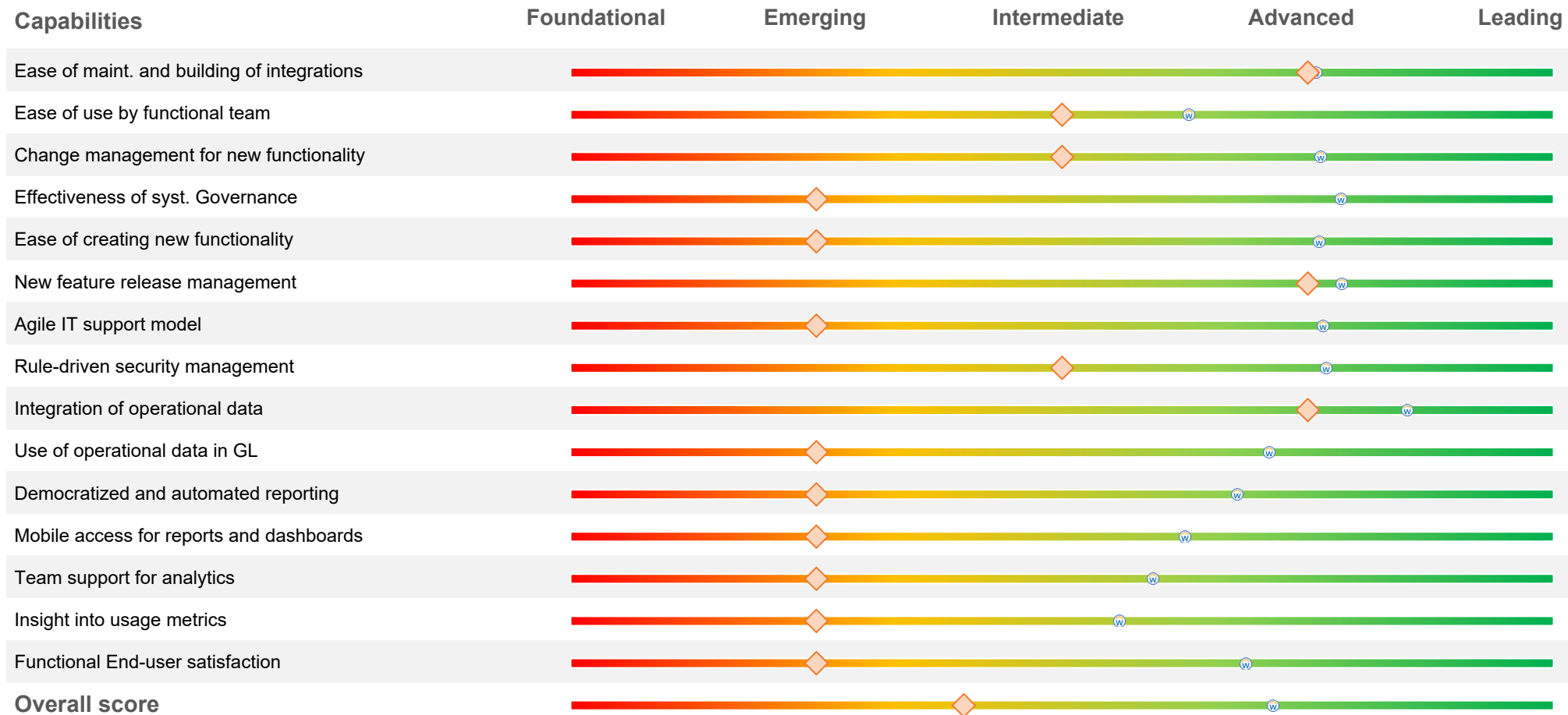
Appendix

Workday Survey - Finance





FIN-IS Functional Capability Assessment



City of Plymouth - current state



Benchmark - Workday

Capability Levels

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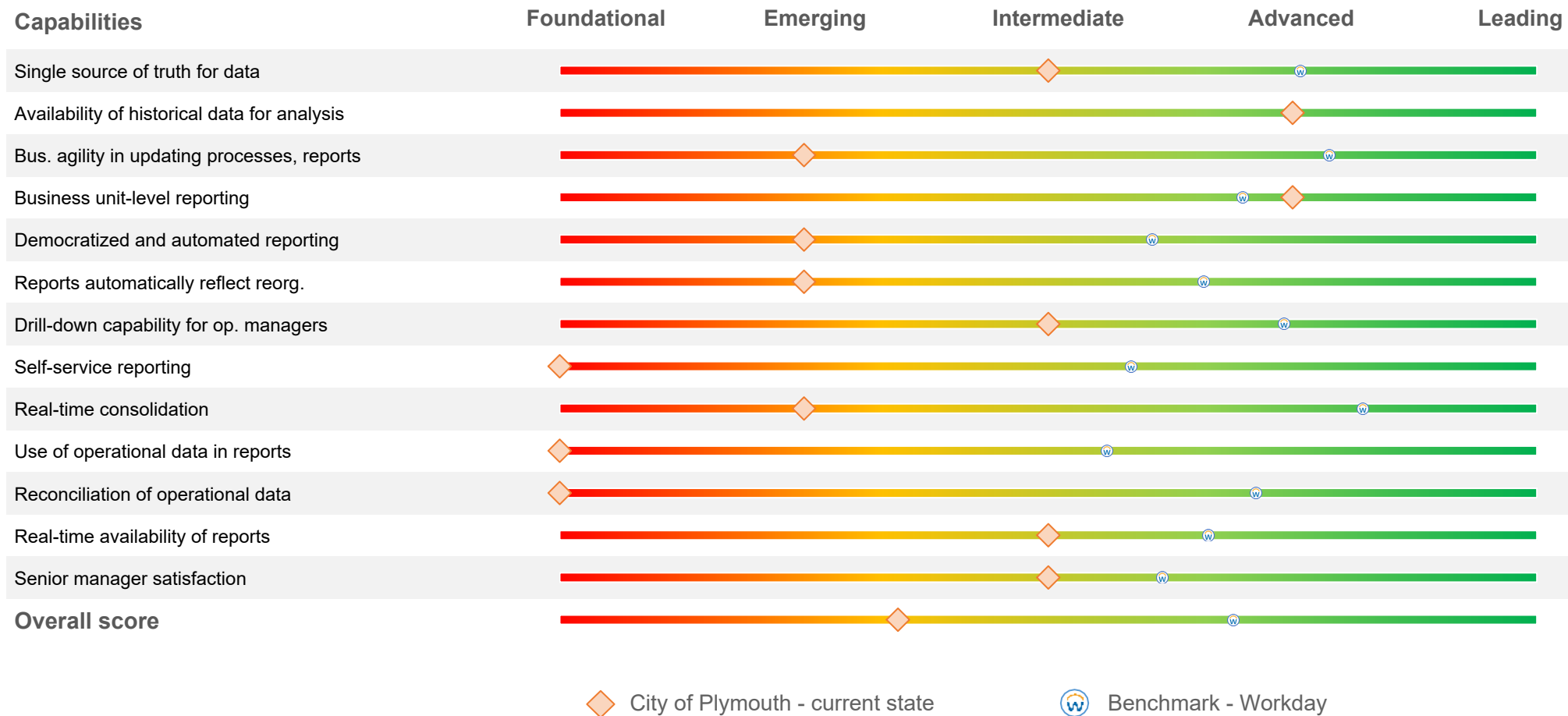
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Financial Reporting Functional Capability Assessment



Capability Levels

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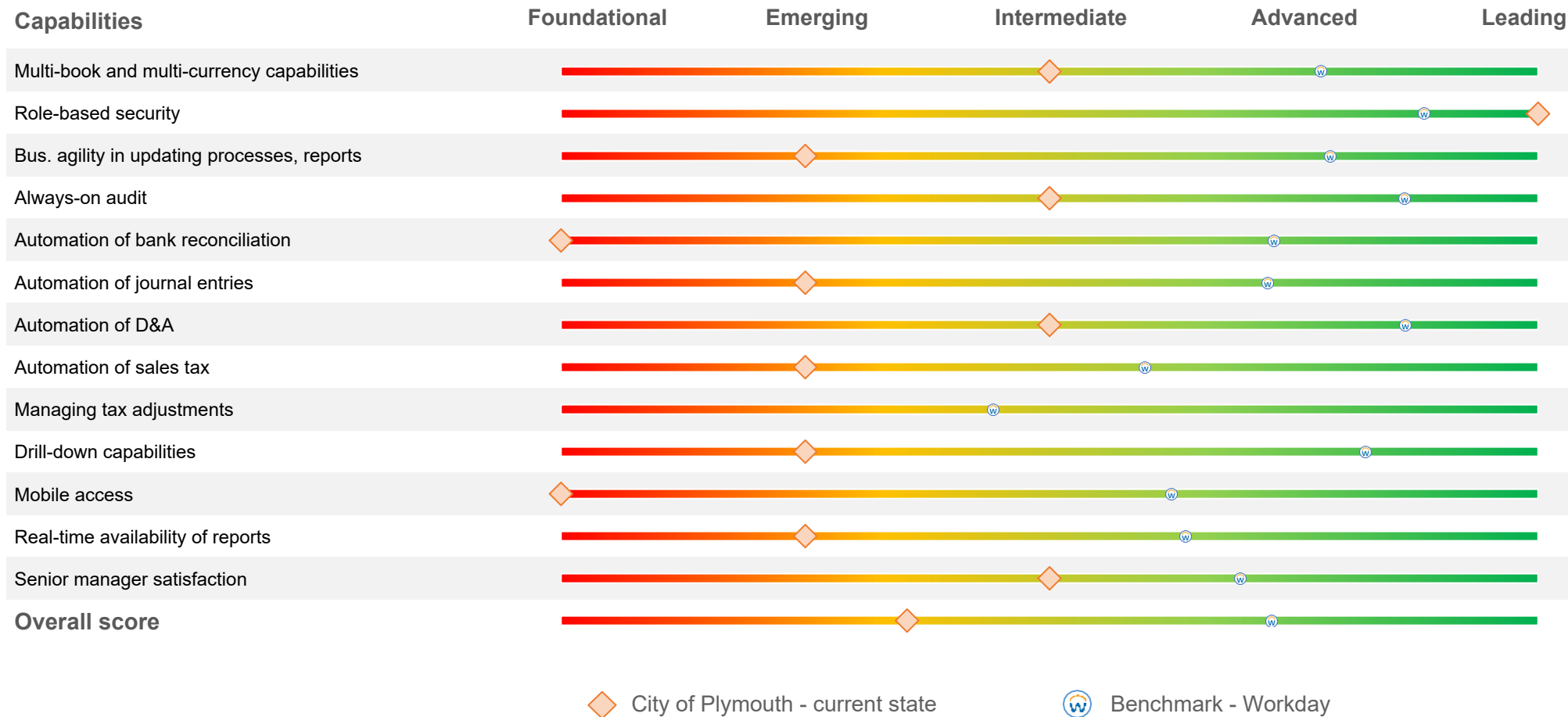
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Accounting Functional Capability Assessment



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Audit Functional Capability Assessment



◆ City of Plymouth - current state

Benchmark - Workday

Capability Levels

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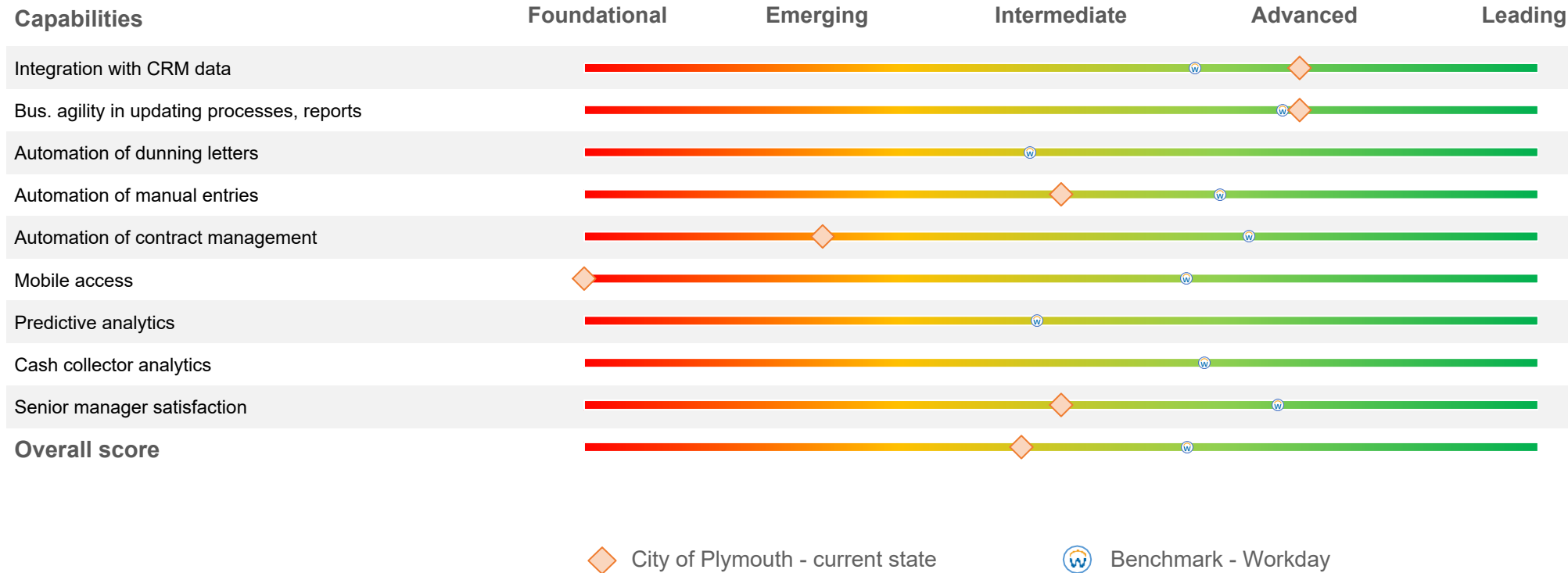
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A/R Functional Capability Assessment



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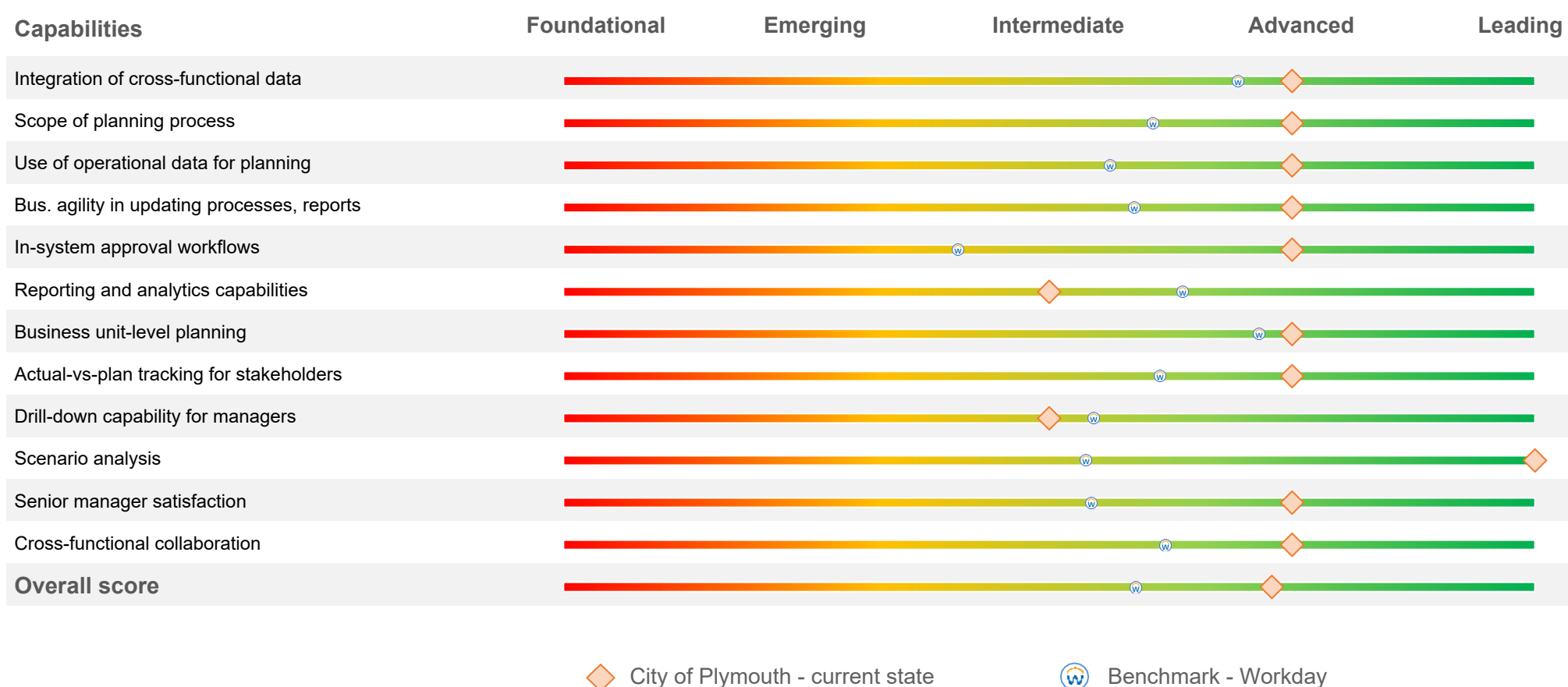
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FP&A Functional Capability Assessment



