



KENOSHA JOINT SERVICES

PUBLIC SAFETY SUPPORT SERVICES

Sheriff • Police • Fire • EMS

1000 55th Street • Kenosha, WI 53140
Website: www.kenoshajs.org • Phone: (262) 605-5050

A G E N D A

KENOSHA JOINT SERVICES BOARD MEETING

Kenosha County Safety Building, 1000 55th Street • Kenosha, WI

Administrative Services Conference Room 1214

January 26, 2021 • 4:30 P.M.

I. Call to Order

II. Roll Call

III. Citizen Comments

While both the building and the meeting is open to the public, in keeping with the CDC's recommendations on social distancing, members of the public are strongly encouraged NOT to attend the meeting in person. The meeting will be accessible for public monitoring by calling 1-408-418-9388 and using Access code (146 626 7050).

Citizens wishing to make a public comment may submit such comments in writing to: info@kenoshajs.org before Tuesday, January 26th 10:30am

IV. Approval of Minutes from Open Session – December 8, 2020

V. Joint Services Report

- a. Director's Report
- b. Administration
- c. Communications
- d. Records
- e. Fleet Maintenance
- f. Evidence/Identification
- g. Information Technology
- h. Overtime Report
- i. Financial Statements

VI. Items for Board Review and Action

- a. Evidence Rooms Remodel
 - i. Status Update
- b. Kenosha Joint Services Legacy Financial and Receipting System
 - i. GFOA Enterprise Resource Planning Advisory Services
 1. Discussion and Possible Action

VII. Board Member Comments

VIII. Adjournment

KENOSHA JOINT SERVICES BOARD

December 8, 2020

The Kenosha Joint Services Board meeting was **Called to Order** at 4:30 p.m. by Chairman Jeffrey Gentz in room S-10 at the Kenosha County Job Center and via video conferencing.

The **Members in Attendance** were Chairman Jeffrey Gentz, County Chief of Staff Jennie Tunkieicz, City Administrator John Morrissey, Chief of Police Daniel Miskinis, County Supervisor Monica Yuhás and Youth in Governance member Tristan Jantz.

Members not in Attendance, City Alderman Rocco LaMacchia Sr. and Youth in Governance Sara Tyszkowska were absent and Board Member Joshua Barker was excused.

Under **Citizen Comments**, there was one emailed comment from Danielle Wenberg, Communications Department. It was included in the Board packet that was mailed out.

Under **Approval of Minutes of Open Sessions Held on October 27 and November 10, 2020**, Ms. Tunkieicz made a motion to approve the minutes and Chief Miskinis seconded the motion. Motion approved unanimously.

Under **Director's Report**, Director Genthner reported that management will meet to review and discuss updated COVID recommendations to ensure everyone is consistent in conforming to recommendations from Health Department.

Under **Evidence Room Remodel**, Director Genthner reported that the final move of evidence is anticipated to be in mid-January 2021. It is hopeful that the project will be completed by the end of March 2021.

Seb Kawka, Interim Evidence Manager, reported that the department is fully utilizing the newly remodeled rooms.

Under, **District Attorney's Office**, Director Genthner reported that a few weeks ago he had received a request from DA Graveley regarding maintenance and gasoline for a vehicle received from KSD for their department's investigator to utilize. Director Genthner explained to DA Graveley the manner in which costs would be applied but that he would need to bring this issue to the Board for approval. DA Graveley did not have an issue nor did Pat Sepanski, Fleet Maintenance Manager.

Director Genthner explained that KPD and KSD squads would continue to be a priority and that there would be no fiscal impact on KJS. He stated that no formal agreement was in place and mentioned that they could draft an MOU if requested. Director Genthner recommends approvals. A brief discussion ensued.

Chief Miskinis made a motion to approve and pursue an MOU and Ms. Tunkieicz seconded the motion. Motion approved 4 to 1 with the nay vote from Mr. Morrissey.

Under, **Approval to Hire Human Resource Coordinator**, Director Genthner reported that Human Resource Coordinator Bev Sebetić had given her notice of retirement for the end of February. Funds were not budgeted for the replacement candidate to come on board and cross-train with Ms. Sebetić. A hiring process was ongoing to identifying a candidate for the position. He requested the Board to approve bringing this individual in around January 1, 2021. Director Genthner noted that the fiscal impact would be approximately \$11,400 and that the amount would be covered by current vacancies.

Mr. Morrissey made a motion to approve the Director's request and Chief Miskinis seconded the motion. Motion approved unanimously.

Under, **Board Authorized Employee Lunches**, Chairman Gentz reported that this topic was going to be voted on at the last meeting, but that is was pushed out to this meeting. A brief discussion ensued.

Ms. Tunkieicz made a motion to approve the employee lunches that were discussed at the prior meeting and Ms. Yuhas seconded the motion. Motion passed 3 to 2.

Roll Call Vote

Jennie Tunkieicz - Aye

John Morrissey - Nay

Chief Miskinis - Nay

Monica Yuhas - Aye

Chairman Jeff Gentz – Aye

Tristan Jantz (informational vote only) - Aye

Under **Board Member Comments**, there were none.

At 4:49 p.m., Chief Miskinis made a motion for **Adjournment** and Chairman Gentz seconded the motion. Motion approved unanimously.



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ADMINISTRATION

Thomas W. Genthner
Director

Joshua D. Nielsen
Assistant Director

Francine I. Hooper
Finance Assistant

Beverly M. Sebetic
Human Resources
Coordinator

MANAGEMENT

Michael S. Blodgett
Dispatch/Communications

Stephanie W. Lorenzo
Records/Public Counter

Patrick W. Sepanski
Fleet Maintenance

Sebastian Kawka
Interim Evidence/Identification

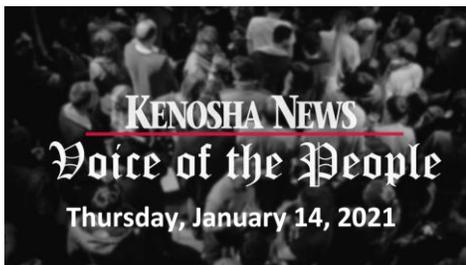
TO: Kenosha Joint Services Board

FROM: Tom Genthner

REFERENCE: Kenosha Joint Services – Board Report

DATE: January 22, 2021

The following article was in the January 14, 2021 Kenosha News, Voice of the People:



Thank you, Kenosha police officer

Just a slice in the day of one very, very efficient Kenosha police officer, a dispatcher and the department in general.

A neighbor alerts me regarding the sound of water entering the basement of a vacant residence owned by an absentee landlord. This is Saturday, whom to call? Contact the Kenosha Police Department and they diligently take down the information and indicate an officer would visit.

Given the standard problems of a city the size of Kenosha, how long would one anticipate an officer to be on site? In the case of this young and very courteous and efficient officer, four minutes.

He analyzed the problem and suggested the water might be coming from the first floor rather than the basement and left promising that he would inform the owner of the residence of the leak.

A few hours later (these are absentee landlords after all) a worker shut off the water to the residence at the street valve.

Again, you will not read stories like this in the media, but maybe this one you will. Great job as always KPD.

Gary Staudacher, Kenosha

We appreciate Mr. Staudacher recognizing a Kenosha Joint Services dispatcher in his article.

Kenosha Joint Services – Board Report

We are still working on completing some of the last cybersecurity training modules. The results from the training indicate employees are complying with cybersecurity security measures.

The upgrade to the operating system for the Financial System was completed in November 2020. Users were moved to the new version on December 15, 2020.

The Board sponsored lunches were provided on December 28, 2020 with an alternate date of December 30, 2020. Employees had their choice of day on which to receive their lunch to address rotating day off blocks and shifts. Total cost was \$806.80.

Sue Alton coordinated the lunch and did a great job. The lunches were very good and were well received by the employees.

At the April 3, 2020 Kenosha Joint Services Board meeting the Board created a supplemental sick leave bank to be used specifically in reference to Coronavirus/COVID-19, specifically, illness, quarantine, etc. Provisions of the Family First Coronavirus Response Act were added to the FMLA policy.

The policy indicates the following in reference to the Supplemental Sick Leave:

- The supplemental sick leave became effective April 3, 2020 and will expire December 31, 2020. It is not retroactive. It does not carryover from one year to the next. Employees are not entitled to reimbursement for unused leave upon terminations, resignation, retirement or other separation from employment.

As provided for within the FMLA policy the supplemental sick leave bank has expired and was not extended.

A total of 72 employees were eligible for the Supplemental Sick Leave with 39 employees using no hours and 33 employees using 1519 hours.

In accordance with the Board's request we are working to draft several MOU's to cover Fleet Maintenance Services e.g. up-fit, gas, routine maintenance that are being provided to various agencies but not covered by the IGA. We are working with the County of Kenosha Corporation Counsel to draft the MOU's. The memos will come to the Board for approval prior to being signed. I researched how long these services have been provided. I can find documentation that some have been provided dating back to 1994.