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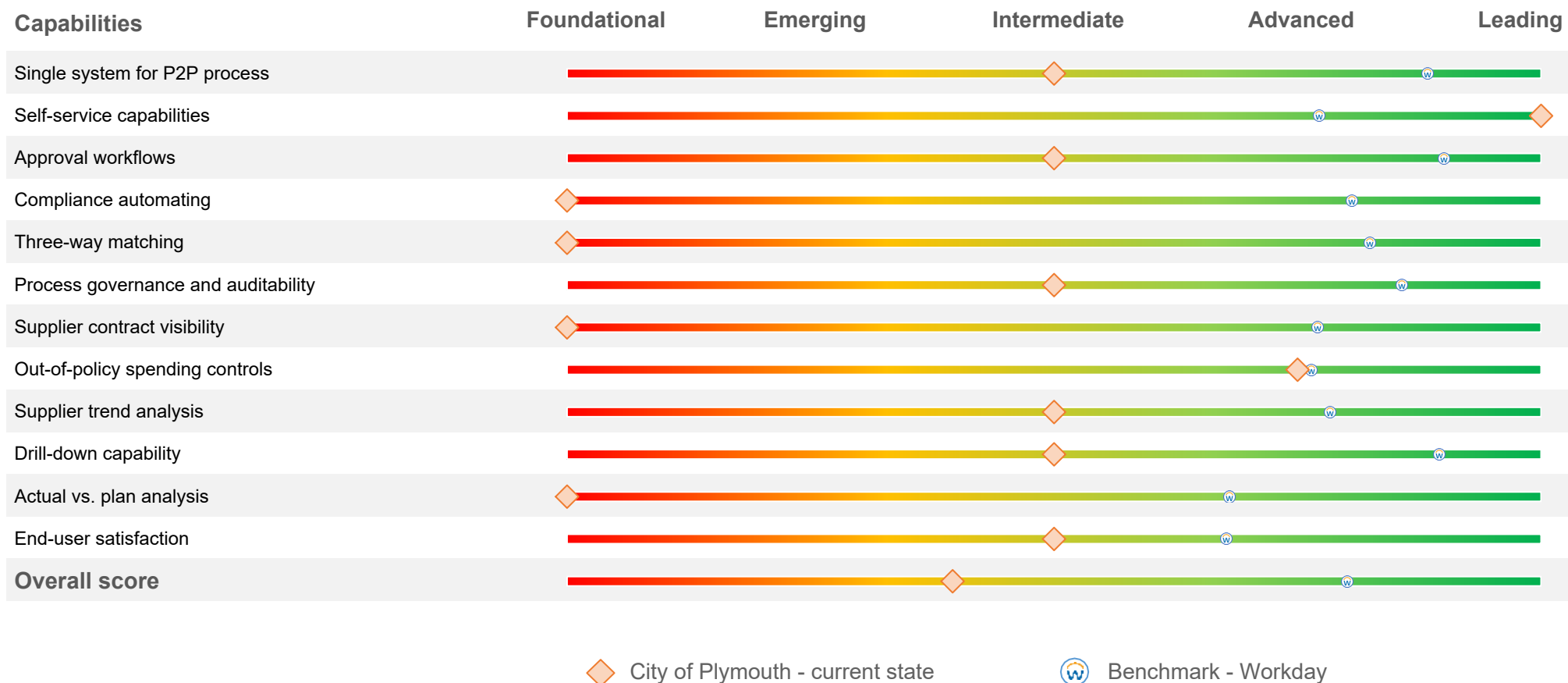
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Procurement Functional Capability Assessment



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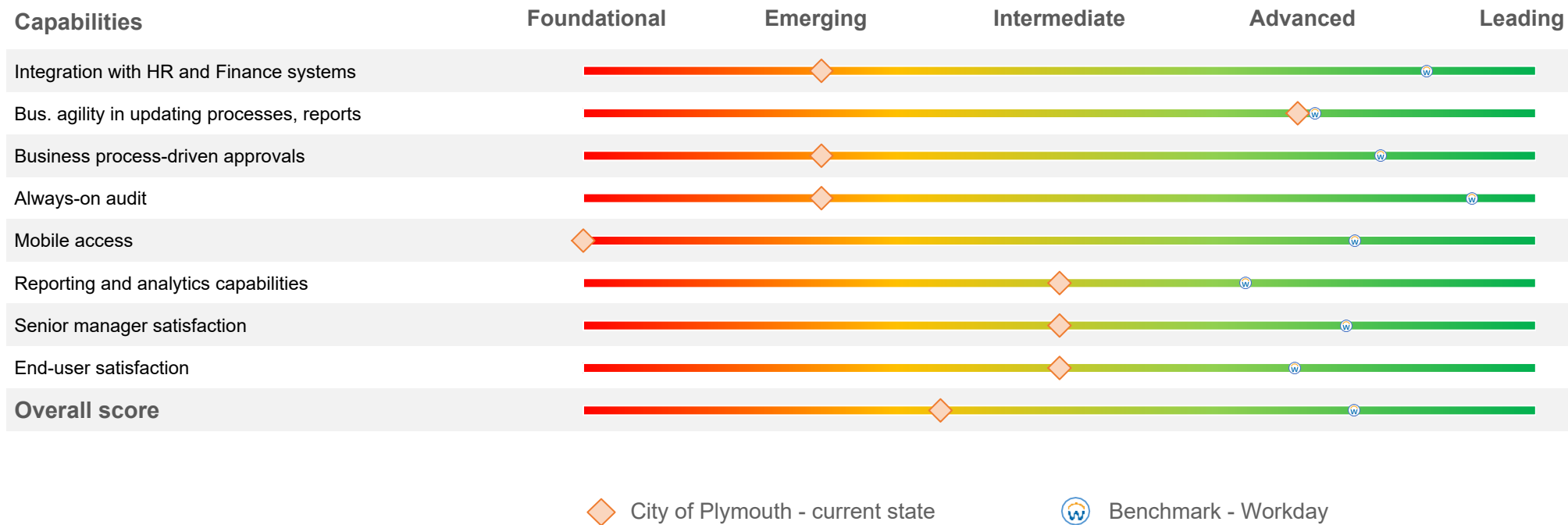
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Expenses Functional Capability Assessment



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Sourcing Functional Capability Assessment



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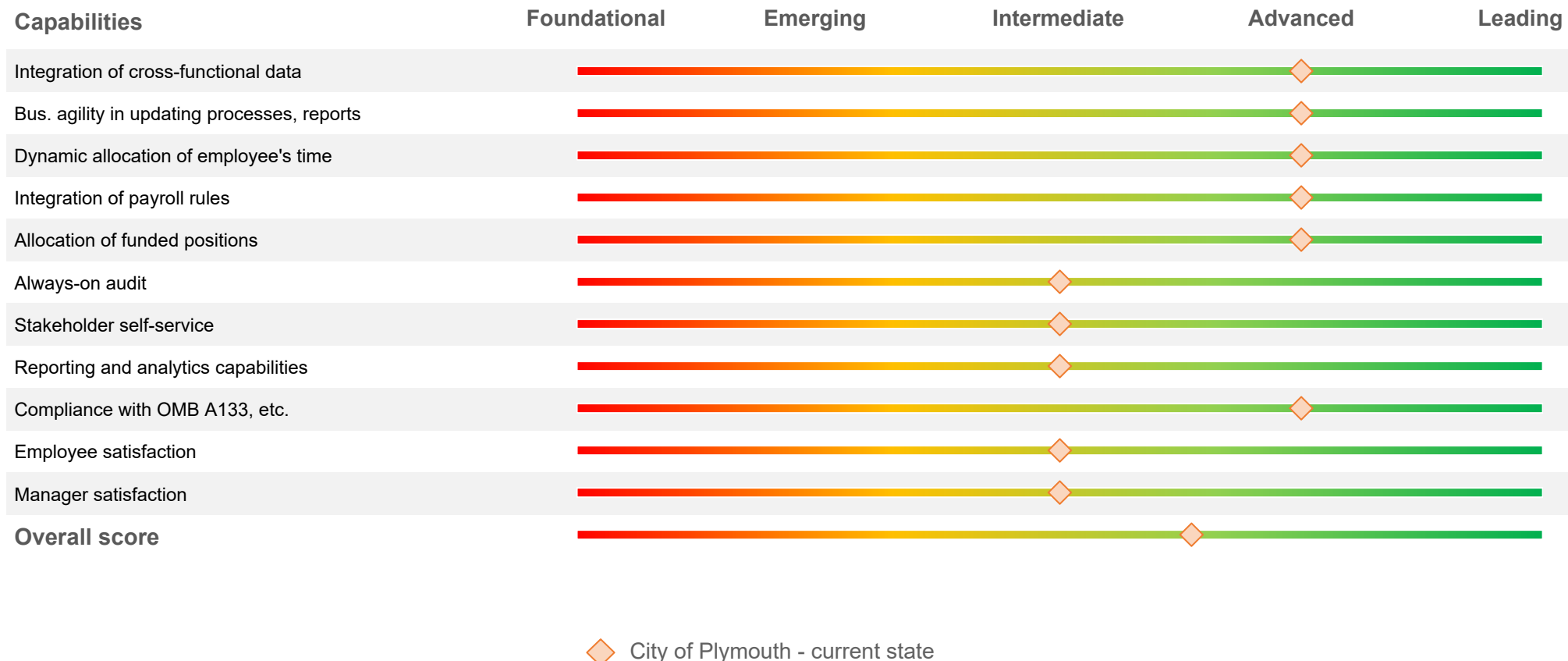
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Grants Management Functional Capability Assessment



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Make the mark.

ERP Needs Assessment - FINAL
City of Plymouth (MN)
September 25, 2024



plante moran | Audit. Tax. Consulting.
Wealth Management.

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1 Executive Summary

1.1 Project overview

1.1.1 Project background

The City of Plymouth's current Enterprise Resource Planning (ERP) software is Tyler New World. The City has decided to assess new ERP and utility billing options and has hired Plante Moran to provide professional consulting services to assist in identifying the City's needs and options for a future ERP and utility billing software environment.

The goal of this project is to assess the City's financial, human capital management, and utility billing business needs, alongside associated systems, to understand the current state environment. This assessment includes the functional needs of the City in addition to the costs and effort to maintain the systems. Following this evaluation, Plante Moran will work with the City to develop a request for proposals (RFP) and determine the strategic option the City should take for its future state technology environment.

1.1.2 Project scope

The City engaged Plante Moran to conduct a comprehensive assessment of its ERP environment and related business processes. The scope of this project includes the following functional areas:

- | | | |
|-------------------------------------|--|--|
| • Accounts payable | • Fixed assets | • Performance management |
| • Accounts receivable | • General ledger and financial reporting | • Personnel actions and position control |
| • Bank reconciliation | • Grant accounting | • Project accounting |
| • Benefits and leave | • Incident tracking and offboarding | • Purchasing |
| • Budgeting | • Learning management | • Recruitment |
| • Cash receipting | • Leave management | • Scheduling and timekeeping |
| • Contract management | • Onboarding | • Time and attendance |
| • Employee and manager self-service | • Payroll | • Utility billing |
| • Technical | | |

1.1.3 Project objectives

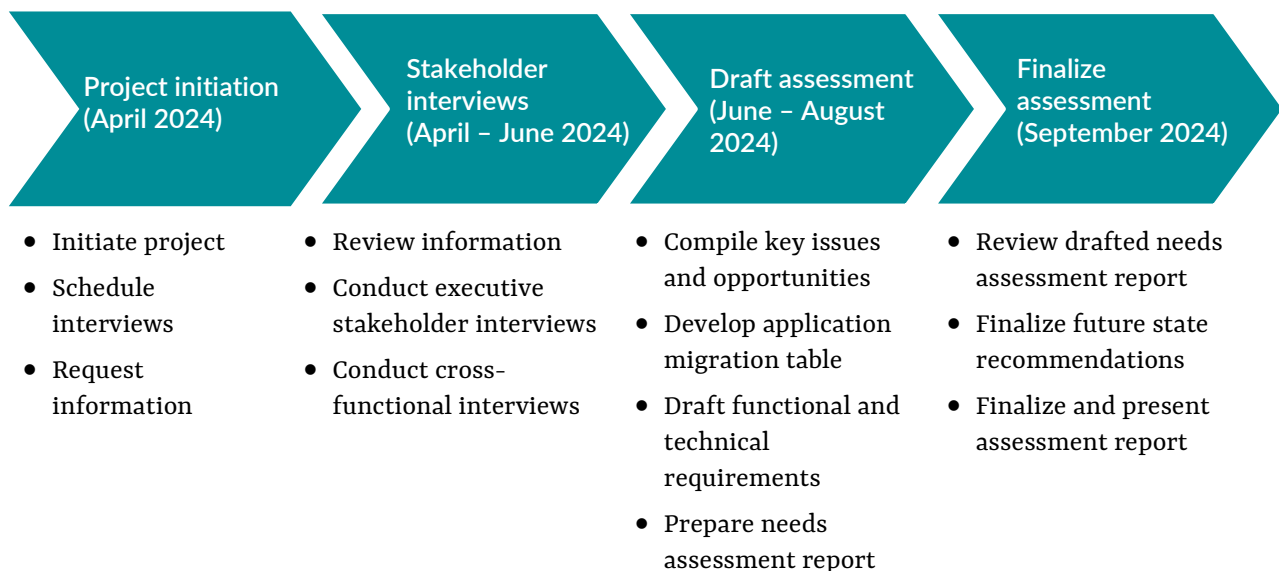
Plante Moran and the City identified the following key objectives for the project.

- Identify business gaps (pain points) and improvement capabilities
- Streamline business processes and align with industry best practices
- Decrease cost and time of transaction processing by leveraging ERP system functionality to automate processes
- Improve internal controls by leveraging ERP system workflow and approval capabilities
- Improve decision-making by increasing visibility of data City-wide and providing end-users access to flexible and user-friendly reporting capabilities

- Improve resident service and increase resident on-line capabilities including the ability for residents to pay bills online
- Reduce data redundancy and risk of human errors by eliminating unnecessary duplicative spreadsheets and side-systems
- Decrease dependency on individual power-users through improved documentation and training on a more intuitive system
- Select solution(s) that are user-friendly for City employees and residents
- Select solution(s) that are a right fit for the City that aligns with business needs
- Select solution(s) that support remote work capabilities (e.g. cloud or vendor hosted deployment method)

1.1.4 Project approach

The project team took the phased approach outlined below to assess the City's ERP environment and business processes:



The approach described above was highly participative and included significant input from stakeholders across the organization to ensure an accurate understanding of current state conditions.

The process for implementing new technology not only focuses on the technology itself but also aims to enhance existing business processes across the City. The key current state findings discovered during our interviews with City staff are discussed below.

1.1.5 Key current state findings

There were a number of consistent findings identified throughout each of the reviewed process areas. Plante Moran recognized the following themes as opportunities to improve the overall effectiveness of the use of ERP within the City.