ADMINISTRATION DEPARTMENT:

Administration (4 full-time and 1 part-time position): One vacancy, human resource coordinator position in March 2021. We continue to work through the process. Three conditional job offers were extended. One was rescinded and 2 were declined.

Communications (40 full-time positions): Eight telecommunicator vacancies. Telecommunicator Lacey Ebler resigned her position, effective January 15. She has accepted a position with Kenosha County and we wish her much success in her new position. The recent recruiting effort has progressed through many of the hiring steps. Background

Kenosha Joint Services – Board Report

investigations have been completed and eligible candidates will be invited to virtual final interviews. The goal is to start several new candidates in mid-February.

Records (21 full-time positions): One clerical vacancy. Unfortunately, the virtual panel interviews that were scheduled for January 7 and 8 were delayed due to concerns of staffing availability. The interviews will be rescheduled.

Fleet Maintenance (7 full-time and 1 part-time position): All positions filled.

Evidence/Identification (8 full-time positions): One vacancy, manager position. We are continuing to work through the process.

COMMUNICATIONS:

Ryan Echtenacher has begun training at the Sheriff console. He has completed his fire training and call take training. He is anticipated to complete his training early in 2021.

Kenneth Totten continues in training at the Fire consoles. He has completed his call take, sheriff and police console training. He is anticipated to complete his training early in 2021.

Amelia Almazan and Michael Mietka have begun their fire dispatch training. They have completed their call take training and it is anticipated that they will complete their training mid-2021.

Work on replacement of the Radio Console System continues. All consoles are currently in use and Baycom continues to work on system refinement and integration with the simulcast radio system.

Staff continues to be very vigilant over cleaning processes and social distancing.

Communications staff and Joint Services Administration continue to meet to determine emergency staffing plans and ensure all needs within the center are met.

Preparations for the potential of civil unrest related to the KPD officer involved shooting announcement were made. Staff was prepared for any unrest. Thankfully, no problems occurred.

In December, 4,415 9-1-1 calls were received by the communications department with 94% of these calls answered in under 10 seconds, and 98% in under 15 seconds. There were 20,766 non-emergency calls handled and 13 text messages received during this month.

Kenosha Joint Services – Board Report

RECORDS:

At the end of 2020, the Records Department completed the digital imaging of pre-New World case reports. These are older paper case reports that have been scanned into a .pdf format. The only paper documents that remain are update documents, and Records staff has been preparing these documents for imaging as time permits. Our goal is to have all paper case documents digitally imaged before the end of this year.

We continue to send out microfilm cassettes for imaging by our vendor. This is a lengthy project, as it was estimated that there were more than 6 million images on microfilm. The project is necessary because of the age and condition of the cassettes. By having them imaged and converted to a .pdf format, we will ensure the ability to view these older reports without issue for years to come.

Records clerks cancelled eighty warrants that were recalled from Circuit Court and Municipal Court in the month of November and eighty-three warrants that were recalled in the month of December. When these cancellation lists come over from the courts, it is an involved task, and it has to be completed right away.

There were a total of 112 overtime hours used in November, and 40 overtime hours used in December.

FLEET MAINTENANCE:

The fleet maintenance staff continue vehicle maintenance and repair as scheduled. There were a total of 256 maintenance and repair lines performed during the month of November and 296 during the month of December.

The Sheriff's F150 patrol vehicles continue to be up-fitted, two vehicles remain. The Police patrol vehicle up-fitting is complete. Up-fitting of three Police detective bureau vehicles and one administration vehicle has been placed on hold while these vehicles are used in temporary capacities within the department. Up-fitting of these vehicles is expected to occur sometime in late January.

Body shop repairs due to the civil unrest continue as some have been delayed to repair vehicles with more significant damage. All remaining repairs are scheduled at the body shop with anticipated completion by the end of January.

There were a total of 384 automatic car washes in the month of November and 353 in the month of December. The primary focus continues on disinfecting the interior of patrol vehicles.

Kenosha Joint Services – Board Report

Car Washes: Indicates a total number of vehicles in all agencies cleaned utilizing the automatic car wash.



EVIDENCE/IDENTIFICATION DEPARTMENT:

On January 19, 2021 the fourth move of evidence from the temporary storage facility took place. Some miscellaneous items remain but we hope to have the temporary storage facility completely empty soon.

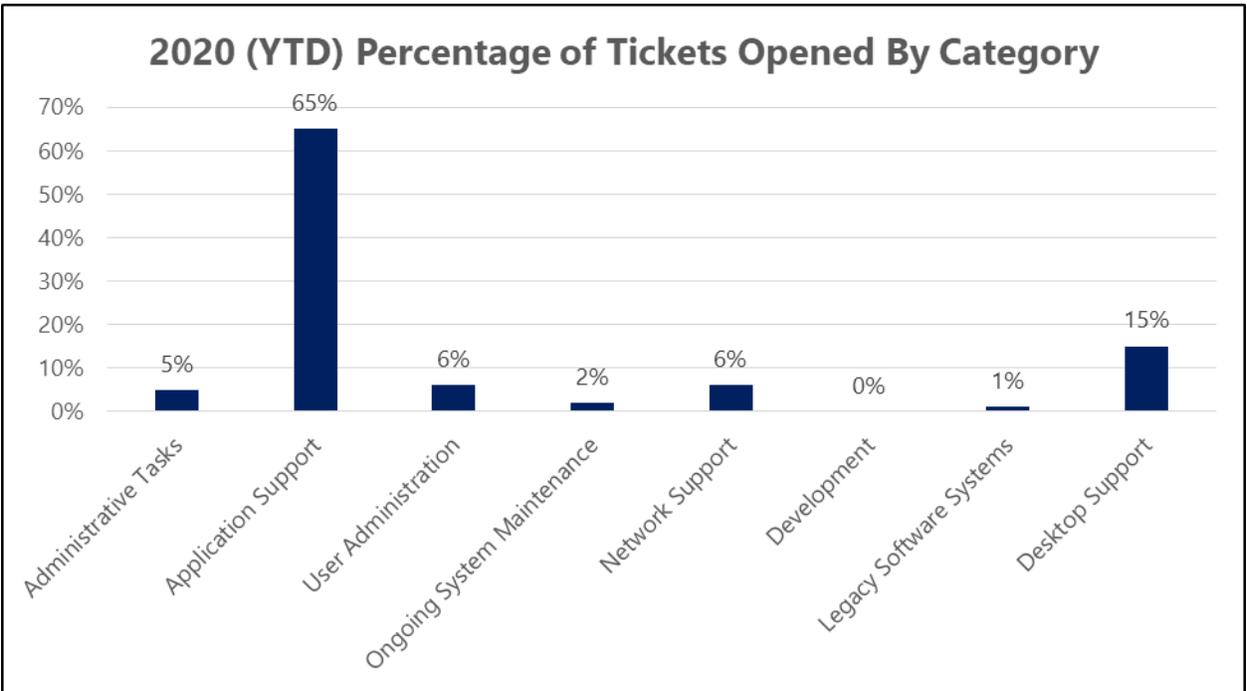
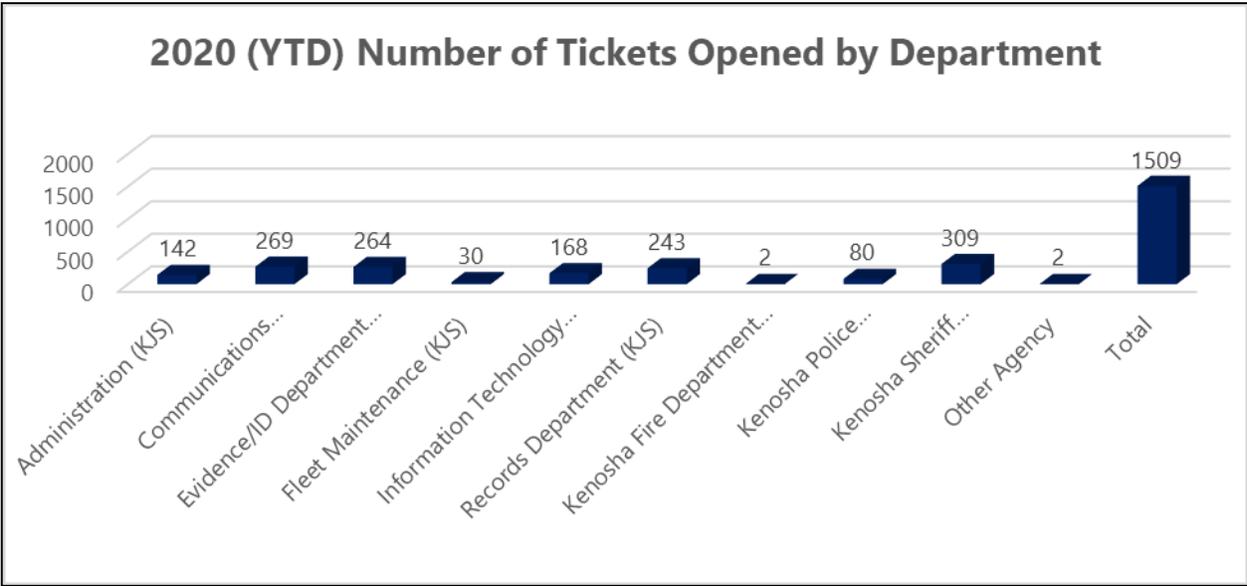
Livescan replacement testing continues with software fixes by the vendor, DataWorks Plus. Testing on the attachment of mugshot photos and fingerprint record transmission is ongoing.

INFORMATION TECHNOLOGY:

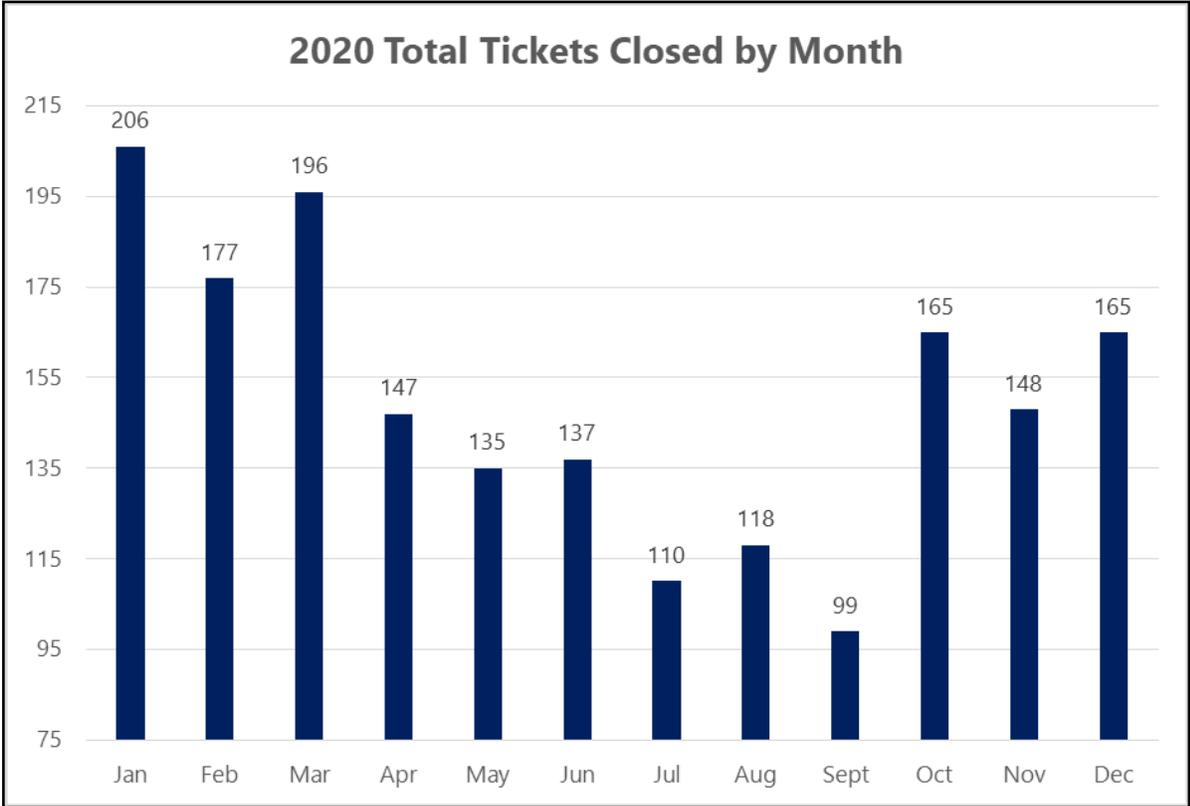
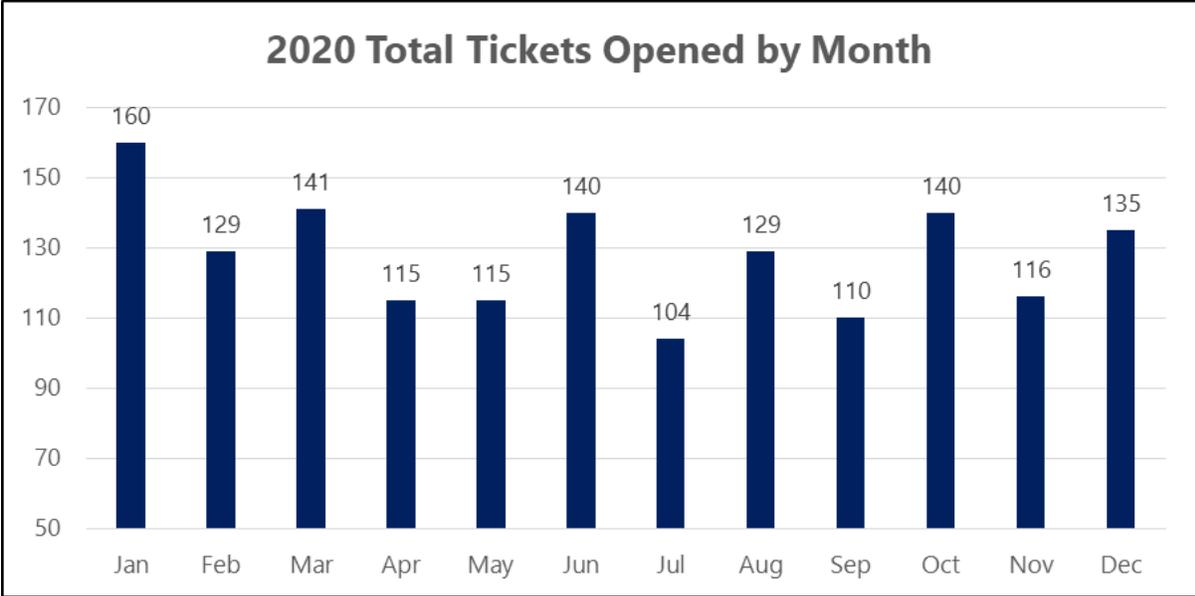
- Livescan Replacement Project
 - In Progress: Working with DataWorks to test fingerprint record transmissions to the state
- Consolidate Switches and Networking Devices
 - Complete: Upgrade switches and clean up cabling in telco room
 - In Progress: Upgrade switches and clean up cabling in third floor data center
- Cybersecurity Training
 - Ongoing: Next training scheduled February 2021
- Second-factor Authentication for Mobile and Remote Access
 - In Progress: Kenosha Sheriff's Department has started implementing second-factor authentication
- Windows Server Upgrade
 - In Progress: Working on updating windows servers from version 2012 to version 2019

Kenosha Joint Services – Board Report

- Tip/ix Upgrade
 - Complete: Upgrading Tip/ix operating system from Centos 6 to Centos 7
 - Complete: Go-live date in November 2020
- Migration from Fire Mobile to Crewforce
 - Complete: Working on user and device registration and training
- New World Upgrade to 2019.2
 - In Progress: Upgrade postponed to first quarter 2021
- Badger TraCS Upgrade
 - In Progress: Tyler Technologies is evaluating the next Badger TraCS upgrade to determine if it is compatible with the current interface