Finding	Description
1. Paper-based processes	There are several processes that require paper, which must then be manually scanned into Laserfiche. Additionally, Excel is used to track certain dates and data, which are stored locally rather than centrally.
2. Workarounds	Due to limitations of legacy systems, many departments depend on utilizing alternative methods (e.g. Microsoft Excel) for calculations, notifications tracking, and budget forecasting.
3. Integrations	The City uses multiple, disconnected systems to manage various business processes. This results in duplicated data entry efforts and challenges in accessing scattered data across multiple systems and spreadsheets
4. Lack of system functionality	The City does not leverage their ERP system of record for major processes such as budgeting, benefits enrollment, and maintaining employee files. The City uses spreadsheets and paper to support many processes. This does not allow them to take advantage of electronic approval workflows, controls, and reporting features in these processes.
5. Reporting capabilities	City Departments are seeking more user-friendly and comprehensive reporting capabilities.

1.1.6 Key opportunities for improvement

Finding	Description
6. Migrate to a true cloud solution	A true cloud-based solution allows for frequent updates, improved security, and eliminate the need for the City to maintain on-premise infrastructure. While these features will be a benefit for the City, the City must also be prepared to monitor for system updates and new releases because there will likely be less control over when they are applied. In addition, consideration must be given to data backups and access to data should the City choose to migrate off the chosen system in the future.
7. Evaluate the ability to connect outside systems	The City must integrate several external systems, such as RecTrac and ClearGov, with its future ERP system. It should evaluate vendors' ability to connect and maintain these systems, considering their integration experience and the use of platforms like Integration Platform as a Service for easier management.
8. Evaluate vendor support options	During the evaluation phase, it is important that the City fully understands the offerings of each vendor and how they can best support the City's staff. The City should look at things such as maximum, minimum, and average response times, Help Desk services for technical support and end-users, and ease of deployment for system upgrades and patches.
9. Utilize core ERP functions to obtain end-to-end process workflows	The City desires end-to-end process workflows in areas such as purchasing, HR/Payroll related calculations, and budget forecasting. These are all core functions in modern ERP systems, so they will allow these business processes to be maintained in a single system and eliminate many of the City's current side systems and spreadsheets.

2 Application Migration Plan

2.1 Overview

A list of the City's key existing applications identified through the Assessment process has been assembled and presented below.

Replace (R):	The City is intending on replacing this application
Consider (C):	The City is considering replacing this application with an integrated ERP solution, based on the strength of the finalist vendor offering and cost/benefit of the replacement module.
Maintain (M):	The City is intending on retaining the application, not replacing it.
Interface (I):	The City is intending on keeping the application and interfacing/integrating it with the selected ERP solution.

2.2 Application Migration Plan

Current Application	Application /Description	Likely Future of System? *
AdobeSign	Electronic signatures for digital documents requiring Board approval/signature	M
Apex	Used for utility bill/letter generation and printing	C/I
ArcGIS	GIS mapping software	I
Benefit carrier websites	City has 11 benefits carriers (WEX (FSA), NCPERS (life insurance), New York Life (Short-Term & Long Term Disability), VEBA (HRA), etc.)	I
Bluebeam	Electronic plan review software	C/I
BS&A	Permitting/community development solution used for building and planning, payments, inspections, and special assessments	C/I
CardPointe	Parks & Rec online payment processing platform	I
Chase Bank	Credit card activity for permits	I
ClearGov	Recently implemented budgeting solution to replace Qwestica	C/I
CobbleStone	Contract management software used for tracking maintenance agreements and software renewals	C/I
FDM Software	Fire Department's time entry/scheduling, record management, and computer-aided dispatch (CAD) solution (will replace FireManager)	C/I
FIS	Used to upload payment files that didn't go through PSN	C/I

InvoiceCloud	Credit card payment processing platform	C/I
Itron	Import meter readings	I
Laserfische	Digital document management solution (vendor invoices, supporting documentation, contracts, HR/payroll items, and others)	R
Leases software	Reporting for leased equipment	R/C/I
ManagerPlus	Fleet Management system	C/I
Microsoft Excel	Manual tracking and reporting for various activities across the organization. *Excel will be replaced for manual tracking and reporting in some areas, but will remain for other functions.	R
myHR	Employee self-service portal used primarily for time sheets and leave requests	R
NEOGOV	Recruitment, applicant tracking, and onboarding	C/I
OpenGov (formerly Cartegraph)	Asset and work order management system	I
Payment Service Network (PSN)	Online payment processing platform	C/I
QuestCDN	Online portal for competitive bidding	C/I
RecTrac	Parks and recreation management solution including point of sale	I
SeeClickFix	System that routes citizen questions or issues to City departments including Move in/out requests from customers (forms)	M
Tyler Technologies New World	Core ERP system used for key financial and human resources activities	R
US Bank	Online portal for credit card transactions	C/I
VCS (Visual Computer Solutions)	Police Department's time entry and scheduling system	C/I

3 Findings & Observations

3.1 Overview

Through a series of interview sessions with City staff, Plante Moran identified key observations and recommendations related to existing business processes and systems. While the following listing is in-depth and covers many areas, these issues and opportunities should not be viewed as a comprehensive list of all issues defined during the assessment phase of the project, as the current environment has a range of issues related to functionality, integration, and process challenges. The issues and opportunities discussed below are those that were of a significant nature based on our conversation and experience.

For reference, Plante Moran has grouped each issue and opportunity by module/process area.

3.1.1 Finance

Module/Process Area	Observations	Recommendations	Timeline
Accounts Payable	Processing invoices requires a very manual and paper-based routing process. Currently, all invoices are received by AP and must first be sent to the department for approval and coding, then manually sent, either via email or interoffice mail, back to AP for auditing and manual entry into New World. This process is extremely time-consuming and increases the chance of invoices being delayed in processing, misplaced, duplicated, or never processed.	Modern ERP systems have vendor self-service capabilities and should allow for invoices to be received and processed electronically, with automated workflows. Some systems also provide OCR functionality, which can be used to scrape invoice details from a scanned image. This would eliminate the need for manual routing and significantly reduce the amount of manual data entry required. In addition, the City may also want to consider having invoices sent directly to departments first, rather than being sent to AP and then distributed to departments.	Implementation

Module/Process Area	Observations	Recommendations	Timeline
Accounts Payable	The City does not utilize three-way matching on purchase orders. Therefore, each invoice is manually checked against the PO and departments confirm the receipt of the product/service with a manual signature. This can result in overpayments if invoices are not carefully checked against the purchase order.	The City should consider utilizing three-way matching in order to automatically check each invoice against the receipt and the purchase order. This would eliminate the need to manually verify each and every invoice and help prevent overpayments and/or payments for unauthorized invoices.	Implementation
Accounts Payable	New World does not have invoice approval workflow and therefore, departments must create a purchase order for all invoices received before the invoice can be sent to Finance for payment.	The City should create a separate invoice approval process in the future system to allow for departments to enter invoices directly in the system and be routed to the appropriate approvers for review.	Implementation
Accounts Payable	The State requires invoices to be paid within 35 days following the receipt of the invoice. However, the City has no way to track payables by due date and therefore, Finance relies solely on departments to submit invoices to AP in a timely manner. This increases the chance that invoices do not get processed by the due date which can ultimately result in late fees and/or other repercussions.	Include requirements in the RFP for the system to allow users to set a future payment date to an invoice batch and automatically make the payment on that set date.	Selection
Accounts Payable	The City heavily relies on departments to know when an invoice is tied to a PO and write the PO number on the invoice before returning it to	The City should consider including requirements in the RFP to provide the ability to flag an invoice if it is over \$5,000 without a PO. In	Immediate

Module/Process Area	Observations	Recommendations	Timeline
	AP for payment. However, departments do not always do this and as a result, has led to Finance having to spend significant time reconciling all open PO's at year-end.	addition, the City can require vendors to submit invoices with a PO number and not approve invoices without them. This will decrease the likelihood that an invoice is paid without attaching it to a PO.	
Accounts Receivable and Misc. Billing	New World does not have recurring invoice functionality. Therefore, recurring invoices are being tracked in a spreadsheet and then are created in New World each month. This is a time-consuming process and increases the chance that an invoice may be missed.	Utilizing recurring invoice functionality will reduce the amount of staff time needed for invoice creation and eliminate the need for additional spreadsheets. The City should include requirements for this functionality in the RFP.	Implementation
Accounts Receivable and Misc. Billing	The invoice creation process is extremely manual and billing requests are not standardized. Billing requests are received from departments either via a paper form or via email, along with backup documentation that includes the GL code and any additional information that may be needed. Finance must then manually create the invoice in New Word and attach the backup documentation.	Include requirements in the RFP for an ERP system that includes an integrated accounts receivable module. Most modern software solutions offer the ability to enter billing requests, produce invoices, and track all outstanding balances within the system. This will eliminate the need for paper forms and manual entry of billing information into the system.	Selection

Module/Process Area	Observations	Recommendations	Timeline
Accounts Receivable and Misc. Billing	The process to set up new AR vendors is extremely manual and New World does not have the capability to avoid duplicate customers. Therefore, Finance must manually look up vendors in the system prior to creating a new one to avoid creating a duplicate.	The City should include requirements in the RFP to prevent customer duplication. This functionality would eliminate the need to manually search for existing customers in the system by catching the potential duplicate before creation.	Selection
Accounts Receivable and Misc. Billing	Any minor errors made when entering a payment into New World will result in the payment not being applied to the corresponding invoice and the payment will be placed in an undesignated payments category. This requires Finance to spend additional time searching to identify the correct corresponding invoice.	Most modern ERP systems provide real-time validation and can automatically match payments to the corresponding invoice. This will help prevent payments from being misallocated and improve financial accuracy.	Selection
Accounts Receivable and Misc. Billing	The online payment portal reportedly causes confusion for customers making online payments for miscellaneous bills. Additionally, it can be difficult to determine which revenue account to post online payments to, as they automatically default to "false burglar alarm", and customers may not know how to change the default.	If the City decides to maintain PSN as their online payment portal in the future, we recommend working with PSN to explore the possibility of enhancing the online payment portal interface to include clear instructions for customers when making an online payment. The vendor may also be able to resolve the automatic default issue to reduce confusion on both the customer's end and the City staff's end when posting the payment.	Immediate

Module/Process Area	Observations	Recommendations	Timeline
Accounts Receivable and Misc. Billing	Although some invoices are currently sent via email, most invoices are sent via mail, which requires additional time spent printing and mailing.	The City should consider emailing invoices rather than mailing them to those customers who have provided an email address to the City and agree to have invoices emailed to them. This would allow for invoices to be issued more quickly and reduce the time and effort required for invoice distribution.	Implementation
Fixed Assets	Spreadsheets are used to track leased assets to ensure compliance with GASB 87 requirements. This can be a burden on staff who must manually adjust each leased asset with the capitalization, amortization, etc.	Ensure the future system can support GASB 87 reporting requirements to reduce the current manual efforts and eliminate the need for outside systems/spreadsheets. Include this as a requirement for the future ERP and evaluate functionality during vendor demonstrations.	Selection
Fixed Assets	Fixed assets and CIP capitalization are initially tracked manually in various spreadsheets, and then eventually are manually recorded and journalized in New World. This process requires duplicative efforts and creates the chance of data entry errors.	Most modern ERP systems will allow for integrated fixed assets tracking, including all transactions from the initial purchase to depreciation to eventual disposal or transfer of the asset. Utilizing these capabilities will allow for a single source of truth and potentially eliminate or reduce the manual work needed to keep the asset tracking spreadsheets up to date.	Implementation
Fixed Assets	When initially recording a fixed asset, pre-defined fields in New World have led to the need for additional efforts to	The City should include requirements in the RFP for an integrated asset management module that allows for users to	Selection

Module/Process Area	Observations	Recommendations	Timeline
	transfer assets from one fund to another. For example, if you are recording a proprietary asset but forget to mark it as proprietary, it has to be transferred out of the fund and transferred back into the correct fund. This process is reportedly very difficult and time-consuming.	easily make adjustments to fixed assets in the system. An integrated asset management module will also provide dynamic, customizable fields and real-time validation checks during recording. This should help prevent errors such as incorrect fund assignments.	
Fixed Assets	The City does not update new asset/construction capitalization until year-end, which requires a significant amount of manual reconciliation and lots of time spent gathering backup checks. This creates a significant burden on staff when it comes time to enter all new assets from the year at one time.	The City should continue to work towards asset/construction capitalization on an ongoing basis to reduce the current efforts required at year-end. This is best practice, and would allow for visibility into more real-time data throughout the year.	Selection
Bank Reconciliation	New World has a bank reconciliation module, but it is not currently being utilized. Rather, daily reconciliation is done by manually documenting notes on a printed bank statement. The City has 8 bank accounts, so there are many different sources of revenue going into this account, making the process extremely time-consuming.	The City should include requirements for integrated bank reconciliation in the RFP. Many modern ERP systems have the ability to automatically find matching transactions and generate an exception report, which would save time during the reconciliation process. The City should also consider exploring the feasibility of utilizing the current bank reconciliation module within New World to help increase efficiency in the process prior to implementation.	Implementation

Module/Process Area	Observations	Recommendations	Timeline
Bank Reconciliation	New World does not provide cash flow forecasting functionality and therefore, the City relies on spreadsheets. Staff expressed interest in cash flow forecasting capabilities in the future ERP.	Some modern systems can manage the City's cash flow. This would eliminate shadow spreadsheets and allow for users to track in one central location. The City should include this as a requirement and assess this functionality in vendor proposals/during software demonstrations.	Selection
Bank Reconciliation	Currently, checks are manually being cleared one at a time due to the cost of the cleared checks import. This is only a small part of the reconciliation process and reportedly takes around an hour to complete, depending on the amount of checks there are.	The City should explore the cost of a monthly import from US Bank and determine whether or not the cost is worth the value of the import.	Immediate
Bank Reconciliation	Currently, the City is running approximately four months behind on monthly reconciliation. Although this is partially due to the recent audit, there are also seemingly some resource constraints.	Initiate cross training to provide adequate backup for the bank reconciliation process. The City could also consider establishing a policy to include a pre-defined completion timeframe for reconciliation.	Immediate
Budgeting	Long-term budget forecasting is currently done manually using Excel spreadsheets. This can create challenges and inaccurate data if scenarios are not consistently updated.	Many modern budgeting modules enable users to customize budget scenarios for multi-year forecasting and perform budget forecasting that incorporates factors such as planned salary/benefit adjustments or new positions. The City should include this as a requirement in the RFP and	Selection

Module/Process Area	Observations	Recommendations	Timeline
		assess this functionality during software demonstrations.	
Cash Receipting	Payments and revenues come in from several different sources. Payments received via BS&A and RecTrac require daily exports and imports into New World, and the import file from RecTrac is currently generating numerous errors, ultimately requiring additional efforts to individually void any \$0 receipt lines from the batch in New World before it can be posted.	It may be possible to integrate these third-party systems with the future ERP to eliminate the need for manual imports. The City should include these integration requirements in the RFP. This will enable vendors to propose integrations that either exist within the new system or suggest an alternative third-party system that can be seamlessly integrated.	Selection
Cash Receipting	Payments received via PSN are coded to the GL via a file upload. However, certain payments, such as lockbox payments, special assessments, meter parking, and lodging tax, end up in a different module in PSN and therefore require manual entries into New World.	The City should integrate PSN/Invoice Cloud with the future ERP system or select a solution with native capabilities.	Selection
Cash Receipting	Staff reported that sales tax functionality in New World is inconsistent as sometimes, sales tax is automatically applied but other times, it has to be manually added. Although taxable items are not commonly purchased, this inconsistency creates the chance of manual calculation/data entry errors, as well as the chance that sales	Include requirements in the RFP for sales tax functionality to ensure sales tax is accurately calculated and applied to taxable items.	Selection

Module/Process Area	Observations	Recommendations	Timeline
	tax may be missed for taxable items.		
Cash Receipting	When changes to the GL code on a receipt are needed, the receipt must be voided and recreated in New World. This poses challenges for staff, especially when multiple receipts in a batch require changes, as each receipt must be voided one at a time. This is a very manual and time-consuming process.	Users should be able to make changes to a receipt in a modern system prior to posting. The City should evaluate cash receipting functionality throughout the selection process and select the system that best fits the City's needs.	Selection
Contract Management	Contracts require various levels of approvals depending on the dollar value and contract type. However, approvals/signatures are obtained via either DocuSign or AdobePro, with no automated workflows. Therefore, it is the department's responsibility to send the agreement to the appropriate approvers and ensure all levels of approval are obtained. In addition, staff reported that per City policy, all contracts are supposed to be routed to Finance, but this does not happen consistently. This process is not only time-consuming, but it also does not hold departments accountable for adhering to City policy.	Work with the vendor during implementation to set up an automated approval workflow that aligns with the City's purchasing guidelines. This will reduce the amount of manual intervention required to obtain the appropriate approvals and ensure all departments are adhering to City policy.	Implementation

Module/Process Area	Observations	Recommendations	Timeline
Contract Management	Contract management is decentralized, and thus it is the departments' responsibility to monitor contract terms and conditions for renewal. However, departments do not have a good way to track termination dates so are currently marking these dates on their Outlook calendars. Additionally, the contract initiation and approval process are inconsistent and requires the use of several different systems, none of which are integrated with New World.	The City should explore systems that offer an integrated contract management module. Utilizing a contract management module will allow the City to set up the system so that the contract expiration date and COI is tied to the purchase order. Additionally, it will allow for seamless tracking of vendor and contract data by storing this data in a single location.	Implementation
General Ledger/FIN Reporting	The current chart of accounts does not leverage all available segments in a future ERP COA setup that would allow the City to align with COA structure/setup best practices, and fully leverage the future ERP software.	The City should review and perform a COA redesign prior to/during the future system ERP implementation to ensure the future COA aligns with best practices, leverages a new ERP COA setup, and allows the City to fully leverage the new ERP system and reporting capabilities. Plante Moran has COA experts that assist clients with comprehensive COA redesign and mapping.	Immediate
Project/Grant Management and Accounting	Staff reported that they have the ability to search for purchase orders or project transactions, but it is not intuitive for most users.	Modern ERP systems will enable users to view the purchase orders associated with each project. The City should ensure that the selected vendor is facilitating effective knowledge transfer throughout the implementation process to	Implementation

Module/Process Area	Observations	Recommendations	Timeline
		maximize users' ability to effectively utilize the system.	
Project/Grant Management and Accounting	In general, departments are using a multitude of spreadsheets to track and maintain project/grant related information such as project costs, project activities, quantities, and project change orders.	See above recommendation	Implementation
Project/Grant Management and Accounting	The City currently has about 300 escrows projects, which are being tracked in both BS&A and in spreadsheets. BS&A was implemented in 2019, so all escrows projects that started prior to 2019 must be tracked and maintained in spreadsheets. Additionally, staff must consistently check BS&A for new project numbers and then manually set up these projects in New World as well in order to allow for the import of BS&A activity into New World.	The City should explore the feasibility of an integration between BS&A and the future ERP system. If this integration is not possible, consider moving escrows into the financial system instead to eliminate the duplicative efforts required to set up the project in both systems.	Selection
Project/Grant Management and Accounting	There is no standardized policy for closing projects. While smaller projects are closed out internally, larger projects require City Council to review project funding for final resolution. This can lead to issues at the end of the year when projects need to be closed due to the absence of formal policies to serve as guidelines.	The City should establish formalized standard operating procedures and policies for project closure. This will allow for a more seamless project closure process and ensure the proper documentation is maintained. City leadership should discuss this plan prior to implementation so that these procedures can be	Immediate

Module/Process Area	Observations	Recommendations	Timeline
		incorporated into the new system.	
Purchasing	When a new vendor is identified, departments request vendor information and required documentation from the vendor via email and complete a fillable form that is ultimately emailed to Finance to manually set up the vendor in the system. This often leads to back and forth emails between Finance and the requesting department to ensure all vendor information and documentation is obtained, creating further delays in the process.	Many modern ERP systems have vendor self-service capabilities. These features can be used to streamline the vendor set up and update process by allowing vendors to register and submit documentation via the self-service portal. Determine if the City would like to utilize a vendor self-service portal in the future.	Immediate
Purchasing	The City uses the Quest CDN portal for competitive bidding. Quest CDN is not integrated with New World and thus, evaluations are being done outside any system of record, ultimately requiring manual efforts to convert the awarded bid into a contract or purchase order.	The City should determine if they want to replace Quest CDN with an integrated ERP that provides bid management functionality. An integrated ERP system would provide the necessary connection between purchasing and contract management modules to allow for a more seamless process with significantly less manual intervention required.	Immediate

Module/Process Area	Observations	Recommendations	Timeline
Purchasing	During the PO approval process, there are no automatic notifications to approvers, or to the initiator once a PO has been approved and is ready for posting. This can cause significant delays in the process and requires the initiator to frequently login to the system to check the status of the PO so that it can be finalized.	The City should consider updating the PO approval workflow so that the PO can be automatically finalized/posted once approved by the last staff member in the approval chain, rather than routing it back to the initiator for posting. This would eliminate an unnecessary step in the process. Additionally, the future system should be able to be configured so that each approver is automatically notified when the workflow is routed to them, which would allow for a much more efficient process.	Implementation
Purchasing	Once a PO is finalized/posted, departments are currently sending it to the vendor via email. This requires additional efforts and creates the chance that a PO may be lost an inbox queue.	The City should consider utilizing a vendor self-service portal to allow vendors to obtain purchase orders directly from the portal. This would eliminate the manual efforts needed to pull a copy of the PO from the system to send via email and ensure that the PO is received in a reliable manner.	Immediate
Purchasing	New World does not have the ability to automatically check for available budget during the PO approval process. Therefore, the City relies on approvers to ensure the department has sufficient budget for the purchase.	The City should consider and evaluate weighting the cost/benefit for automatic budget checking capabilities. This can help ensure purchases are not approved without the sufficient budget.	Selection

Module/Process Area	Observations	Recommendations	Timeline
Utility Billing	The City does not have the capability to set a specific time period for sending invoices to multiple or different addresses.	In the new billing system, there will be an opportunity to save additional mailing addresses for specific timeframes to forward invoices during snowbird time periods for owners.	Implementation
Utility Billing	The final bill/move out process currently requires manual reconciliation due to the system calculating the closing date and new read date a day apart. This causes potential inaccuracies in the new read for the new account if there has been usage between the move out and the new read for the move in.	A new billing system will allow for the closing read and new read for the new account to occur on the same day eliminating the day gap between the two reads occurring today.	Implementation
Utility Billing	While the new system does flag leak alerts based on constant usage for 24 hours a day for 7 days, an excel report is needed to run and upload to Apex for the leak letters to be generated to customers requiring extra manual work and error checking to complete.	A new billing system will automatically generate the leak communications based on the alerts identified eliminating the need for an excel report to be run. These letters may be able to be sent to Apex/letter print vendor through an API or automatically so an inquiry to Apex will need to take place to see what is possible.	Implementation
Utility Billing	Commercial accounts with multiple meters are only billed a single demand fee based on the largest meter preventing potential additional revenue.	There is an opportunity to charge multiple demand fees for accounts with multiple large meters based on each meter size.	Immediate
Utility Billing	Work order fees are manually added once the work order has been completed and a	A new billing system will allow for the automatic assessment of work order fees on creation	Immediate

Module/Process Area	Observations	Recommendations	Timeline
	notification is received from the field requiring communications from the field to finance and manual steps from the finance team to add the charges to the accounts.	or completion. The City will need to determine what fees they want created automatically for work orders and at what phase. (i.e. a fee automatically assessed for a shut off when created for rolling the truck even if a payment is made before shut off - just an example as shut offs for nonpayment are rare).	
Utility Billing	Winter sewer averages are calculated based on actual usage with no minimum which can cause inaccurate averages for snowbirds if there is any consumption on the account during the months they are gone.	City should consider a defined minimum threshold default for the winter sewer average amount in the event of a snow bird account. (i.e. an account with 1 unit of consumption could default to the 8500 amount instead of basing on the true consumption).	Immediate
Utility Billing	A spreadsheet is maintained for account issues and exceptions between billing cycles to identify things such as meter exchanges that require time consuming manual work to complete billing.	The new system will enable tracking exceptions within the system and eliminate the need for manual tracking. Meter exchanges within a billing cycle will automatically calculate the consumption for billing based on the old and new meters.	Implementation

Module/Process Area	Observations	Recommendations	Timeline
Utility Billing	Bill amounts are reviewed manually for unusually high credit and charge amounts after Apex has created the sample bill files. This process is tedious and can require a billing batch to be redone if there is an issue causing an increase of time and resources spent.	A new system will enable the flagging of high/low bill amounts based on a percentage for different account types that will notify the team once the batch is created. The City will need to determine the best thresholds to use for each account type during configuration of the new system (i.e. residential accounts with a bill higher than 15% of their average will flag a high bill exception).	Implementation
Utility Billing	Online payments are not reflected in real time in the billing system which can cause confusion with total amount due for billing staff and citizens.	An interface between the new customer portal and billing system will allow payments to reflect in real time.	Implementation
Utility Billing	The process is difficult to reconcile uncashed refund checks from utility billing and AP modules due to different fields and information which requires finance to spend time running reports and manually reconciling.	An interface between AP and utility billing can be configured in the new systems to flag accounts in the utility billing system when refund checks go uncashed after a defined number of days. The account number, name, address, and other fields can be used to key on correct accounts from AP to utility billing.	Implementation
Utility Billing	Multi-family accounts cannot have parent-child relationships configured in the current system which increases the difficulty of accurate usage and billing	The city will need to determine what multi-family accounts require a parent-child relationship defined and who gets notified and is responsible for invoices. (i.e. just the master account is responsible	Immediate

Module/Process Area	Observations	Recommendations	Timeline
	tracking for multi-family units.	for bills, but sub accounts get notified, etc.).	
Utility Billing	In stock (new, uninstalled) meter inventory is not currently tracked in a system which prevents accurate tracking and increases risk of incorrect meter information being used.	It is important to track these meter in a system, either the new billing system or Cartegraph, once purchased and stored in the warehouse. The meter provider will have a spreadsheet that can be uploaded to insert the new meters into the system prior to installation.	Immediate
Utility Billing	Meter exchanges are processed manually from information included in a spreadsheet or PDF provided by the field workers and have to be done in a specific time period to prevent issues with billing. This increases room for error and workload of billing staff.	Meter exchanges could be performed through an integration from OpenGov to the new billing system allowing the reads and new meter information to be entered automatically.	Implementation
Utility Billing	Billing audits are very tedious and manual currently requiring manual investigation by billing team to ensure accuracy and no leaks or other issues taking up valuable time from the staff.	Both meter read and billing exceptions can be configured to flag problem accounts based on their individual usage and preconfigured thresholds which may reduce the amount of manual billing audit effort required.	Implementation
Utility Billing	Move outs and other service orders are currently processed manually through paper orders and the current system will automatically pull up new account information during the processing. The current process is time consuming and very manual.	An interface from the billing system to Cartegraph will allow for move outs to be processed automatically from the field when the order is completed with the final read saving time and efficiency.	Implementation

Module/Process Area	Observations	Recommendations	Timeline
Utility Billing	Account numbers and other account information isn't available in Cartegraph requiring extra steps and time from public works to confirm information with finance prior to performing work.	The interface from utility billing to Cartegraph will pass customer, account, and address information to public works eliminating the need for additional communications to perform work orders.	Implementation
Utility Billing	Scheduling for work orders is maintained in a spreadsheet that is manually updated every morning increasing the risk of loss of data and miscommunication.	Cartegraph has a scheduling feature that can show availability and enable the scheduling of work orders without the need of an external spreadsheet.	Immediate

3.1.2 Human Resources

Module/Process Area	Observations	Recommendations	Timeline
Employee Benefits	Benefit elections for life events outside open enrollment are completed on paper by the employee not via self-service, hand keyed into the system by HR, and scanned into Laserfiche. This increases time needed by HR to complete this step as well as create risk due to possible incorrect data entered, delays entering the data, and the paper potentially being misplaced prior to loading into Laserfiche.	A newer ERP system has the capability to automate this step, after the EE chooses benefits form self-service screen, the choices are automatically saved into their benefit profile.	Implementation
Employee Benefits	When employees make changes to their deferred compensation, payment changes occur manually, as this workflow is not automated. There is risk for error due to the possibility of	A new ERP system will automate this process and notifications will work in tandem with the workflow to ensure requests are reviewed timely and securely.	Implementation

	data keyed incorrectly, and delays in entering the data causing changes to take effect later than the employee requested. This could result in retro actions being taken to ensure the correct amounts are being added to the account.		
Employee Benefits	New hire benefit elections notification to payroll is not automated and is currently performed using an excel spreadsheet. Which is a cumbersome process.	A new ERP system will automate notifications to Payroll when benefit elections are made.	Implementation
Employee Benefits	No connections with benefit carriers.	A new ERP system should provide carrier connections.	Implementation
Employee Records	FMLA and ADA documents are stored in Laserfiche. Which requires scanning and saving paperwork and adds work for the Plymouth team.	A new ERP system will have the ability to store these requests in a secure location directly from employee entry, will increase efficiency and allow for security to be maintained of this information.	Implementation
Employee Records	Personnel action forms are electronic fillable PDF's and outside of the system currently. This can cause delays while the form moves through the approval process and cause retro payments to take effect if the form included a monetary request.	A new ERP system will automate this process and notifications will work in tandem with the workflow to ensure requests are reviewed timely and securely.	Implementation
Employee Records	Reserve officers are not assigned an employee ID number, so a majority of these documents are currently stored on paper as they cannot be stored/tied to in Laserfiche. These employees are voluntary.	A new ERP system tracks them as non-paid employees so that they can be provided appropriate system access to track their time and other communications as needed.	Implementation

Employee Records	HR does not track equipment issuance. This is done by departments and IT, and it is not noted in the employee file. There is no automation in place for collecting issued equipment or technology from employees that are terminating which could lead to lost equipment	A newer ERP system will have the ability centralize equipment/technology issuance. This will track employee equipment and technology. This process will help reduce costs by ensuring equipment/technology is returned upon the termination of an employee.	Implementation
Employee/Manager Self-Service	Employee benefits are manually entered by HR-not automated. This leads to significant time needed by HR to enter every EE benefit election accurately.	Consider automating this step in the new ERP system and allowing employees to enter benefit elections via a self-service screen.	Implementation
Incident Tracking	Employees report injuries via an online form, which is stored on SharePoint or via paper form. Once a manager approves it then HR will receive notification and review the claim. This process is not streamlined with automated workflows/notifications in place. This increases risk due to delays in approvals and paper documents getting lost. Could potentially conflict with OSHA reporting requirements as well if claims are not reported correctly or timely.	A newer ERP system will allow incident reporting and tracking which will reduce the need for claims to be completed via paper. Reporting on claims is also more efficient with claims being managed timely.	Implementation
Incident Tracking	Currently worker's comp claims and equipment damage are maintained on an Excel spreadsheet by HR. This process is cumbersome and time-consuming.	A newer ERP system will allow for incident tracking and monitoring as well as interface with vendors. This will streamline the process via a workflow and ensure claims are approved and monitored timely.	Implementation