Kenosha Joint Services – Board Report

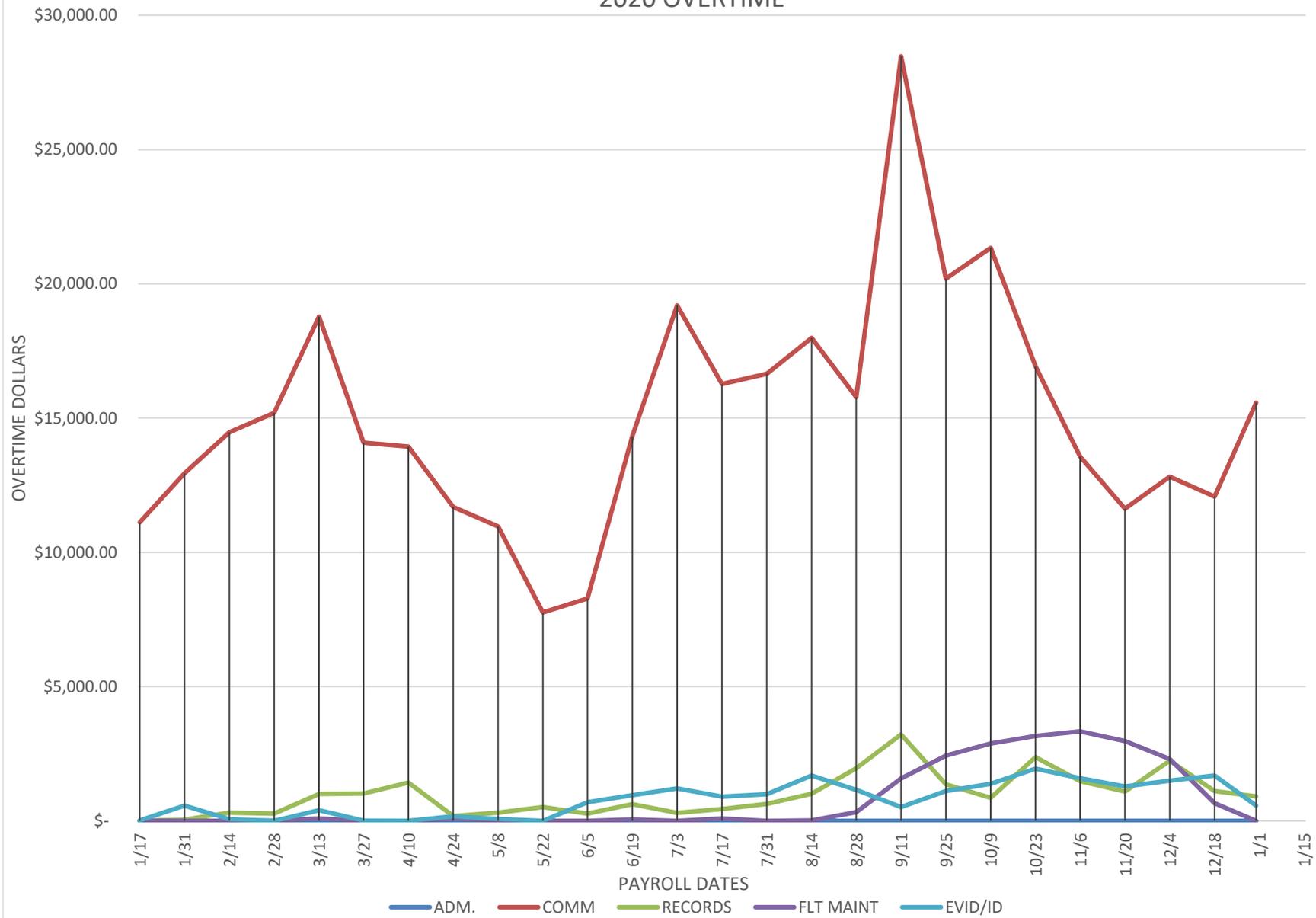


**KENOSHA JOINT SERVICES
KENOSHA, WISCONSIN
2020 - OVERTIME REPORT**

	HOURS PAYROLL	EARNINGS PAYROLL	HOURS PAYROLL	EARNINGS PAYROLL	HOURS PAYROLL	EARNINGS PAYROLL
	11/29-12/12	11/29-12/12	12/13-12/26	12/13-12/26		
Administration	0.00	\$ -	0.00	\$ -		
Communications	322.70	\$ 12,079.91	424.20	\$ 15,576.01		
Records	32.00	\$ 1,108.67	28.40	\$ 911.95		
Fleet Maintenance	16.00	\$ 654.60	0.00	\$ -		
Evidence/ID	47.00	\$ 1,687.52	15.50	\$ 571.72		
	417.70	\$ 15,530.70	468.10	\$ 17,059.68	0.00	\$ -

	TOTAL HRS. FROM 1/1/2020	TOTAL PAY FROM 1/1/2020	AVRG HRS	AVRG PAY	AVERAGE HOURLY RATE	ACCOUNT	PERCENT
	<u>THRU 12/31/20</u>	<u>THRU 12/31/20</u>	<u>PER PAY PR</u>	<u>PER PAY PR</u>	<u>FOR OT</u>	<u>BALANCES</u>	<u>EXPENDED</u>
Administration	0.00	\$0.00	0.00	\$0.00	\$0.00	\$0.00	
Communications	10457.95	\$392,035.04	387.33	\$14,519.82	\$37.49	(\$218,883.04)	226%
Records	716.25	\$24,967.31	26.53	\$924.72	\$34.86	\$10,229.69	71%
Fleet Maintenance	483.50	\$19,995.20	17.91	\$740.56	\$41.35	\$215.80	99%
Evidence/ID	<u>567.90</u>	<u>\$20,493.75</u>	<u>21.03</u>	<u>\$759.03</u>	<u>\$36.09</u>	<u>\$14,941.25</u>	58%
Joint Services Total	12225.60	\$457,491.30	90.56	\$3,388.82	\$29.96	(\$193,496.30)	

KJS 2020 OVERTIME



KENOSHA JOINT SERVICES
INCOME STATEMENT
NOVEMBER 2020
KENOSHA, WISCONSIN

REVENUE

	<u>2020 Projected Revenue</u>	<u>Actual Current Month</u>	<u>Actual Year-to-Date</u>	<u>Percent of Projected</u>
City Operating	\$3,870,029.00	\$322,502.42	\$3,547,526.58	91.67%
County Operating	\$4,814,549.00	\$401,212.38	\$4,413,336.54	91.67%
Bank Interest	\$1,000.00	\$13.96	\$338.22	33.82%
Photograph Revenue	\$200.00	\$0.00	\$98.56	49.28%
CD/DVD Revenue	\$2,400.00	\$29.39	\$1,164.01	48.50%
Report Copies	\$7,000.00	\$176.78	\$2,118.70	30.27%
False Alarms	\$39,000.00	\$2,950.00	\$25,475.00	65.32%
Other	<u>\$500.00</u>	<u>\$0.00</u>	<u>\$5,527.00</u>	1105.40%
	\$8,734,678.00	\$726,884.93	\$7,995,584.61	91.54%
Fund Balance	\$725,844.00			
FM - Fuel & Parts	<u>\$698,000.00</u>			
2020 ORIGINAL BGT	\$10,158,522.00			

2019 CARRYOVER & ENCUMBRANCE

Software Carryover \$12,321.11

2020 WORKING BGT **\$10,170,843.11**

EXPENDITURES (All Departments)

	<u>Budgeted Amt</u>	<u>Current Month</u>	<u>Y-T-D EXP</u>	<u>Encumbrances</u>	<u>Balance</u>
Personnel Services	\$7,161,614.00	\$509,332.19	\$5,836,546.67	\$0.00	\$1,325,067.33
Contractual Serv	\$2,086,100.00	\$150,670.35	\$1,827,973.95	\$1,200.00	\$256,926.05
Supplies & Mat	\$860,157.00	\$40,612.29	\$613,294.44	\$1,607.23	\$245,255.33
Capital Outlay	\$50,651.00	\$741.95	\$68,505.59	\$5,941.68	(\$23,796.27)
Contingency	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>
	\$10,158,522.00	\$701,356.78	\$8,346,320.65	\$8,748.91	\$1,803,452.44
TOTAL EXPENDITURES	\$10,158,522.00				

Percent of budget expended:

82.25%

KENOSHA JOINT SERVICES
INCOME STATEMENT
NOVEMBER 2020
KENOSHA, WISCONSIN

Fleet Maintenance Inventories

REVENUE

	<u>Budgeted Amt</u>	<u>Current Month</u>	<u>Year-to-Date</u>	<u>Balance</u>	<u>Percent of Projected</u>
City Parts/Labor	\$70,000.00	\$5,898.01	\$77,796.24	(\$7,796.24)	111.14%
County Parts/Labor	\$83,000.00	\$4,675.96	\$84,827.04	(\$1,827.04)	102.20%
City Fuel	\$247,500.00	\$12,549.52	\$161,810.60	\$85,689.40	65.38%
County Fuel	\$297,500.00	\$13,333.01	\$171,078.54	\$126,421.46	57.51%
Other	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	
TOTAL REVENUES	\$698,000.00	\$36,456.50	\$495,512.42	\$202,487.58	70.99%

EXPENDITURES

	<u>Budgeted Amt</u>	<u>Current Month</u>	<u>Year-to-Date</u>	<u>Balance</u>	<u>Percent of Projected</u>
Parts/Labor	\$153,000.00	\$16,648.77	\$153,197.13	(\$197.13)	100.13%
Fuel	<u>\$545,000.00</u>	<u>\$25,740.55</u>	<u>\$321,440.75</u>	<u>\$223,559.25</u>	58.98%
	\$698,000.00	\$42,389.32	\$474,637.88	\$223,362.12	68.00%