Learning and Training Management	Currently there is no LMS (Learning Management System) system in place for tracking or administering training. Excel is being used for tracking training and licensure/certifications and requires manual updates. This is time-consuming, cumbersome, and inefficient.	Consider a LMS system that will integrate with the new ERP system to ensure training efficiency. Training regarding the new system will need to be given to all employees, in order to fully utilize the LMS. Consider adding refresher LMS courses to employee training plan yearly to ensure full system capability is recognized.	Implementation
Learning and Training Management	Employee licensure/certification data is currently stored in the employee file, and tracked manually in Excel, and not stored in an LMS (learning management system), due to the lack of an LMS.	Licensure/certifications are typically stored and accessed through an LMS. Managers in each department and HR should feel comfortable accessing licensure and certifications in the LMS. Employees should know how to load their own documentation into LMS as well. This will need to be a training topic for all employees once an LMS is in place. Notifications should be established to track expiration dates. Consider this option in new system.	Implementation
Leave Management	FMLA is tracked manually on excel spreadsheets. Each employee has their own spreadsheet maintained by HR. This workflow is not automated which makes tracking leave, a time consuming and cumbersome process.	A new ERP system will have the ability to track and centralize leave efforts, including FMLA and ADA. Thus, reducing the time needed when tracking these events manually.	Implementation
Leave Management	There are no FMLA codes entered on timesheets. This is a manual process and cumbersome with risk for errors .	Consider creating leave codes (Leave, intermittent Leave, leave without pay, etc.) codes. These codes will then be loaded into the new ERP system so that employee can select them on their	Implementation

		timesheets when entering leave time or a manager can assign them to the employee's time sheet as needed.	
Onboarding	The onboarding and orientation experience is not consistent for all new hires .	A new ERP system will streamline the paperwork workflow for a new hire, with automatic notifications to HR and hiring managers as each step is completed by the applicant. This will ensure required documents, such as the I9, are completed timely and securely.	Implementation
Onboarding	All notifications for new hires, rehires, position changes, etc., are done by email.	A newer ERP system can automate parts of the notification process.. A training will need to be given to those completing these steps to ensure compliance and an easy transition for the new hire. Consider training current parties and creating a one-page guide on the process, until a new ERP is in place.	Implementation
Payroll	Several departments have challenges with part time employees submitting timesheets on timeand in some cases supervisors and managers also approving them (due to some part time supervisors).	Utilizing a scheduling and timekeeping application that has mobile capabilities for both time entry and time approvals will greatly increase the efficiency of this effort for all departments.	Implementation

Payroll	There have been issues with payroll corrections. When copies of the timesheets are sent out for employees to fix errors and sign off with their supervisors, they are then sent back to the payroll team via email. This process has caused a lot of back and forth to get approval or to fix errors that were not originally addressed.	Utilizing a scheduling and timekeeping application where timecards (and any edits) can be routed through employees and supervisors for approval will greatly increase the efficiency of this process.	Implementation
Payroll	The payroll department has mentioned that it takes a significant amount of time to constantly escalate the issue of correcting time discrepancies with employees and their supervisors. This process consumes a lot of time for the payroll department as they have to repeatedly try to contact employees and supervisors for resolutions.	Utilizing a scheduling and timekeeping application where timecards (and any edits) can be routed through employees and supervisors for approval will greatly increase the efficiency of this process.	Implementation
Payroll	Errors occur due to employees and managers not following contract language or choosing/approving incorrect hours codes in the time entry system.	A new timekeeping system should be able to support rules regarding hours codes/calculation so employees/managers are not able to assign/approve incorrect hours codes.	Implementation

Payroll	If an employee's job changes mid-pay period, there could be a different tax rate for the two positions. The current system is unable to handle this particular mid-pay period change.	It is best practice to have a policy indicating all employee job and pay changes will co-inside with the start of a pay period (including having language in union contract that stipulates to any changes being "effective the start of the next pay period after a specified date"). If any mid pay period changes are needed, then it is recommended that a payroll system be implemented that can handle these calculations.	Implementation
Payroll	The payroll department has indicated that distributing over 300 paper checks for election judges is a very manual and time-consuming process.	Recommend reviewing this process to see what options are available, we see this quite often with election judges. Often we see clients leverage employee self service screens to have these employees fill everything out themselves. This may include providing tablets they can pass around to complete the information on benefits election day. We also occasionally see other approaches such as 1099's via setting them up as contractors and a separate portal, (less information needs to be collected or outsourcing this work to a temp agency.	Implementation
Payroll	Currently, the HR and finance departments maintain an Excel spreadsheet for adjustments and calculations of benefits, deductions, PTO adjustments, FLSA overtime, and retro payments. This process is very manual and time-consuming.	Recommend selecting and implementing a payroll system that can handle these calculations and also be able to report on any changes during the pay period.	Implementation

Payroll	Currently, retroactive pay adjustments with FLSA overtime must be calculated by the HR department for each pay period of retroactive payment.	Recommend selecting and implementing a payroll system that can handle these calculations.	Implementation
Payroll	Currently, the payroll team is manually calculating life insurance and long-term disability for insurance carrier billing using spreadsheets, which is a time-consuming process.	Recommend selecting and implementing a payroll system that can handle these calculations.	Implementation
Performance Management	The performance management process is driven by the HR department at this point and is not a workflow with notification process. This is cumbersome and requires extra due diligence for the HR team to continue to monitor this process city-wide.	In a new ERP system, notifications can be established to begin the process. This workflow should be started by the employee and/or the managers and available on the self-service screen.	
Position Control	HR sets up new positions and position numbers in the system. Position numbers are not clear and very complex. This is causing problems when creating new positions.	Consider reworking position control prior to entering it into a new ERP system. A crosswalk may be needed when pulling data from the legacy system into the new system.	Implementation
Position Control	When a director wants to create a new position, they write memo and HR has to approve, then the city manager has to approve the request. This process is currently conducted manually and not automated, which can become cumbersome and potentially lead to delays in the request.	A new ERP system can automate many of these steps and reduce the time needed to gain approval of the request by setting up notifications in the workflow to ensure efficiency.	Implementation

Recruitment	Employees currently have to be reentered into NeoGov for onboarding and then again in the HRIS because there is no integration between NeoGov recruitment & onboarding & New World. This is a cumbersome process for HR and could cause delays in the hiring process.	Consider a bi-directional interface for NeoGov. A new ERP system will integrate systems and automate workflows so that efforts are not duplicated.	Implementation
Time & Attendance	Throughout the time entry approval workflow process, supervisors have to review and approve over 300 employee time entries. This process is very time-consuming and manual.	Implementing a scheduling and timekeeping system with notifications for any off schedules punches and the ability to easily sort for incorrect or missing punches will greatly increase efficiency.	Implementation
Time & Attendance	Each department is responsible for its own employee scheduling system and process. The current ERP system lacks a comprehensive scheduling module.	Implementing a scheduling system that is part of a time keeping module will increase efficiency and allow for all employees to access their schedule and punch for time worked while eliminating the need for different applications.	Implementation
Time & Attendance	The timesheet format within New World has limited flexibility and creates challenges between 5 and 7 day a week departments. Also, if there any changes to time punched, there is a need to manually adjust the time in New World.	Utilizing a new scheduling and timekeeping application would allow for all employees and managers to review and finalize time cards each pay period. Eliminating many manual entries and increasing efficiency.	Implementation
Time & Attendance	Overtime must be approved by supervisors before being worked. The system currently does not have a function to pre-approve overtime for employees.	Implementing a timekeeping system that notifies managers when an employee hits overtime (and requires approval) would allow for managers to better control this labor expense.	Implementation

Time & Attendance	Tracking FMLA and leave through Excel is burdensome and time-consuming for HR to manage.	Implementing a modern timekeeping system capable of tracking and reporting on FMLA hours would increase accuracy and efficiency.	Implementation
Time & Attendance	The current pay period in the system starts on a Saturday. This causes issues for new employees who start on a Monday following the start of a pay period because they can't be set up in the system until the start of the pay period. As a result, HR has to either wait to set them up until their start date or enter fake dates in advance and then go back to adjust dates .	Selecting a time and scheduling application that is integrated with the HCM and Payroll applications and is more flexible when entering information in advance allows for new hires to be more easily set up on all applications.	Implementation
Time & Attendance	Time off balances are not tracked intuitively for employees, and this can cause more work on Human Resources and managers to respond to requests and inform employees of available time.	Implementing a new system that allows for time off banks to be managed in timekeeping application allows for employee and managers to more easily access this information.	Implementation
Time & Attendance	Employees are assigned to departments, not managers, so all managers have access and receive time off requests for the entire department instead of only the individuals assigned to them.	Implementing a new system that allows assigning by person, not department.	Implementation

3.1.3 Technical

Module/Process Area	Observations	Recommendations	Timeline
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Technical	Troubleshooting end-user issues and performing manual updates/patching for on-premises systems is time consuming for IT staff members.	A new ERP system offers a cloud-based solution where vendors handle manual patching and updates. This approach reduces the need for IT staff to perform time-consuming tasks, freeing up their time. During the vendor selection phase, the city should examine support agreements to determine the level of support vendors will provide.	Selection
Technical	The City police department's timesheet application relies on local authentication instead of Microsoft Entra's centralized authentication. This approach could increase maintenance and update efforts for IT staff.	ERP systems seamlessly integrate with authentication processes from cloud service providers. This enables centralized management of all applications through an authentication process. The City should consider this capability as a requirement for vendors during the vendor selection process.	Selection

Technical	The process of decommissioning begins with the HR department notifying the IT department about an employee account that requires decommissioning in Microsoft Entra. Once the IT department decommissions the account, they must manually inform the finance department, which then handles deactivating the employee profile within New World. This process creates issues for the IT department, as it lacks central control over end-user accounts across all systems. Additionally, the high turnover rate among part-time workers can lead to situations where the HR department forgets to notify the proper channels for decommissioning, resulting in more profiles being left active.	The City should review and amend the current account lifecycle management processes to limit, or ideally remove manual processes. The creation, modification and removal of user accounts should be performed using automated tools and workflow processes. These practices should be combined with the use of the City's Entra ID for access to the new ERP system.	Immediate
Technical	The IT department generates reports outside of the New World system, requiring additional effort and time spent pulling data from alternative locations.	Modern ERP systems provide various reports, including self-service reporting. This allows employees to create reports within the ERP system, reducing manual work and potential errors associated with generating reports externally. During the vendor demo phase, the City can request vendors to showcase their reporting capabilities.	Selection

Technical	The city has a desire to keep the legacy ERP system running for a period of time following the implementation of a new system. The city does not have a separate data warehousing solution to support archival/data retention needs. This may result in additional operational effort and costs for the support and maintenance of legacy systems.	The City should assess the effort and costs of running the legacy system in parallel with the implementation of a new ERP system. A determination regarding the quantity of data to migrate and longer term retention of legacy data needs to be completed. Additionally, the city can ask vendors to provide migration services from legacy systems to the modern ERP system for cost evaluation.	Selection
Technical	Currently, there is no ERP application integration with key business systems. A determination of the interfaces required for the future state has not been determined.	Modern ERP systems offer extensive application integration capabilities. This enables the city to potentially integrate key applications with the new ERP system. A determination of the required interfaces and allocation of work (i.e., who will develop interfaces) should be made and included in the vendor selection process.	Selection

3.1.4 Other

Module/Process Area	Observations	Recommendations	Timeline
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Asset Management	Currently the public works department uses ManagerPlus for their asset management system, which was implemented over 15 years ago, and is aging. Although the system meets many of the needs of the Department, it is not integrated with the financial system and there is potentially additional functionality in a newer system that would be helpful for the City to leverage.	The City should consider exploring the ERP/asset management software marketplace to identify if there are benefits/value to replacing ManagerPlus with the future ERP system (enterprise asset management module) or with a newer best of breed asset management system and integrating it with the ERP so that data flows between the two systems to allow the businesses to make decisions.	Selection
Inventory	The City does not currently track water meters.	The City should consider tracking water meters so they can make proactive decisions on when to replace inventory.	Selection

4 ERP Marketplace Assessment

Generally, Enterprise resource planning (ERP) solutions evolved out of a desire to provide the functionality of two or more systems, such as financials and human resources, in an integrated software solution. ERP software solutions experienced their first major growth in private sector businesses in their manufacturing and supply chain operations. Over the years, these solutions were enhanced, configured, and tested in public sector organizations. With these enhancements, solutions originally developed for private sector organizations could be deployed in a public sector setting.

This section provides an overview of the ERP marketplace, organized as follows:

- Vendor consolidation
- Tier 1 vs. Tier 2 ERP
- On-premises vs. cloud-based ERP
- Vendor marketplace overview
- Procurement approach
- ERP marketplace trends

4.1 Vendor consolidation

Consolidation among software vendors has left fewer vendors providing services to the public sector than in prior years. Organizations such as Harris, Oracle, CentralSquare, Infor, Accela, and Tyler Technologies have acquired competing software offerings over time and, to varying extents, marketed, licensed, implemented, and supported each of them. As such, the remaining vendors have a larger installed base per vendor. It is anticipated that, over time, these vendors will reduce, not increase, the number of ERP solutions that they will maintain and support for the public sector. Consolidation of solution offerings is typical in the software industry because of the vendors' desire to create a sustainable business model. In addition, vendors have been developing formal partnerships with other vendors to provide a broader scope to clients. For example, Workday partners with SpryPoint to provide Utility Billing functionality, and CityWorks partners with Harris Software to provide EAM functionality. Thus, it is important during the due diligence and contract negotiation process to consider any future product plans available from software providers to maximize solution longevity and avoid expensive capital outlays for upgrades and replacements.

4.2 Tier 1 vs. Tier 2 ERP is a thing of the past

Historically, Tier 1 ERP vendors offered broad solutions designed for large organizations, and Tier 2 ERP vendors may have been designed for a specific industry designed to support the middle market. As the market has shifted to the Cloud, many of the traditional Tier 1 ERP vendors have come down to midmarket and are now offering functionality, such as fund and grant accounting, to support public sector organizations. The traditional Tier 1 vendors were able to make this shift because Cloud software is not customizable, but only configurable, making the implementations of this software faster and more efficient than the traditional on-premise customized software implementation. There are a handful of public sector ERP software vendors that also implement their solutions (e.g. Tyler Technologies, CGI, etc.). However, many of the traditional Tier 1 ERP

vendors like SAP, Oracle, and Workday have a 3rd party integrator community that implements their systems in the public sector.

In consideration of these factors, we provided an example listing of resources needed below as, based upon the likelihood of City of Plymouth selecting a SaaS vendor solution. The areas listed below are a sample of functions that will need to be provided at times during the implementation. For example, the payroll expert will be needed during the phase for payroll and project hours will vary during the phase. In the table above, an FTE may be one individual, or it may be a combination of resources.

4.2.1 City Staff – Implementation

- Subject matter experts (SMEs), who are experts in their functional area, assist with the following functions:
 - Participate in analysis and design sessions
 - Provide expertise on current City processes
 - Create future state processes
 - Test system configurations
 - Verify data conversions related to their functional area
 - Participate in User Acceptance Testing
 - Participate in training (possibly as trainer for other staff if using train the trainer model)
- Technical staff to assist with the following tasks:
 - Custom report development
 - Security administration
 - Data conversion
 - Interface development
 - Forms design
 - Testing coordinator
 - Database/system administration
- Project management office including the following roles:
 - Project sponsor
 - Project manager
 - PMO project administrator

4.2.2 City Staff – Ongoing support staff

- Subject matter experts (SMEs) functions:
 - Update dashboards and reports as needed
 - Participate in continuous improvement efforts including updating configurations
 - Provide functional knowledge and assist with training new staff/users
- Technical staff functions:
 - Custom report development
 - Security administration
 - Database/system administration
 - Patches and updates

- Help desk: Application support
- A key consideration in the market is whether to obtain all desired functionality in one enterprise system or implement a multi-vendor best-of-breed solution. Today's ERP solutions have significant functionality within the areas of core financial and human resources functionality. Clients typically procure and implement one ERP solution for these areas to avoid the complexities and cost/effort to procure, implement, and manage/integrate several best of breed systems. However, for more specialized areas, there has been a movement toward utilizing best-of-breed solutions to satisfy one specific area of functionality. Some functional areas where this is applicable include timekeeping scheduling, learning management, recruiting, bid and solicitation management, debt and investment management, asset management and maintenance, utility billing/customer information, cashiering, and community development.
- The decision-making process should consider the functionality required to support the desired future state process as well as the complexity to support the systems and any integrations. A single-vendor system can bring a less complex and faster deployment with encompassing configuration and design approaches. A best-of-breed solution can support more complex processes and capture important data related to specialty areas. A single-vendor system can mean easier integration of data, while a best-of-breed approach prevents an organization from being dependent on a single vendor's plans for support and expansion.
- This decision should be considered with the future in mind; it should not just consider ways to address current challenges. If, during proposal reviews, the ERP proposal that is selected lacks the needed functionality for the expanded product, then a best-of-breed third party that is integrated with the selected ERP system would need to be considered. Because of this possibility, the RFP should note that a best-of-breed solution is up for consideration, so that those standalone companies with these products may also respond, or vendors that do not have native functionality in these areas can partner with companies that do have a solution that will work for the City. This will save an additional RFP process, as you will have all the possibilities in one selection process.
- The table below presents an overview of the advantages and disadvantages of integration vs. best of breed.

	One ERP solution	Best of breed
Advantages	<i>Meets the needs of the organization as a whole.</i> Rather than provide the best solution for each functional area, ERP solutions are designed for the needs of the broader organization focused on end-to-end processes instead of individual functions. <i>Better optimize business processes.</i> Because they tend to be designed around processes, ERP solutions provide a better platform for process optimization (depending on how it's configured), including cross-functional workflow. <i>Ability for data to be managed in one place.</i> Rather than having manage, report, or use APIs/interfaces to collect data across multiple systems, one ERP solution allows for one centralized source of data that can be accessed and reported on, out of the box. <i>Streamlined procurement and contracting process.</i> Rather than having to procure, contract, and manage multiple vendors which can be a complex and time consuming process, One ERP solution can allow you to streamline the procurement and contracting process.	<i>Potential for more robust functionality.</i> Each system is selected and implemented to accommodate the needs of the specific functional area(s). <i>Vendor independence.</i> A best-of-breed approach allows greater flexibility and independence vs. a single vendor. Over time, the organization is in a better position to replace a single system if its functionality becomes inadequate or obsolete.

	One ERP solution	Best of breed
Disadvantages	<i>May lack functionality in some areas.</i> ERP systems may have functionality for non-traditional ERP functions such as permitting or utility billing, but the functionality may not be as robust as a best-of-breed system. As a result, processes may need to be adapted to fit the system and there is an increased risk that users must supplement the system with side-systems. <i>Implementation risk.</i> Given the robust functionality and flexibility of some ERP solutions, there is risk that the implementation does not set up efficient processes. More ERP experience (and a good contract) can help mitigate risk.	<i>Distraction from core mission.</i> Developing integration between best-of-breed modules requires strategic allocation of resources away from other, perhaps transformational or innovative strategic goals. <i>Fragmented and inefficient processes.</i> As processes flow across functional areas, so must information. Streamlined workflows become more challenging in a nonintegrated environment. <i>Data silos.</i> In best-of-breed situations, the characteristic “islands of information” may result, requiring complex data warehousing/integrations. <i>Risk commensurate with integration experience.</i> Risk of system issues increases with integration complexity and the organization’s experience and resources to deal with the complexity. <i>Added support for multiple systems.</i> The staffing requirements increase due to the necessity to develop and maintain interfaces between applications.

Today’s ERP marketplace is ever evolving, with frequent changes in offerings, consolidations, pricing, and deployment approaches. To help the City understand the current marketplace, we have included the table below. This table is based on recent proposals analyzed by Plante Moran and other marketplace activities we perform and, thus, is subject to changing offerings. The listing is not intended to be all inclusive, but rather to provide a better understanding of some of the major vendors we have seen active in the marketplace. This list focuses on ERP systems that contain core Financials and HR functionality and expanded functionality when applicable.

4.3 On-premises vs. cloud-based ERP

This final view of the market looks at ERP deployment strategies. Historically, enterprise resource planning software was installed and maintained locally at the client site (on-premise). Off-premise or cloud computing refers to applications accessible from anywhere, on demand through the internet—either as a single-tenant (customer) licensed application hosted remotely (private cloud) or as a multi-tenant, single instance, subscription service offered to multiple customers (public cloud, or Software as a Service (SaaS)).

In recent years, vendors have accelerated their move to the cloud, so on premise deployments are now a niche option in the government ERP market. Vendors are no longer actively selling their on-premise systems. In addition, many vendors are forcing their current on-premise clients to move to a hosted version. As vendors move to multi-tenant cloud deployments, the on-premise, if it's still available, may not have all of the features of the cloud version. This is due to vendors taking advantage of the processing power and architecture of a multi-tenant solutions, so new features may only work in this environment.

While nearly all vendors have moved to a cloud-based ERP, in certain situations, these vendors have merely offered up a hosted solution in which their software is being installed remotely while other vendors are offering up true cloud-based solutions that offer efficiencies such as a single code base that is regularly updated across all customers. As the City considers various hosted options, it needs to be cognizant as to what is being proposed, the robustness of the proposed solution, and the stability of the product due to the changing marketplace.

4.4 Vendor marketplace overview

Today's ERP marketplace is ever evolving, with frequent changes in offerings, consolidations, pricing, and deployment approaches. To help the City understand the current marketplace, we have included the table below. This table is based on recent proposals analyzed by Plante Moran and other marketplace activities we perform and, thus, is subject to changing offerings. The listing is not intended to be all-inclusive, but rather to provide a better understanding of some of the major vendors we have seen active in the marketplace. This list focuses on ERP systems that contain core Financials and HR functionality and expanded functionality when applicable. There are additional systems best of breed systems in the market that focus on individual areas including Time and Attendance, Utility Billing, and Enterprise Asset Management. Following this table is a legend describing each component.

	Financial	HCM	Utility Billing	EAM
Vendor				
Advanced Utility Systems			✓	
Cartegraph				✓
Cayenta	✓	✓	✓	✓
CityWorks				✓
CentralSquare	✓	✓		✓
GovSense	✓	✓	✓	✓

	Financial	HCM	Utility Billing	EAM
Vendor				
Infor	✓	✓	✓	✓
KloudGin				✓
UKG (Kronos)		✓		
MainStar				✓
Microsoft	✓	✓*		
Netsuite	✓	✓	✓	✓
NorthStar			✓	
Oracle Cloud	✓	✓	✓	✓
OpenGov	✓	✓		
Trapeze				✓
Tyler Technologies	✓	✓	✓	✓
SAP	✓	✓	✓	✓
SpryPoint			✓	
VertexOne			✓	
Workday	✓	✓		

**Payroll functionality is typically provided by a partner*

Legend:

Financials – Financial functionality, with modules potentially including general ledger, procurement, budget, misc. billing & accounts receivable, contract management, bank reconciliation, fixed assets

HCM – Human capital management functionality, with modules potentially including employee record, payroll, personnel actions, benefits management, employee self-service, performance management, learning management, position control, recruitment & application tracking, onboarding

Utility Billing – Utility billing functionality, with modules potentially including billing, customer management, rate set-up, service orders, etc.

EAM – Enterprise Asset Management, with modules potentially including asset management and work order management.

4.5 Procurement Approach

Some organizations use alternative procurement methods to choose a new ERP system. Due to the significant improvements made in system functionality in the past decade, many organizations do not understand the capabilities of current ERP systems. To mitigate this, organizations may choose to conduct an informal request for product demonstrations. The advantage of this approach is it allows organizations to refine their

requirements after they gain an understanding of what's possible in new systems. It also allows vendors to showcase their new products and features. Vendors appreciate the additional time to share the benefits of their products, and clients benefit from great knowledge of the products prior to releasing an RFP. This contrasts with a traditional RFP approach, where most organizations do not view demonstrations until after shortlisting proposers.

In addition to educational demos, some organizations choose to utilize a cooperative purchasing agreement to purchase an ERP system. This bypasses the lengthy RFP process and allows organizations to use a vetted contract as the basis for their agreement with the software vendor. This pairs well with the educational demo approach because organizations gain an understanding of the marketplace and then can accelerate the process for a product that meets their needs. As vendors continuously improve their system capabilities, the traditional approach of validating long lists of requirements is no longer as important. The differentiator is often how the system is implemented and how that vendor can partner with the organization to provide managed services after go-live. Therefore, organizations may purchase the software via these methods but still use an RFP process to select a system implementor.

4.6 ERP marketplace trends

The ERP marketplace is rapidly changing, with the available vendors, solutions available, functionality, deployment methodologies, and more changing every day. We have included some key trends in this marketplace below to help summarize what changes Plante Moran has observed and expects to see moving forward.

Reduced government staffing levels. In response to the immediate and severe financial impact of COVID-19, government staffing resources have ebbed. Consequently, municipalities are relying on additional functionality and automation to allow fewer or the same number of staff to accomplish more.

Movement to the cloud. A decade ago, most vendor solutions proposed were on-premise solutions, but in recent years this has shifted to most vendors proposing solutions in the cloud. While cloud solutions were previously thought of as a security concern and privacy issue, it is now seen as an approach that allows organizations to utilize best-in-class technical infrastructure and cybersecurity without internally developing these tools.

Utilization of best-of-breed solutions. Today's ERP solutions have significant functionality within the areas of core financial and human resources functionality. However, for more specialized areas, there has been a movement toward utilizing best-of-breed solutions to satisfy one specific area of functionality. Some functional areas where this is happening include timekeeping, learning management, recruiting, debt, and investment management.

Transparency. With the increased ease of sharing information online, there has been an increased desire to provide more transparency in public sector operations. This includes open dashboards of financial data, availability of ongoing and planned project details, details on staff salaries, and more. Today's solutions are helping to facilitate the publishing and access of this information.

Analytics focus. As the volume of data managed within ERP solutions has increased, the need for analytics around this data has increased as well. Many of today's solutions have increased functionality to report on

data, perform complex analytics and modeling, and export this data to other systems to perform even further analysis.

Use of advanced tools. Technology advances have operationalized many technologies that were not previously feasible for use in the public sector. Robotic process automation is being utilized for routine tasks such as invoice entry and document creation, where human input is limited or not necessary. In other areas, technologies such as artificial intelligence are being used to pull insights from data automatically or proactively perform customer outreach.

Increased attention to security. As the number of cyberattacks rises alongside the amount of personal information stored within ERP solutions, there has been an increased focus on cybersecurity both from vendors and public sector organizations alike. This focus results in increased cybersecurity staffing, additional discussions of cybersecurity differentiators, and planning for data recovery in the case that an organization's data is compromised.

Implementers utilizing agile development. Within larger software providers, there has been a movement in recent years toward adopting Agile development, versus the typical waterfall methodology. This approach focuses on a more iterative process, rather than the more sequential approach of the waterfall methodology. The goal of this change is to move toward a more collaborative approach to implementing ERP solutions, which involves a much higher level of interaction and review throughout a given project, rather than waiting for significant tasks to be completed.

5 Action plan

5.1 Staffing recommendations and sample project roles

5.1.1 Key Project Roles

Involvement from the following project roles is essential for a successful implementation. Time commitment estimates, descriptions, and characteristics are listed in section 5.1.4 for each role.

- Project Sponsor
- Project Steering Committee
- Project Manager
- Functional Leads
- Subject Matter Experts
- Technical Lead
- Training Lead
- Communication Lead
- Change Management Lead
- End Users

5.1.2 Staffing Estimates

Time commitment by role and implementation stage					
Role/Phase	Project initiation	Discovery and configuration	Testing and training	Go-live	Post go-live
Duration	One month	Approximately five months	Approximately five months	One month	Three months
Project sponsor	15%	15%	5%–10%	15%	10%–15%
Project manager	100%	50%	50%–75%	100%	50%
Steering committee	≤5%	5%	5%	≤5%	≤5%
Functional lead and SMEs	25%	50%	75%–100%	75%	50%
Training lead	0%	25%	50%	25%	10%
Technical team	10%	25%	40%–60%	75%	25%

5.1.3 Staffing Estimates: Assumptions

- Implementation timeline can range from 12-24 months and is dependent on the software/SI vendor selected and implementation approach (big-bang vs. phased) and scoping.
- One functional lead is required for each functional area, but a person may be a functional lead for multiple areas.
- Estimates for subject matter experts (SME) are for each SME involved, regardless of the number involved (unless an SME is only partially involved in a component).
- Each phase will have multiple SMEs based on how the City is organized.
- The table is a sample for Tier 2 system implementation. A Tier 1 system implementation may require more significant resource commitments for each role.
- If there is no training lead and end-user training is not purchased from the vendor, training of City staff will need to be completed by SMEs.
- The City will utilize a vendor-hosted or cloud model, as recommended.
- City IT staff will manage security/access configuration, data conversion, and interfaces development/coordination.
- This is based on vendor data and Plante Moran's prior implementation experience.
- This estimate may not cover every role proposed by a vendor (report developer, system administrator, etc.), but this estimate assumes that these responsibilities are covered by the key roles in the table.
- Communication lead and change management lead responsibilities are included in project manager estimates but could be a separate individual.
- This is based on Plante Moran's assumption of a reasonable finalist selected vendor and Plante Moran's understanding of requirements, staffing environment, etc. Based on the finalist selected vendor, the monthly hours estimated could increase/decrease by 25%, as each vendor's staffing plans will vary
- The implementation duration above is based on the benchmarking data from potential vendors that would propose paired with Plante Moran's implementation experience. This duration could change by approximately three to six months based on the selected vendor and services purchased.
- Plante Moran recommends planning for the staffing in the estimate above, as well as some level of contingency (e.g., 10%) to mitigate project risks.

5.1.4 Roles Defined

Project Sponsor

Description

- Provide strategic direction
- Communicate key project outcomes
- Act as final authority on project issues
- Engages to provide support, oversight, guidance, and escalation but does not participate in day-to-day activities
- Empowers the steering committee, project manager, and functional leads to make business decisions for the City

Characteristics

- City-wide perspective
- Good communication skills and relationships
- Understanding of organizational challenges and needs

Project manager

Description

- Manage scope, scheduling, and assignments
- Communicate decisions to vendor and City stakeholders
- Engage the appropriate stakeholders to participate
- Responsible for reporting to the steering committee
- Make project decisions or escalate as appropriate
- Primary point of contact for the implementation

Characteristics

- Organized and superior time management skills
- Strong communication skills
- City-wide understanding and perspective
- Knowledge of department stakeholders
- Independent and proactive

Steering committee

Description

- Advise on process changes that affect multiple areas of the City
- Review issues, project change requests, and key decisions
- Resolve issues that are escalated by the project manager

Characteristics

- Decision-making authority and capabilities
- City-wide understanding and perspective
- Knowledge of department stakeholders
- Dedication to project success

Functional lead

Description

- Lead/coordinate a functional area of implementation
- Make decisions around business process changes
- Communicate current business processes and desired future processes
- Advocate for vendor recommendations and City adoption of best practices
- Act as a project champion for process changes

Characteristics

- Knowledge of current business processes and subject matter experts (as needed)
- Understanding of potential future business needs or strategic direction of the City in a given area
- Desire to improve processes in the future
- Committed to project success for their area

Subject matter expert

Description

- Participate in 1+ functional area of implementation
- Act as a subject matter expert for a specific process
- Provide input around current business processes
- Share needs for their business process in the future
- Define new processes and procedures
- Provide knowledge transfer to staff

Characteristics

- Knowledge of current business processes
- Expert in a specific process area
- Ability to adapt to changes and keep an open mind

Technical lead

Description

- Coordinate any updates, releases, databases, etc.
- Support interface development for third-party interfaces
- Validate that users have the necessary system permissions
- Lead or coordinate data conversion activities

Characteristics

- Strong technical background and knowledge
- Understanding of interfaces and data conversion
- City-wide understanding and perspective
- Dedication to project success

Training lead

Description

- Coordinate training for staff to learn new system
- Ensure appropriate stakeholders are involved with training
- Support enrollment and attendance of training sessions
- The training lead may be the project manager but if not, they should meet with project manager to discuss training approach and project updates regularly

Characteristics

- Communication skills
- Organization skills
- Proactive nature

Communication lead

Description

- Develop a communication plan in concert with third parties
- Coordinate or communicate project updates to City stakeholders
- The communication lead may be the project manager but if not, they should meet with project manager to provide project updates regularly

Characteristics

- Strong communication skills
- Written and verbal communication
- Organizational skills
- Consistent follow-through on long-term projects

Change management lead

Description

- Act as the voice of the overall end users
- Verify needs of City staff are met and changes are understood
- Consider the impact of changes and how to mitigate, from a business and emotional perspective
- Support users through key project changes
- The change management lead may be the project manager but if not, they should meet with project manager to discuss change management activities and project updates

Characteristics

- Change champion
- Strong communication skills
- Confident to speak up for staff or to staff
- Empathetic and understanding
- City-wide understanding and perspective

5.1.5 Staffing Strategies

The following strategies may be considered to assist with staff resource requirements during implementation. The City can consider and leverage each of these approaches, as desired during implementation.