JOB NAME: JVNSUMM
PROGRAM ID. FVN078
RUN DATE 1/03/21

TIME 20:11:25

KENOSHA JOINT SERVICES

DISBURSEMENT JOURNAL

START DATE FOR SUMMARY: 12/01 END DATE FOR SUMMARY: 12/31

CHECK #	CHECK DATE	VENDOR NAME	ACCOUNT	DESCRIPTION	AMOUNT
45128	12/02	AL LOCKE	150-01-50004-208-000	COURIER SVC NOV	61.20
45129	12/02	ASCENSION MEDICAL GROUP	150-01-50004-201-000	4TH QTR EAP	481.00
45130	12/02	COMPLETE OFC OF WISCONSIN	150-01-50003-301-000	03 THRU 11/30	959.70
			150-01-50002-301-000	02 THRU 11/30	262.06
			150-01-50001-301-000	01 THRU 11/30	172.91
			150-01-50007-301-000	07 THRU 11/30	105.76
			 CHECK TOTAL	1,500.43
45131	12/02	EBSO, INC. (DBA:GGG)	150-00-21787-000-000	PR 12/04/20	637.57
45132	12/02	JAMES IMAGING SYSTEMS, INC.	150-01-50003-324-000	REC #803688	297.00
			150-01-50002-324-000	COMM #957171	164.20
			150-01-50001-324-000	ADMIN #955959	164.20
			150-01-50007-324-000	E/I #1012251	133.50
			150-01-50002-324-000	COMM #957171	3.14
			 CHECK TOTAL	762.04
45133	12/02	MENARDS INC	150-01-50006-305-000	BLUE TOWELS 200CT	17.98
			150-01-50006-305-000	STEEL THRD INSERTS	11.94
			150-01-50006-305-000	STEEL THREAD INSERTS	7.96
			 CHECK TOTAL	37.88
45134	12/02	METROPOLITAN LIFE INSURANCE	150-00-21795-000-000	PR 12/04/20	1,267.68
45135	12/02	NATIONWIDE RETIREMENT	150-00-21793-000-000	PR 12/04/20	2,080.09
45136	12/02	PATRICK SEPANSKI	150-01-50006-303-000	TOOL REIM-PS	225.00
			150-01-50006-303-000	BOOT REIM-PS	100.00
			 CHECK TOTAL	325.00
45137	12/02	PETTY CASH	150-01-50001-301-000	CALENDAR MOUNT ADMIN	27.43
			150-01-50001-301-000	COFFEE AND FILTERS	20.30
			150-01-50001-301-000	COFFEE	12.79
			150-01-50001-301-000	COFFEE AND FILTERS	10.83
			150-01-50004-208-000	POSTAGE	6.95
			 CHECK TOTAL	78.30

JOB NAME: JVNSUMM
 PROGRAM ID. FVN078
 RUN DATE 1/03/21

KENOSHA JOINT SERVICES
 DISBURSEMENT JOURNAL

START DATE FOR SUMMARY: 12/01 END DATE FOR SUMMARY: 12/31

CHECK #	CHECK DATE	VENDOR NAME	ACCOUNT	DESCRIPTION	AMOUNT
45138	12/02	POLICE & FIRE CREDIT UNION	150-00-21784-000-000	PR 12/04/20	5,544.00
45139	12/02	POMPS TIRE SERVICE	150-00-12530-000-000	MISC TIRE PURCHASES	1,460.00
45140	12/02	STAPLES BUSINESS ADVANTAGE	150-01-50003-301-000 150-01-50001-301-000	03 THRU 11/30 01 THRU 11/30 CHECK TOTAL	752.70 86.72 839.42
45141	12/02	TRI-TECH FORENSICS INC	150-01-50007-301-000 150-01-50007-301-000 150-01-50007-301-000	SYRINGE TUBES-12/PK ZIPR-WELD STRIPS SHIPPING/HANDLING CHECK TOTAL	235.50 116.90 70.00 422.40
45142	12/02	ULINE	150-01-50007-301-000 150-01-50007-301-000 150-01-50007-301-000 150-01-50007-301-000	MISC EVID/ID SUPPLY MISC EVID/ID SUPPLY MISC EVID/ID SUPPLY MISC EVID/ID SUPPLY CHECK TOTAL	660.00 619.00 76.00 76.00 1,431.00
45143	12/07	COMSYS INC	150-01-50008-201-000	MIS SUPPORT	37,500.00
45144	12/07	WCA GROUP HEALTH TRUST	150-00-16001-000-000	BINDER CHECK-JAN2021	115,513.66
45145	12/10	AT&T MOBILITY	150-01-50003-212-000 150-01-50007-212-000 150-01-50006-212-000	ATT SPRVSRS ATT SPRVSR ATT LD TECH CHECK TOTAL	28.47 18.98 10.12 57.57
45146	12/10	AUCA CHICAGO MC LOCKBOX	150-01-50006-320-000 150-01-50007-320-000 150-00-12530-000-000	THRU 11/30 THRU 11/30 THRU 11/30 CHECK TOTAL	473.66 209.57 144.84 828.07
45147	12/10	AUTO SERVICE AIDS LLC	150-01-50006-304-000	REPAIR ON ALIGNMENT	308.00
45148	12/10	BUMPER TO BUMPER AUTO PARTS	150-00-12530-000-000 150-01-50006-305-000	THRU 11/30 2%DISC PD W/IN TERMS CHECK TOTAL	1,835.11 36.71CR 1,798.40
45149	12/10	CHESTER ELECTRONIC SUPPLY	150-00-12530-000-000	THRU 11/30	264.99

JOB NAME: JVNSUMM
 PROGRAM ID. FVN078
 RUN DATE 1/03/21

TIME 20:11:25

KENOSHA JOINT SERVICES

DISBURSEMENT JOURNAL

START DATE FOR SUMMARY: 12/01 END DATE FOR SUMMARY: 12/31

CHECK #	CHECK DATE	VENDOR NAME	ACCOUNT	DESCRIPTION	AMOUNT
45150	12/10	KENOSHA COUNTY DHS	150-01-50004-208-000	NOV'20	267.27
45151	12/10	LANGUAGE LINE SERVICES INC	150-01-50002-212-000	NOV'20	323.34
45152	12/10	PORCARO FORD	150-00-12530-000-000	THRU 11/30	4,945.49
45153	12/10	SHRED-IT USA	150-01-50003-212-000	DOCU SHREDDING	17.50
45154	12/10	SIRCHIE ACQUISITION COMPANY	150-01-50007-301-000	MISC EVID/ID SUPPLY	139.81
45155	12/10	TRI-TECH FORENSICS INC	150-01-50007-301-000	RIFLE BOXES - 25/PK	284.00
45156	12/10	TYLER TECHNOLOGIES	150-01-50009-520-000	CREWFORCE-LIC/HOSTIN	15,350.00
			150-01-50008-206-000	CREWFORCE-MAINT	1,080.83
			 CHECK TOTAL	16,430.83
45157	12/17	ALADTEC INC	150-00-16001-000-000	04-216 2021 SUBSCRIP	5,742.00
45158	12/17	INGLENET BUSINESS SOLUTIONS	150-00-16001-000-000	08-206 TIP STUDIO	3,240.00
45159	12/17	POWERDMS, INC.	150-00-16001-000-000	02-206 PWR DMS	2,169.27
			150-00-16001-000-000	03-206 PWR DMS	1,138.87
			150-00-16001-000-000	07-206 2021 PWR DMS	433.85
			150-00-16001-000-000	06-206 2021 PWR DMS	433.85
			150-00-16001-000-000	01-206 2021 PWR DMS	271.16
			 CHECK TOTAL	4,447.00
45160	12/17	ACCURATE PRINTING CO INC	150-01-50007-309-000	1M CD/1M DVD LABELS	520.00
			150-01-50004-309-000	1M LAB REQUEST FORM	80.00
			 CHECK TOTAL	600.00
45161	12/17	CARQUEST AUTO PARTS	150-00-12530-000-000	THRU 11/30	1,838.87
			150-01-50006-305-000	2%DISC PD W/IN TERMS	36.78CR
			 CHECK TOTAL	1,802.09
45162	12/17	COMMUNITY INSURANCE CORP	150-00-16001-000-000	GENERAL LIAB	41,385.00
			150-00-16001-000-000	AUTO LIABILITY	22,284.00
			150-00-16001-000-000	COMM AUTO-PHYS DMG	529.00
			150-00-16001-000-000	ADL END-WIS MED PYMT	150.00
			150-00-16001-000-000	ADTL ENDORSEMENTS	75.00
			 CHECK TOTAL	64,423.00