Backfill with existing staff

- Use positions in end user departments to support day to day business processes so that SMEs can focus on implementation efforts

- Evaluate the ability to use recently retired staff to provide backfill support or assistance in critical areas due to institutional knowledge
- Consider feasibility and costs of backfilling as part of the overall project budget

Workload sharing

- Have staff re-focus their efforts to assist with operations when others are busy with implementation
- This may promote cross-training and improve skills in all areas

Temporary Staffing with external staff

- Have staff re-focus their efforts to assist with operations when others are busy with implementation
- This may promote cross-training and improve skills in all areas

Vendor Support

- Carefully phase implementation of modules rather than “big bang” approach, which allows for better resource allocation and minimizes overall project risk
- Increase software vendor’s implementation services to help with routine tasks such as data conversion or table building, under the guidance of the appropriate City staff to ensure knowledge transfer occurs

Implementation schedule

- Consider extending the duration of the implementation effort to allow key project staff to be involved at a more manageable level but for a longer duration
- Recognize that an overly long or extended schedule can be a project risk

Hiring Staff

- Use this approach after (or in conjunction) with other approaches
- Consider hiring more full-time staff to replace day-to-day operational responsibilities of key Finance/HR project roles that may extend past go-live
- Explore ways to create employment contracts for fixed durations

5.2 Plan of action considerations

5.2.1 Procurement Strategy

The City has identified moving to a Cloud solution as a key objective of this project. We recommend the City continue with that approach and release an RFP for an integrated ERP that contains financials, human resources, payroll, and time and attendance functionality. We believe that the City can find a single system for these areas, so they can avoid the complexities of procuring, implementing, and managing best of breed systems for these major areas. It may be necessary to supplement the core ERP system with smaller best of breed systems for a few areas such as treasury management, bid and solicitation management, and budget performance management.

During the procurement phase, the City should solicit detailed information about not only system functionality, but also vendors implementation approach, on-going support, and ability to integrate with City

systems. Our experience has shown that these areas are frequently the differentiator between ERP solutions as opposed to a traditional focus on functional requirements.

5.2.2 Project staffing and governance structure considerations

Execution of the recommendations and the implementation of a new system will require a well-coordinated and well-organized governance structure in which to operate and manage the project. An ERP replacement will impact many staff at the City. System implementation projects are complex, and these initiatives can only be successful at organizations with strong project governance.

As the City moves forward with the replacement project, process and technology changes will be significant and will impact all departments. Policy changes will also need to be considered and implemented to realize the full benefits of implementing a new solution.

Strong project management is critical for deployment and becomes increasingly important with the investment in a new system. Therefore, it will be essential to continue to rely on the existing project governance structure that:

- Considers the needs of a variety of stakeholders.
- Enables the City to make decisions efficiently and effectively.
- Ensures that project communication is flowing to the right individuals at the right time, including those who are part of the project team and those external to the project team.
- Empowers the project team to enforce policies.

The following recommended strategies will help the City prepare for the implementation phase of a system selection project. The strategies below are listed in the order that they should occur.

5.2.2.1 Recommended strategies

1. Confirm a formal governance structure to coordinate the selection of the new system using the current teams identified in the Project Charter as a basis, with the intent that structure can be leveraged, and specific roles can be redefined for future design, implementation, and maintenance phases of the system life cycle.
2. As part of the RFP processes, request information from vendors as to the optimal City staffing structure and time commitment required for a successful system implementation, including ongoing support and maintenance of the system. This will allow the City to tweak implementation efforts with a greater understanding of vendor-specific resource needs.
3. Prior to launching the implementation phases of the project, establish expectations with the City staff as to the time commitment that will be required for a successful implementation.
4. With the assistance and advice from the selected vendor(s), institute an implementation governance structure that is well staffed and supported by executive management within the City. The governance structure from the selection phase may be used as a starting point.
5. Establish policies to sunset or retire legacy solutions, supplemental applications, and side systems in conjunction with the new system implementation so that they do not perpetuate an environment of dual information tracking. Utilize the application migration plan as a starting point.

6. Establish data retention requirements to guide and manage the scope of required data conversion.
7. Establish an appropriate backfill strategy and plan to free up staff resources who will play a significant role in the implementation (as identified in item 3 above).
8. Review the change management support provided by the vendor.
9. Develop a process to discuss proposed business process changes, gather the necessary approval for these changes, and communicate these changes throughout the City.

5.2.3 Change management

Project success comes from having a clear idea of how leadership envisions the City being run and then using new systems to facilitate turning this vision into a reality. When software implementations do not meet expectations, it is often due to people issues, not necessarily the technology. Research indicates a correlation between the success of a change initiative and how well the people's concerns are recognized and understood. That is why applying a change management methodology is critical to the success of such an initiative. The purchase and implementation of new systems and related technology is done to assist in meeting organizational objectives and improving performance. Organizational performance is also impacted by the people of an organization and the processes used to complete work. Throughout the project, the goal is to balance the needs of the people, process, and technology.

5.2.4 Communication planning

As one of the first steps of change management planning, the City should develop a communications plan to guide the project from inception through post-implementation. By its nature, replacement projects will affect many staff across the City. For this reason, a communications and change management team is recommended, comprising key "change agents" within each City department, to nurture buy-in and get department staff committed to taking relevant actions. Such team members will be involved in educating staff about the impacts and benefits of the project and will also be "inspiration agents" by helping staff find ways to discover their potential, overcome barriers, and celebrate successes. These staff should monitor what is working, what isn't working, and what needs to be changed—and provide regular feedback on progress to department staff.

Acknowledging the diverse City audiences that will be involved and impacted by this project, a communication plan should be developed to create awareness and make the project relevant by effectively communicating the impacts to both internal and external stakeholders. Sample objectives for a communication plan may include:

1. Accurately distributing information in a timely manner concerning important project benchmarks and progress to employees.
2. Using various media to provide multiple sources from which information concerning the project can be accessible.
3. Ensuring all information available is updated and accurate.
4. Reducing confusion among employees by providing a sole directive and source from which all project information originates.

5. Providing clear channels of communication within which City project staff can operate, which can expedite solutions to issues that arise during the selection and implementation and after its completion.
6. Encouraging feedback from employees across the City.

5.3 Project risks

Staff constraints. Staff reported that they already have a significant level of responsibilities, and the ERP replacement project will only add to this workload. Furthermore, the staff required for an implementation are typically those with the most knowledge about business rules and needs, which tend to be staff who are in high demand regardless. Lack of an appropriate staffing plan would result in a risk to project success.

Integrating retained City systems. Vendors offer various levels of support when integrating their system to other systems. While the new ERP vendor may be able to provide training and assistance creating one end of the integration, the City must be prepared to make the other end of the integration to their existing system. The City should review their expected integrations and determine if they have the staff with the necessary skillset and available time to support integration development. Should the City not have the necessary resources, it may be possible to supplement City staff with third-party resources that specialize in integrations. However, this should be identified as far in advance as possible to avoid project delays during implementation.

Implementing process improvements. Regardless of the level of planning, the ERP project will be a significant effort for the City. Throughout the project, it will be easy for staff to fall back on forcing the existing processes into a new system, resulting in unnecessary customizations or an inability to gain the efficiencies that a new system will bring. Continuing to strive for process improvements will need to be a key area of focus throughout the project.

Replacing shadow systems. As staff evaluate new functionality and processes within a new solution, they may think that continuing to utilize the existing shadow systems is a more comfortable approach than moving business processes and data storage into a new, unfamiliar system. However, doing so will leave the City with significant process inefficiencies, risk of data loss, opportunity for data entry error, and lack of data sharing.

Managing staff expectations. Selecting a Citywide ERP system will result in significant functional improvements across all areas of the City. However, the decision of which solution is best, and the implementation of said solution keeping in mind the needs of all departments, will certainly require some compromise across the organization. Staff need to expect that they may need to compromise on some functionality, and also in terms of what will be asked of them in the future state processes.

Change fatigue. Across many interviews, staff described significant changes occurring throughout the City—in current events, business processes, systems, and more. The new ERP solution will be another in this list of changes, and there is a risk of staff becoming overwhelmed with this level of change. As described earlier in the report, managing this change and soliciting feedback is an important facet of any successful ERP project.

Executive sponsorship. Lack of executive-level staff that are visibly committed to the project is a common thread in failed ERP projects. Ensuring that leadership at the City is available to support the project, clear roadblocks, and review and approve major changes is vital to the success of the project.

Inadequate scoping. Many ERP projects run over their budget or face delays due to inadequate scoping early on in the project. Spending the time to review required system interfaces and data conversions upfront is one approach to reduce this risk. As the project progresses, dedicating sufficient time to the contract and statement of work development is necessary to a well-defined project.

5.4 Implementation best practices

As the City prepares for implementation, it is important to ensure that several factors are considered during this period so that the future state ERP environment is as efficient as possible. Although there are many detailed tasks outlined within Section 3 of this report, some high-level strategies are outlined below as well.

Opportunity	Description
1. Increase process standardization	Standardize the use of a shared system and process for common functions across the City. By gathering needs across City stakeholders, a new solution should be able to support most City business processes. Then, by standardizing the system in which these processes are performed, it will be easier for the City to manage these processes, including user support and training.
2. Interface applications	Using the information gathered during these interviews and outlined within this report, the City will have a clear listing of all required and desired interfaces for the future state environment. By developing these interfaces between City applications and with applications external to the City, data can flow more seamlessly across systems, increasing data integrity, minimizing manual reconciliations, eliminating shadow systems, and reducing data entry time. The City must consider the integration risks identified in section 5.2 in order to prepare for successfully interface development.
3. Streamline business processes	Redesign and streamline business processes across City departments based on established best business practices and recommendations outlined in the future state process flows. Elimination of manual and paper-based processes and replacement with automated, electronic workflows and approvals will save the City significant time and reduce errors associated with manual processes.
4. Improve reporting	Enhance reporting capabilities, including user-friendly, user-driven, and flexible reporting tools with distributed, secure access to all users.
5. Enhance internal controls	Improve internal controls within business processes that are supported by the ERP system either currently, or as part of a new system's implementation, depending on the project timeline and urgency of the controls needed. Modern systems can handle many controls that can be configured during implementation to help prevent against unintended transactions, duplicates, and similar concerns. These should be configured, then monitored on a regular basis to help support a reduction in the need to manually review transactions. However, there is a need for process and policy-related conversations to occur prior to this stage.

Opportunity	Description
6. Training and documentation	Increase training for City staff on systems and business processes. While this can start with a one-time outreach to determine what the current training needs are, so that staff are given the current support needed, this will not provide ongoing support for the City. Whether with a current or future vendor, an ongoing training plan needs to be developed to ensure that new staff are trained, there is training available on infrequent tasks (e.g., budget development), and documentation continues to exist to assist staff with performing tasks.

5.5 Phased Approach

Plante Moran recommends a phased approach to the implementation project (vs. big bang approach), to alleviate City resources during the project, and to take advantage of lessons learned from previous phases. Based on the breadth of scope that the City intends to implement as part of this project (Financials, HR/Payroll, UB), and the possibility that the City may select multiple solutions, a phased approach is less risky and recommended.

To: Dave Callister, City Manager

Prepared by: Sarah Nissen, Management Intern

Reviewed by: Maria Solano, Deputy City Manager

Item: **Discuss city issued proclamations**

1. Action Requested:

Discuss the current process for proclamations and provide feedback on any changes (if needed).

2. Background:

At the October 22, 2024, special meeting, the council discussed the city's process for declaring proclamations. The council directed staff to research the processes of other communities and present findings.

A proclamation is a ceremonial document that can be used to recognize a specific day/week/month or topic. Proclamations are generally used to honor, celebrate or create awareness on an event or topic. Proclamations differ from resolutions. Resolutions are a formal expression of an approved council action or motion. According to the League of Minnesota Cities, "councils should use resolutions for any action of a temporary, routine, or administrative nature."

It is unknown when the current proclamation guidelines were created, and they have not been formally approved by the city council. The guidelines state that the Mayor review, approve and make a final decision over proclamation requests. In the current process, proclamations are not approved by the City Council although some staff-initiated proclamations such as "Arbor Day" and "National Public Works Week" have been presented to the council during a regular council meeting.

The policies from the cities of Bloomington, Edina, Golden Valley, Maple Grove and Minnetonka are attached for review.

The process for city proclamations is decided by the council. Staff recommends the council discuss the current proclamation guidelines and provide direction on any changes (if needed). If changes are needed, staff will draft a policy for future approval.

3. Budget Impact:

NA

4. Attachments:

1. Plymouth Proclamation Guidelines
2. Plymouth Current Proclamations by Year
3. Bloomington
4. Edina
5. Golden Valley
6. Maple Grove
7. Minnetonka

PROCLAMATION REQUEST GUIDELINES

The following are guidelines regarding proclamation requests.

- I. The mayor has prior review, approval, and final decision over the proclamation request.
- II. The mayor will have prior notice of requests for proclamations to be made at city council meetings or other venues.
- III. Proclamation requests will be given priority for the following:
 - a. City of Plymouth sponsored or co-sponsored organizations or events.
 - b. Requests made by city council members.
 - c. Requests made by city commissions.
 - d. Requests made by city staff.
 - e. Requests made by Plymouth based businesses, organizations or sponsors of Plymouth events.
 - f. Requests that promote the city's mission or goals.
 - g. Requests that are non-political.
 - h. Requests with a positive Plymouth focus.
- IV. Proclamation requests that will not generally be given priority nor considered:
 - a. Requests from individuals, organizations or businesses that are not Plymouth based.
 - b. Requests for events and activities that are not Plymouth based.
 - c. Requests that do not support or are in conflict with the city's mission or goals.
 - d. Requests that are political in nature.
 - e. Requests that are divisive and controversial.
 - f. Requests that do not have a positive Plymouth focus.

Proclamations by Year

2021	2022	2023	2024
Apraxia Awareness Day	Asian American, Native Hawaiian, and Pacific Islander Heritage Day	Brain Injury Awareness Month	Daughters of the American Revolution Day
Domestic violence Awareness month	Domestic Violence Awareness Month	Daughters of the American Revolution Day	Domestic Violence Awareness Month
Helen LaFave Day	Fran Brown Day	Domestic Violence Awareness Month	Latuff's Pizzeria
Maxine Phillips Day	National Therapy Animal Day	Asian Fair Day	Parkinsons Awareness Month
Mike Goldstein Day	Small Business Saturday	Parkinsons Awareness Month	Somali Cultural Festival Day
Sandy Engdahl Day	Somali American Heritage Day	Somali Cultural Festival Day	Twin City Fan Day
Steve Juetten Day	National Public Works Week	TBI Awareness Month	Arbor Day
Arbor Day	Arbor Day	National Public Works Week	Indigenous Peoples Day
National Public Works Week		Small Business Saturday	Small Business Saturday

COUNCIL RULES OF PROCEDURE

CITY OF BLOOMINGTON
HENNEPIN COUNTY
MINNESOTA

Revised: July 18, 2005; December 21, 2009; July 12, 2010; January 2, 2020; December 21,
2020; April 5, 2021; March 28, 2022

SECTION 25. Presentations and Proclamations^z

(a) Issuing Mayoral proclamations outside of City Council meetings. The City will issue Mayoral proclamations for individuals and organizations if they are affiliated with:

1. An organization with an official relationship to the City (e.g., Bloomington Athletic Association, Bloomington School District, Bloomington Sister City Organization);
2. A local, state or national organization that is hosting a convention in Bloomington;
3. A local, state or national government or non-profit organization that is recognizing a specific day, week or month, as long as the request is made by a Bloomington resident actively participating in that organization or by a City department or division; or
4. A company or organization that has been in business for at least 50 years in Bloomington.