JOB NAME: JVNSUMM
 PROGRAM ID. FVN078
 RUN DATE 1/03/21

KENOSHA JOINT SERVICES
 DISBURSEMENT JOURNAL

START DATE FOR SUMMARY: 12/01 END DATE FOR SUMMARY: 12/31

CHECK #	CHECK DATE	VENDOR NAME	ACCOUNT	DESCRIPTION	AMOUNT
45163	12/17	EBSO, INC. (DBA:GGG)	150-00-21787-000-000	PR 12/18/20	598.30
45164	12/17	ENERGY SOLUTION PARTNERS LLC	150-00-12531-000-000	UNLEADED FUEL	13,260.28
45165	12/17	IAED	150-01-50002-211-000	GURSKY EMD RECERTIFI	50.00
45166	12/17	METROPOLITAN LIFE INSURANCE	150-00-21795-000-000	PR 12/18/20	520.81
45167	12/17	NATIONWIDE RETIREMENT	150-00-21793-000-000	PR 12/18/20	2,053.77
45168	12/17	POLICE & FIRE CREDIT UNION	150-00-21784-000-000	PR 12/18/20	5,544.00
45169	12/17	TRI-TECH FORENSICS INC	150-01-50007-301-000	EVIDENCE PILL BOXES	103.68
			150-01-50007-301-000	SHIPPING/HANDLING	8.99
			 CHECK TOTAL	112.67
45170	12/17	ULINE	150-01-50007-301-000	MISC EVID/ID SUPPLY	609.00
45171	12/22	AMAZON CAPITAL SERVICES INC	150-00-12530-000-000	FLUID FILM SPRAY	114.95
			150-01-50002-301-000	PAPER TRIMMER BLADE	24.20
			150-01-50001-301-000	CALENDAR	11.49
			150-01-50006-305-000	120PC RIVET NUTS	9.49
			150-01-50006-305-000	100PC STEEL RIVET	4.45
			 CHECK TOTAL	164.58
45172	12/22	ARO LOCK COMPANY	150-01-50007-301-000	4 KEYS	40.00
45173	12/22	BLACK DIAMOND SOLUTIONS INC	150-00-16001-000-000	ZIMBRA EMAIL SUPPORT	1,072.50
45174	12/22	CDW-G	150-01-50008-301-000	2EA BLK BX/20EA CBLs	91.54
			150-01-50008-301-000	2EA BLACK BOX	67.94
			150-01-50008-301-000	15EA 10FT CBLs	30.60
			150-01-50008-301-000	10EA SNAGLESS BLU MM	9.90
			 CHECK TOTAL	199.98
45175	12/22	DIVERSIFIED BENEFIT SERVICES	150-01-50004-122-000	DEC'20	142.60
			150-01-50004-122-000	DEC'20	3.00
			 CHECK TOTAL	145.60
45176	12/22	GENERAL FIRE EQUIP CO	150-00-12530-000-000	SETINA WEAPONS MOUNT	655.04

JOB NAME: JVNSUMM
 PROGRAM ID. FVN078
 RUN DATE 1/03/21

TIME 20:11:25

KENOSHA JOINT SERVICES

DISBURSEMENT JOURNAL

START DATE FOR SUMMARY: 12/01 END DATE FOR SUMMARY: 12/31

CHECK #	CHECK DATE	VENDOR NAME	ACCOUNT	DESCRIPTION	AMOUNT
45177	12/22	JENSEN TOWING	150-01-50007-202-000	CS#2063817 12ARCADIA	75.00
45178	12/22	JOSHUA RADANDT	150-01-50002-301-000	MIC ADAPTER	6.32
45179	12/22	MIKE'S CUSTOM AUTO	150-00-12530-000-000	REPAIR FOAM SEAT	80.00
			150-00-12530-000-000	STAPLE DOOR PANELS	50.00
			150-00-12530-000-000	REPLACED TWO PANELS	50.00
			150-00-12530-000-000	REPAIR SEAT BACK	45.00
			 CHECK TOTAL	225.00
45180	12/22	SCOTT BASKEN	150-01-50006-303-000	BOOT REIM-SB	100.00
45181	12/22	SEBASTIAN KAWKA	150-01-50007-301-000	VAC, FOIL, AND OVN	98.69
45182	12/22	SIGNARAMA KENOSHA WI	150-00-12530-000-000	KPD GRAPHICS	144.00
			150-00-12530-000-000	KSD GRAPHICS	72.00
			 CHECK TOTAL	216.00
45183	12/22	VANS GAS SERVICE INC	150-01-50006-305-000	PROPANE FUEL & CYL	159.00
			150-01-50006-306-000	PROPANE FUEL & CYL	43.38
			 CHECK TOTAL	202.38
45184	12/22	CULLIGAN WATER TREATMENT	150-00-16001-000-000	2021 CULLIGAN	324.00
			150-00-16001-000-000	2021 CULLIGAN	324.00
			150-00-16001-000-000	2021 CULLIGAN	324.00
			150-00-16001-000-000	2021 CULLIGAN	324.00
			 CHECK TOTAL	1,296.00
45185	12/22	GOVERNMENTJOBS.COM, INC.	150-00-16001-000-000	2021 BIDDLE	5,995.00
			150-00-16001-000-000	2021 INSIGHT	4,073.00
			150-00-16001-000-000	2021 GOVERNMENT JOBS	995.00
			 CHECK TOTAL	11,063.00
45186	12/22	IDENTITY AUTOMATION LP	150-00-16001-000-000	MULTI-FACTOR AUTHEN	2,241.40
45187	12/22	JANNA ACCESS LLC	150-00-16001-000-000	21'CYBERAUDIT	880.00
45188	12/22	MIDEO SYSTEMS INC.	150-00-16001-000-000	2021 MIDEO MAINT	10,194.00
45189	12/22	SECURA INSURANCE	150-00-16001-000-000	2021 WORKERS COMP	28,319.00
			150-00-16001-000-000	COMMERCIAL PROTECTIO	5,174.00
			 CHECK TOTAL	33,493.00

JOB NAME: JVNSUMM
 PROGRAM ID. FVN078
 RUN DATE 1/03/21

TIME 20:11:25

KENOSHA JOINT SERVICES

DISBURSEMENT JOURNAL

START DATE FOR SUMMARY: 12/01 END DATE FOR SUMMARY: 12/31

CHECK #	CHECK DATE	VENDOR NAME	ACCOUNT	DESCRIPTION	AMOUNT
45190	12/22	SECURIAN FINANCIAL GROUP INC	150-00-21786-000-000	JAN 2021	934.71
			150-00-16001-000-000	JAN 2021	649.20
			 CHECK TOTAL	1,583.91
45191	12/30	AMAZON CAPITAL SERVICES INC	150-00-12530-000-000	TWO SINGLE MICRO 3	149.50
			150-00-12530-000-000	DAVITU CABLES,ADAPTE	131.38
			150-01-50006-302-000	AUTOMOTIVE REPAIR	125.99
			150-00-12530-000-000	10SETS FEMALE AUTO	119.50
			150-00-12530-000-000	5SETS PLUG 6 POSITIO	117.65
			150-00-12530-000-000	10SETS PLUG 4 MALE	109.50
			150-00-12530-000-000	MOMENTARY PUSH	45.49
			 CHECK TOTAL	799.01
45192	12/30	BLACK DIAMOND SOLUTIONS INC	150-00-16001-000-000	NETMOTION WIRELESS M	14,314.12
			150-00-16001-000-000	NETMOTION WIRELESS D	395.04
			 CHECK TOTAL	14,709.16
45193	12/30	CDW-G	150-00-16001-000-000	PROOFPOINT ESSENTIAL	3,250.00
			150-00-16001-000-000	PROOFPOINT WOMBAT EN	3,019.00
			 CHECK TOTAL	6,269.00
45194	12/30	EBSO, INC. (DBA:GGG)	150-00-21787-000-000	PR 12/31/20	562.76
45195	12/30	ENERGY SOLUTION PARTNERS LLC	150-00-12531-000-000	UNLEADED FUEL	14,920.15
45196	12/30	KENOSHA COUNTY	150-01-50005-210-000	LEASE OF SPACE	66,845.75
45197	12/30	METROPOLITAN LIFE INSURANCE	150-00-21795-000-000	PR 12/31/20	190.31
45198	12/30	NATIONWIDE RETIREMENT	150-00-21793-000-000	PR 12/31/20	2,104.75
45199	12/30	POLICE & FIRE CREDIT UNION	150-00-21784-000-000	PR 12/31/20	5,544.00
45200	12/30	SUSAN ALTON	150-01-50001-301-000	BOARD APPV LNCH	59.89
45201	12/30	ULINE	150-01-50007-301-000	MISC EVID/ID SUPPLY	612.00
45202	12/30	WISCONSIN FUEL & HTNG INC	150-00-12530-000-000	OIL 5W30	1,790.85
GRAND TOTAL FOR PERIOD *****					476,969.89



Government Finance Officers Association

Research and Consulting Center

Prepared for:



Kenosha Joint Services

Enterprise Resource Planning (ERP) Advisory Services

January 19, 2021



Government Finance Officers Association

203 North LaSalle Street, Suite 2700

Chicago, IL 60601-1210

312.977.9700 fax: 312.977.4806

January 19, 2021

Kenosha Joint Services

Attn: Joshua Nielsen

1000 55th Street

Kenosha, WI 53140

EMAIL: jnielsen@kenoshajs.org

Dear Joshua,

The Government Finance Officers Association (GFOA) is pleased to present this revised proposal to Kenosha Joint Services (Kenosha JS) for consulting services to assist with the organization's potential ERP system replacement project. We understand the challenges of upgrading from a system that hasn't been upgraded in a while and the need to both modernize processes and policies along with technology.

Over 600 governments have found value in our experience, expertise, and detailed approach to ERP projects. In addition to facilitating the procurement process leading to a favorable contract and detailed statement of work, we focus on business process improvement and organizational readiness to increase the likelihood of project success. GFOA is a 501(c)3 non-profit association with 21,000 members representing nearly 10,000 local governments. As one of the premier membership associations for public-sector professionals, GFOA can offer independent, objective, and best practice focused consulting services consistent with our mission to improve government management.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael J. Mucha'. The signature is fluid and cursive, with the first name 'Michael' being the most prominent part.

Michael J. Mucha

Director, Research and Consulting Center

Government Finance Officers Association

Phone: 312-977-9700

Fax: 312-977-4806

Email: mmucha@gfoa.org

Washington, DC Office

660 N. Capital Street, NW ● Washington, DC 20001 ● 202.393.8020 fax: 202.393.0780

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Section I – GFOA Qualifications

The Government Finance Officers Association (GFOA) is the premier association for public sector finance professionals in the United States and Canada. Founded in 1906, GFOA currently has over 21,000 members that look to GFOA as the gold standard for identifying, developing, and communicating leading practices in government management. As a non-profit organization, GFOA’s mission is to promote excellence in state and local government financial management. GFOA accomplishes this mission by identifying and developing policies and practices and promoting them through education, training, consulting and leadership.

GFOA’s Research and Consulting Center (RCC) is nationally recognized for its comprehensive analytical and advisory services, as well as for research on issues specific to state and local governments’ financial, human resource, procurement, payroll and operational management. Since beginning operations in 1977, the RCC has assisted hundreds of cities, counties, public utilities; and other forms of government to create best practice solutions to meet their unique challenges. Approximately 20 years ago, GFOA began consulting for enterprise resource planning (ERP) system assessments, procurement, contract negotiation, and implementation advisory services. GFOA has built a reputation as the unparalleled leader in the field of providing objective, independent advice for ERP procurement and implementation projects. Our approach to ERP projects focuses on business process improvement, effective governance, and building organizational readiness throughout each stage of the procurement process. In addition to our consulting projects, we frequently teach our approach as part of GFOA’s training program and in some cases even other consulting firms have used GFOA templates and past consulting deliverables to leverage our lessons learned and market leading formats.

GFOA’s strategic mission is to improve state and local government financial management

GFOA does not implement software. We also have no desire or incentive to make recommendations that increase our services and costs on the project. Our focus is exclusively on providing honest and unbiased recommendations to our clients and leveraging our experience to help all public-sector organizations with informed ERP guidance. The ERP market has undergone significant change in recent years and governments are increasingly more reliant on technology to implement financial management best practices. In addition, because of the growth in “cloud” and the importance of these systems on the overall administration of local government, these technologies continues to evolve. With our consulting experience and continued research, GFOA has been able to improve





its approach and generate additional value for our clients through reduced costs, reduced risk, and best practice recommendations to improve not only technology, but also business process.

The map on the previous page represents a sample of GFOA’s recent ERP projects. We have also recently worked with the City of Kenosha, and McHenry County, IL, and are currently engaged with the County of Kenosha.

Other Products and Services

GFOA also provides many services to members and other government managers in addition to consulting services. Our consulting services complement and utilize much of our research knowledge and membership network to deliver current, relevant, and proven strategies. The same consultants who regularly advise clients also research and write white papers and journal articles, author and edit publications, conduct training, coordinate GFOA’s annual conference, and staff best practice committees.

- **Industry Standard Publications:** GFOA staff prepare the industry’s leading publication to guide governmental accountants on all standards and financial reporting guidance. *Governmental Accounting, Auditing, and Financial Reporting* (The “Blue Book”) is published by GFOA and GFOA consultants and clients have ready access to GFOA’s technical experts throughout the project for any complex accounting or financial reporting questions as we work through business process change, chart of account configuration, or system set up challenges.
- **Other Research and Publications:** GFOA conducts ongoing research with its member network and communicates information on leading practices, lessons learned, and trends in financial management such as technology utilization and governance. GFOA currently has over 40 titles available. The following is a sampling of products recently written by GFOA consultants.
 - ***Technologies for Government Transformation: ERP Systems and Beyond***
 - ***IT Budgeting and Decision Making: Maximizing Your Government’s Technology Investments***
 - **Financial Foundations for Thriving Communities**
- **Government Finance Review:** GFOA consultants also regularly contribute articles and serve as reviewers for GFOA’s bi-monthly publication, *The Government Finance Review*, along with other leading journals, books, and white papers.





- **Best Practice Committees:** GFOA has seven standing committees made up of leading finance professionals from governments throughout the United States and Canada that meet regularly to develop best practices to promote and guide sound financial and overall government management.
- **Annual Conference and Training:** GFOA's Annual Conference attracts approximately 5,000-7,000 government finance professionals and provides a forum to discuss innovative practices, learn best practice examples, network with peers, and interact with exhibitors. GFOA also provides ongoing training seminars throughout the country to assist members with continued professional development. GFOA consultants are regular trainers at these seminars including seminars on ERP procurement, project management, and best practices in ERP implementation.





Section II – Project Scope

GFOA understands that Kenosha JS is looking for recommendations on potential replacement of its existing finance and budgeting system. For this proposal, GFOA uses the generic term “ERP System” to refer to the finance system or any combination of other administrative systems (finance, budget, HR/payroll, billing, etc.) either collectively or individually. Due to the integration between many key processes in government, our approach includes analyzing each system and related processes together to determine an appropriate recommendation for moving forward. For most projects, organizations will replace the finance system and HR/payroll system as part of the same project. We understand that Kenosha JS uses ADP for HR/payroll functionality, however integration of process and information across the two software systems will be important to achieving long-term goals of the project.

ERP system implementations offer much promise for improving business processes, empowering employees with tools to become more effective, and ultimately transforming the entire organization. With improvements in technology and market trends favoring “cloud technologies,” this shift not only includes business process, but also risk management, organizational roles, and governance. However, implementation of these systems is a complex effort and many organizations struggle to realize many of the promised benefits. Organizations must be prepared to engage with software vendors by ensuring that key implementation prerequisites are complete. This “readiness” work includes making many decisions upfront on the project goals, scope, requirements, and definition of project success.

With this project, GFOA will serve as an advisor, coach, and trainer to assist Kenosha JS through the transition to a new financial system. Specific tasks, consisting of on-site training, remote coaching, and facilitated sessions utilizing GFOA’s tools and templates will allow Kenosha JS to have access to GFOA’s lessons learned, best practice guidance, and current market knowledge. This approach to the project will also allow Kenosha JS to control costs and maintain ownership over the project – which will increase chance for overall project success.

GFOA has organized the project into the following five “phases.”

- Phase 1 – Project Planning**
- Phase 2 – Business Process Expertise**
- Phase 3 – RFP Development**
- Phase 4 – System Selection**
- Phase 5 – Contract Negotiations**

Each phase and task, along with their related deliverables is detailed below.





Task 1: Project Planning and Management

No project can be successful without proper planning and tools to manage the effort. Working together, the GFOA and the Kenosha JS project manager will prepare the following tools that will be essential to project coordination.

- **Governance Support** – GFOA recognizes that the success of any large enterprise project depends on the ability to adapt to the changes that technology brings to both business process and organizational culture. We also understand that any enterprise system is not owned or controlled by one department in the organization. We are proposing to assist Kenosha JS with the development of a governance structure for the project that would work to describe executive leadership, cooperation expectations, and define how decisions are made.

This would include identifying the model for a steering committee, project team, and any business process improvement functions. GFOA will utilize recent research as part of our “Financial Foundations for Thriving Communities” Initiative

to help inform the governance structure and change management function for this project. Our Financial Foundations Framework identifies five (5) key pillars of effective and sustainable management. Each pillar includes different leadership strategies and/or institutional design principles that we have found translate exceptionally well to ERP governance. Understanding that local governments cannot order people to collaborate, leadership strategies help inspire pride and public support for a strong financial foundation. Institutional design principles, meanwhile, are the “rules of the road.” They provide the context for leadership strategies and ensure continuity of good financial practices through changes in leadership. For more information, please visit <http://gfoa.org/financial-foundations>.



- **Project Plan** – GFOA will prepare a project plan in Microsoft Project. This document identifies all the detailed tasks for the project, the person responsible for executing those tasks, the estimated time required to complete them, and any dependencies that a given task may have relative to other tasks.
- **Project Documentation** - If Kenosha JS uses a website or other collaboration tool for project and document management, we will discuss early on in the project how we can use this for sharing documents and information across the larger project team. If desired, GFOA can also host a website with collaboration tools specifically for this project.





- **Project Management** – GFOA will participate in regular project management meetings and provide a regular (monthly) status report for the project. We expect our project manager to serve as a coach, guide, and advisor throughout the project. They will maintain regular communication to address issues, point out risks, provide lessons learned, and ultimately work to help the project be a success. As part of our ongoing project management services, we will help prepare any communications, attend council meetings, or help delivery key messages to Kenosha JS stakeholders.