(b) Allowing presentations or the reading of proclamations at City Council meetings. The City will allow presentations or the reading of proclamations at City Council meetings as set forth on the agenda so long as:

1. The City is a sponsor of the event for which the recognition or proclamation is requested (e.g., Public Works Week);
2. The organization has an official relationship to the City or is one in which City of Bloomington employees are participating (e.g. Child Abuse Prevention Month, Arbor Day, National League of Cities);
3. The award or proclamation is directly related to the City's mission as a local governmental entity (e.g., Constitution Week, Respect for Law Week); or
4. The organization is a long-time recipient of proclamations at City Council meetings (e.g., VFW Buddy Poppy Program);
5. The request is made by a City department or division or a Bloomington resident actively participating in a local, state or national government or non-profit organization that is recognizing a specific day, week or month; or
6. The company or organization is being recognized for having been in business for at least 50 years in Bloomington.

(c) Proclamations or presentations not allowed. The following types of proclamations or presentations will not be allowed outside of or during City Council meetings:

1. Any proclamation that promotes, fosters or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation;
2. Any proclamation that supports or opposes political campaigns or ballot measures;
3. Any proclamation that is used to support solicitations of commerce;
4. Presentations or proclamations requested by outside organizations or individuals in which the City has no official interest, sponsorship or relationship; or
5. Presentations or proclamations outside the purview of the City of Bloomington's governance.

^z Section 25 was amended by resolution adopted July 12, 2010; amended by resolution adopted April 5, 2021; amended by resolution adopted March 28, 2022.

(d) City Manager's authority. The City Manager has the authority to approve presentations and proclamations proposed for City Council meetings consistent with the following:

1. Speakers who disturb the orderly conduct of the meeting may forfeit their right to address the Council and be asked to leave the Council meeting.
2. Requests to make presentations and proclamations at City Council meetings must be submitted to the City Manager's Office.
3. All presentation materials, including videos and PowerPoint presentations provided by members of the public for presentation at Council meeting, must be presented to the City Manager's office at least two business days prior to the City Council meeting to ensure compatibility with the City's audiovisual equipment and technical quality of the presentation materials. This requirement does not apply to pieces of paper placed by the speaker at the speaker's podium for display when seeking to use the overhead camera in the Council Chambers.

(e) Right to refuse. The City of Bloomington reserves the right to refuse to allow presentations and proclamations that are in conflict with these Rules.

SECTION 26. Suspend the Rules.^{aa}

By unanimous consent of all Council members present at a meeting, provisions of these Rules may be suspended.

SECTION 27. Adjournment.^{bb}

A motion to adjourn is always in order, be decided without debate, and must be adopted by a majority of those members of the Council present at that meeting.

SECTION 28. Matters Not Specifically Covered.^{cc}

The most current edition of *Robert's Rules of Order* is accepted as an authority on parliamentary practice on matters not specifically covered in these Rules.

SECTION 29. Appointment of Persons to City Boards and Commissions.^{dd}

In filling a vacancy on a City board or commission, the City Council must complete the process of nominating one or more candidates and then hold an election to select one or more eligible persons. The voting must be by roll call. An affirmative vote of a majority of those Council members present is required to elect a candidate.

SECTION 30. City Council E-Mail Communications.^{ee}

E-mail communications exchanged between a quorum or more of Council members that are related to official City business are prohibited. Any issue that may or will be acted on by the City Council is considered official business of the City. Any Council member desiring to communicate information relating to official City business to the other Council members through e-mail or other electronic means must direct that communication to the City Manager, or the City Manager's designee, who must then transmit the information to the

^{aa} Section 26 amended by resolution adopted April 5, 2021.

^{bb} Section 27 amended by resolution adopted April 5, 2021.

^{cc} Section 28 amended by resolution adopted December 21, 2009; by resolution adopted April 5, 2021.

^{dd} Section 29 established by resolution adopted January 30, 1995; by resolution adopted April 5, 2021.

^{ee} Section 30 established by resolution adopted July 18, 2005; amended by resolution adopted April 5, 2021.



- ☒ City Council
- ☐ City-Wide
- ☐ Department

Approved: June 18, 2024
Revised:

Proclamations Policy

The purpose of the City of Edina's Proclamations Policy is to give staff direction for both City Council and Mayoral Proclamations.

City Council Proclamations:

- The City is a sponsor of the event.
- The organization has an official relationship with the City.
- Must relate to a stated policy of the City as established in documents.
- The organization is a long-time recipient of proclamation.
- Recognition of City departments, divisions and staff.

Mayoral Proclamations outside of Council Meetings:

- Organizations with official relationships with the City.
- Organizations hosting a convention in Edina.
- Nonprofit organizations if requested by an Edina resident.
- City department participating in event.
- Company or organization that has been in business for at least 50 years.
- Edina residents or individuals/groups with significant connection to Edina celebrating significant achievements (100th birthdays for example).

Not allowed:

- Promotes or fosters discrimination.
- Supports or opposes political campaigns or ballot measures.
- Supports solicitations of commerce, political, charitable or religious viewpoints or causes.
- No official interest with the City.
- Outside of the purview of city governance.

Exhibit A

GOLDEN VALLEY
PROCLAMATION & CERTIFICATE
OF RECOGNITION POLICY

I. PURPOSE AND NEED FOR POLICY

The purpose of this policy is to proscribe guidelines and procedures for issuing proclamations and certificates of recognition (collectively, "Proclamations and Certificates"). The City of Golden Valley issues Proclamations and Certificates to encourage public awareness and acknowledge events, achievements, activities, and causes that are significant to the Golden Valley community. Proclamations and Certificates are intended to acknowledge the effort and commitment of Golden Valley-based organizations and individuals.

II. POLICY

- A. The City will issue Proclamations and Certificates at no charge to individuals and organizations. The City will not incur any expenses relating to the advertising or promotion of a Proclamation or Certificate unless a City department initiates the Proclamation or Certificate. Recipients are responsible for organizing related activities and for all associated costs.
- B. Proclamations and Certificates will not be issued for commercial purposes, such as the opening of a new business, a new product, or a new professional service. This includes business anniversaries that are less than 50 years.
- C. Proclamations and Certificates will not be issued for deceased persons, retirements, birthdays, weddings, or family reunions.
- D. Individuals or organizations seeking Proclamations or Certificates in successive years must annually request the Proclamation or Certificate and provide new information each year. Proclamations and Certificates are not automatically renewed each year and are limited to one recipient per event, per calendar year.
- E. Individuals and organizations that request a Proclamation or Certificate should designate at least one representative to attend the Council meeting at which the Proclamation or Certificate is issued.
- F. No organization or individual has an exclusive right to receive a Proclamation or Certificate on a particular day, week or month. The City will determine the timing of all Proclamations and Certificates.

G. The City will only consider Proclamations and Certificates that relate to City government business, Golden Valley-based organizations or Golden Valley residents. Proclamations and Certificates should:

- enhance civic engagement, for example, by honoring persons or groups that have provided a civic service, thereby encouraging others to do the same;
- promote charitable and non-profit organizations, including arts, athletic, and cultural celebrations to help increase public awareness of their programs and activities;
- affirm individuals who have achieved national or international distinction, or whose significant contribution to the community merits recognition;
- acknowledge extraordinary events, accomplishments, and causes affecting a broad range of citizens; or
- promote service clubs in their furtherance of benevolent programs.

Proclamations and Certificates shall be directed through the City Manager's office. If a request falls outside this policy, the City Manager may consult with the City Council for direction.

H. Proclamations and Certificates shall not:

- conflict with other activities or programs in the City;
- support causes espousing hatred, violence, racism, or having a negative impact on others' civil rights;
- relate to campaigns or events contrary to City policies
- support events, causes, individuals, or organizations with no relationship to the City of Golden Valley; or
- be issued for matters of political controversy, ideological or religious beliefs, or individual conviction, unless the Proclamation or Certificate is issued in furtherance of a policy directive officially adopted by the City Council at its annual goal setting session and is in line with the City's vision, mission, values, and welcome statement.

I. Proclamations and Certificates are reviewed on a case-by-case basis. The City also reserves the right to vary from the exact provisions of this policy when it finds it to be in the public interest to do so.

J. All requests for Proclamations and Certificates must be submitted on the appropriate form to the Golden Valley City Clerk at least 10 business days in advance of the date needed.

Adopted April 19, 2016
Amended August 21, 2018
Amended _____, 2020

City of Maple Grove

Policy regarding city partnerships with and support of non-profit and community organizations

Introduction

The City of Maple Grove has established a policy to govern its partnerships with non-profit/community organizations. The policy outlines:

- Non-profits and community organizations the City of Maple Grove routinely partners with for community events and/or services to the community.
- The manner in which partnerships are reviewed and approved.

The following criteria apply when reviewing city partnerships:

Special events in the city. For events within the city on public streets, public land, or city parkland, a parks and recreation special use permit is required. The Park Board will consider requests for a waiver of fees for events as submitted in writing by applicants. Any request for in-kind city services (i.e. police, fire, public works) in support of the event requires City Council approval.

Partner organizations that provide services to city residents. Organizations that provide services to the Maple Grove community for a fee paid by the city are required to have a formal agreement that is reviewed and approved by the City Council.

City Council proclamations and/or special lighting. Review of requests are based on whether the city does work or provides services directly related to the cause or event. Requests are reviewed by administration and require City Council approval.

Requests for funding from nonprofits or community organizations. Requests are reviewed in accordance with MN State Auditor Statement of Position regarding Public Expenditures: Donations and Dues (https://www.osa.state.mn.us/media/3dxbalsl/publicexpdonationsdues_0809_statement.pdf). Any funding provided will be for contracted services to the community or a particular project that is identified in an agreement between the city and the organization. City Council approval is required.

Requests for city department equipment/staff presence at an event. City departments may field requests from entities in the community when the event does not benefit an individual or a for-profit business/entity, when scheduled staff are available to attend based on workload for the shift, and when a public engagement/education purpose can be accomplished by attending the event.

Partner organizations

Exhibit A lists the organizations the city currently partners with for community events and/or services.

Exhibit A

Partner Organizations

Organization
Maple Grove Lions Club
Maple Grove Business Association
Experience Maple Grove
Maple Grove Rotary Club
Maple Grove Community Organization
Maple Grove Arts Center
Friends of the Angel
Mayor's Prayer Breakfast
Maria's Voice
Maple Grove Ambassador Program
I-94 West Chamber of Commerce
Minneapolis Regional Chamber
Beyond the Yellow Ribbon
CROSS Services
Maple Grove Historical Preservation Society
OMGAA – Osseo Maple Grove Baseball/Softball Athletic Association
OMGBA – Osseo Maple Grove Basketball Association
MGYFA – Maple Grove Youth Football Association
OMGHA – Osseo Maple Grove Hockey Association
Maplebrook Soccer Association
Maple Grove Youth Lacrosse Association
Partner organizations that provide contracted services to the Maple Grove community:
Community Mediation & Restorative Services, Inc.
CornerHouse
Cornerstone
Northern Star Scouting Juvenile Diversion Program
Northern Star Scouting Explorer Program
Senior Community Services

5. PROCLAMATIONS

5.1 General.

Proclamations are ceremonial documents issued to recognize a day, week or month. The goal of a proclamation is to honor, celebrate or create awareness of an event or issue of significance to Minnetonka and its residents. The mayor has the right to decline any request for a proclamation, and the city may revise suggested text of any proposed proclamation. The city may proclaim more than one event, cause or achievement simultaneously.

5.2 Mayoral Proclamations.

The mayor may issue proclamations outside of council meetings to recognize significant achievements by Minnetonka residents and organizations (e.g., birthdays of 90 or more years, 50th anniversaries of businesses, sports team achievements, etc.). Council members will be provided with copies of all mayoral proclamations.

5.3 Proclamations Issued by the City Council.

The city council may issue proclamations at city council meetings to:

- (a) Recognize a community event that the city sponsors or in which the city participates. (e.g., Arbor Day, Earth Day, etc.)
- (b) Raise awareness on an important issue of broad interest impacting the city that is consistent with the city's mission and values (e.g., Small Business Saturday, Monarch and Pollinator Awareness Month, etc.).
- (c) Acknowledge the city's role in a significant event or achievement.
- (d) Highlight major local, national or international events that are culturally or historically significant (e.g., Black History Month, LGBTQ+ Pride Month, etc.).

5.4 Proclamations Not Allowed.

The following types of proclamations will not be issued for:

- (a) Matters of political controversy, or ideological or religious belief;
- (b) Events, individuals or organizations with no direct relationship to the City of Minnetonka;
- (c) Solicitations of commerce;
- (d) Events or causes contrary to the city's mission, vision or policies.

6. RULES, DECORUM, AND ORDER

6.1 Points of Order

The mayor will determine all points of order subject to the right of any member to appeal to the council. If any appeal is taken, the question will be, "Should the decision of the mayor be sustained?" A majority vote will govern and conclusively determine the question of order.

6.2 Decorum and Order – Council Members

To: Dave Callister, City Manager

Prepared by: Jodi Gallup, City Clerk

Reviewed by: Maria Solano, Deputy City Manager

Item: **Set future study sessions**

1. Action Requested:

Schedule study sessions and/or add topics as desired. The calendar for the next three months is attached to assist with scheduling.

2. Background:

Pending study session topics (at least three council members have approved the following study items on the list):

- Affordable housing fund discussion; Date: TBD
- Yard waste site management discussion; Date: TBD

Staff requests for meeting topics and/or changes:

- None at this time.

3. Budget Impact:

N/A

4. Attachments:

1. Calendars



City of
Plymouth

February 2025

SUN	MON	TUES	WED	THUR	FRI	SAT
						1
2	3	4	5 5:30 PM SPECIAL PLANNING COMMISSION MEETING Council Chambers 7:00 PM PLANNING COMMISSION MEETING Council Chambers	6 5:00 PM COUNCIL STRATEGIC WORKSHOP Plymouth Community Center Cedar Room	7 10:00 AM COUNCIL STRATEGIC WORKSHOP Plymouth Community Center Cedar Room	8
9	10	11 5:00 PM SPECIAL COUNCIL MEETING Inclusionary housing policy update 7:00 PM REGULAR COUNCIL MEETING Council Chambers	12 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE MEETING Council Chambers	13 6:00 PM PARK & REC ADVISORY COMMISSION MEETING Council Chambers	14	15
16	17  PRESIDENTS DAY CITY OFFICES CLOSED	18	19 7:00 PM PLANNING COMMISSION MEETING Council Chambers	20	21	22
23	24	25 5:30 PM SPECIAL COUNCIL MEETING Voluntary Advisory Board Recognition Event City Hall 7:00 PM REGULAR COUNCIL MEETING Council Chambers	26	27 7:00 PM HOUSING AND REDEVELOPMENT AUTHORITY MEETING Council Chambers	28	

SUN	MON	TUES	WED	THUR	FRI	SAT
						1
2	3	4	5 7:00 PM PLANNING COMMISSION MEETING Council Chambers	6	7	8
9	10	11	12 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE MEETING Medicine Lake Room	13 6:00 PM PARK & REC ADVISORY COMMISSION MEETING 7:00 PM REGULAR COUNCIL MEETING Council Chambers	14	15
16	17	18	19 7:00 PM PLANNING COMMISSION MEETING Council Chambers	20	21	22
23 30	24 31	25 7:00 PM REGULAR COUNCIL MEETING Council Chambers	26	27 7:00 PM HOUSING AND REDEVELOPMENT AUTHORITY MEETING Council Chambers	28	29

SUN	MON	TUES	WED	THUR	FRI	SAT
		1	2 7:00 PM PLANNING COMMISSION MEETING Council Chambers	3	4	5
6	7	8 7:00 PM REGULAR COUNCIL MEETING Council Chambers	9 7:00 PM ENVIRONMENTAL QUALITY COMMITTEE MEETING Medicine Lake Room	10	11	12
13	14	15	16 7:00 PM PLANNING COMMISSION MEETING Council Chambers	17	18	19
20	21	22 7:00 PM REGULAR COUNCIL MEETING Council Chambers	23 10:00 AM DESTINATION MARKETING ORGANIZATION ADVISORY BOARD MEETING Medicine Lake Room	24 7:00 PM HOUSING AND REDEVELOPMENT AUTHORITY MEETING Council Chambers	25	26
27	28	29	30			