Project Deliverables

1. Project Management Documents
 - a. Project Charter
 - b. Project Goals
 - c. Project Plan
 - d. Staffing Readiness
 - e. Collaboration Website (Basecamp)
 - f. Status Report Template
 - g. Ongoing Readiness and Project Support Recommendations

Task 2: Process Analysis

Many consulting firms take the approach to wait on business process improvement activities until the software implementation project starts. GFOA strongly disagrees with this approach. Relying 100% on software vendors to develop a to-be definition requires Kenosha JS to buy software prior to truly identifying its needs. Software vendors also will focus on configuring software and are prone to re-creating existing (bad or outdated) processes in the new system. Our experience with software vendors can point to countless examples where this has occurred. Our proposal includes services for GFOA to take a lead role in identifying business process change prior to and along with the development of the RFP.

GFOA will meet with stakeholders and gather information on how the system is currently being used and how it supports business processes. GFOA will also facilitate a focus group meeting to document and analyze business processes for the identified processes (a listing is provided below). For each process area listed below, we will discuss potential business process improvements and provide recommendations based on GFOA’s experience and best practice knowledge.

Process List	
Process	Task / Topics
Accounting	<ul style="list-style-type: none"> • Chart of Accounts • General Ledger Transactions • Activity Costing • Grant / Project Tracking





Process List	
	<ul style="list-style-type: none"> • Financial Reporting
Budget	<ul style="list-style-type: none"> • Operating Budget • Capital Improvement Planning (CIP) • Capital Budget • Budget Adjustments / Amendments
Procure – Pay	<ul style="list-style-type: none"> • Vendors • Purchase Requisitions <ul style="list-style-type: none"> ○ Bid Quote ○ RFP / RFI / RFQ • Purchase Orders <ul style="list-style-type: none"> ○ Contracts • Change Order • Receiving • Accounts Payable
Miscellaneous Billing <i>(Example: False Alarm, Public records, etc.)</i>	<ul style="list-style-type: none"> • Customer File • Billing • Accounts Receivable <ul style="list-style-type: none"> ○ Aging ○ Collections
Asset Management	<ul style="list-style-type: none"> • Asset Acquisition • Asset Lifecycle • Depreciation • Transfer / Disposal / Retirement
Treasury	<ul style="list-style-type: none"> • Disbursements to Other Organizations • Management of Bonds
Human Resources	<ul style="list-style-type: none"> • Employee File • Personnel Actions • Onboarding • Performance Evaluations • Leave Management
Time Entry – Payroll	<ul style="list-style-type: none"> • Interface to ADP

Project Deliverables

2. Process Analysis
 - a. Notes and Recommendations from Process Analysis Meetings
 - b. Business Case / Action Plan





Task 3: Develop Request for Proposal (RFP)

In this phase, GFOA will develop a detailed Request for Proposals (RFP) document (or more than one RFP depending on the procurement strategy) for Kenosha JS. The GFOA RFP format is designed to remove disparity between proposals and to provide as close to an apples-to-apples comparison as possible. In addition, GFOA develops all RFP's with the end goal in mind – a successful contract that mitigates risk and leads to a successful project.

GFOA has a template RFP that was specifically designed for ERP procurements and that we have continually updated as required by changes in the ERP market. We are working now to make significant revisions to our template based on thorough review of process and how to get the most value for our clients. We plan to work collaboratively with Kenosha JS's procurement team to include any terms and conditions from Kenosha JS's standard documents, decide on the procurement process, and ensure compliance with any other Kenosha JS requirements.

When complete, the RFP document will incorporate information developed with many of the other deliverables from this project including:

- 1) Procurement terms and conditions
- 2) Detailed vendor response templates
- 3) Templates to build core elements of vendor statement of work
- 4) Functional Requirements
- 5) Interface Definition
- 6) Technical Documentation
- 7) Key Objectives / Goals / Critical Success Factors for the Project
- 8) Service Level Agreements
- 9) Other information necessary for vendors to prepare detailed response that meets the organization's needs.

GFOA maintains a list of ERP vendors, implementation partners, and others in the industry. We will help publicize Kenosha JS's RFP to get the most competitive response.

A key part of the RFP will be the development of detailed functional requirements that will be important throughout the selection project and throughout implementation. For the processes that are determined to be in scope, GFOA consultants will work with Kenosha JS staff to review, validate and ultimately make decisions on the high-level to-be process definition and those requirements that will serve as a tool for accountability going forward.

GFOA focuses functional requirements development on business process and will prepare requirements in the form of testable use cases that will have value beyond the procurement phase. At each step in the business process we will determine both the system requirements and implementation requirements and document those using a





Microsoft Excel template that is aligned to our process maps that will be included in the eventual RFP. Requirements development focuses on functional requirements that define “what” needs to be completed (such as tasks, outputs, interfaces, calculations, processing, etc.) and not on “how” the system or the organization handles tasks currently. This allows for future improvement and full utilization of the system tools and built in processes to make Kenosha JS more efficient.

At this stage in the process, it is important for the business process improvement decisions to be made so the RFP can present a clear direction for the project. While every ERP system has slightly different ways of completing business process transactions and the full business process can't be defined at a fine level of detail without the assistance of system consultants, the overall direction and high-level understanding of the process is important to communicate.

It is expected then that the requirements serve as the base document that establishes a template for proposal comparisons, the scope of the implementation project, the base level criteria for user acceptance testing, and the standard for post implementation warranty.

Project Deliverables

3. RFP Package
 - a. RFP Document
 - b. Functional Requirements

Task 4: Evaluation and Selection of Vendor

GFOA’s system selection and procurement methodology relies on principles of fairness, attention to detail, and competition, yet remains flexible enough to adapt to local procurement laws or other unique situations. In addition, the approach is continually enhanced by feedback from the hundreds of public sector clients that we work with, our own staff experience, and the vendor community. We strive to get the best deals for our clients and often go against what the vendor’s describe as “industry standards.”

Through defined steps, vendors will be evaluated and scored according to pre-defined criteria with the top vendors moving on to compete at the next step. Each step is an opportunity to negotiate terms, address risks, and provide methods for holding stakeholders accountable. Overall, our approach is focused on identifying and mitigating risks throughout the procurement process. GFOA’s RFP template provides the opportunity to focus the evaluation on key risk factors in the implementation and separates actual proposal from marketing buzzwords. GFOA’s standard evaluation process includes the three steps described below.





Step 1: Initial Proposal Assessment and Base Presentation

Upon receiving the written proposals from vendors, the Kenosha JS team will begin an assessment and analysis of all proposals. GFOA will assist with this assessment by reviewing proposals and providing initial comments on potential risks, issues, and any significant weaknesses/gaps and/or strengths. The purpose of this initial analysis is to determine which vendors will be elevated for the “Base presentation” to highlight aspects of the proposal. Each “Base Presentation” will consist of a short (60-90 minute) presentation and question and answer session with each vendor. This purpose of this is to provide an initial opportunity for interaction, clarify any necessary proposal information, and provide an opportunity for vendors to highlight differentiating features.

GFOA expects that after this initial presentation, Kenosha JS will elevate a limited number of proposals for demos and more extensive interviews.

Step 2: Demos and Interviews / Thorough Proposal Assessment

After elevation, GFOA will provide a thorough analysis of any elevated proposals and work to prepare develop detailed demo scripts for each vendor. Demo scripts are based heavily on the requirements and business process decisions built in early tasks. Also, GFOA’s approach to software demos provides a focus on implementation activities. Typically time devoted to implementation and demo is split 50/50. GFOA believes that it is critical for vendors to explain HOW the software will be implemented along with the features of the software. The greatest system in the world will not be useful if it is not configured and implemented correctly to meet the needs of the organization.

Our approach to software demos and interviews differentiates GFOA and demonstrates our dedication to continually evolve our approach to a changing ERP market. As software features become more mature, it is less important for governments to evaluate “if” it will work. However, since most of the risk comes from implementation, we work through a series of business process case studies, sample “workshops,” and implementation resource interviews to make sure you can effectively evaluate the knowledge and skills of the proposed implementation team.

GFOA will work with the Kenosha JS project manager to facilitate the demos and interviews with each vendor. In this role, GFOA would participate in demos to ask questions, take notes, and provide feedback to Kenosha JS staff. However, we would expect Kenosha JS to assist in facilitating the demos. GFOA expects that after this first round of software demos and interviews, the Kenosha JS elevate two vendors.

Step 3: Discovery

Discovery acts as the Kenosha JS’s final opportunity to clarify unresolved issues before it makes its final elevation. Prior to Discovery, GFOA will develop a Request for Clarification (RFC) letter for each vendor that was elevated. Then, during Discovery, each remaining vendor is invited back on-site for one more day of presentation. During this





presentation, any remaining issues with software functionality, implementation approach, data conversion, or scope are clarified and vendors are asked to make any necessary revisions to their proposal. The main focus of this session is to plan the implementation so that Kenosha JS and vendor can later develop a detailed statement of work. GFOA will facilitate the Discovery session for two proposal teams. Additionally, by clarifying outstanding issues at Discovery, development of the statement of work becomes easier. At the conclusion of Discovery, Kenosha JS will enter contract negotiations with one vendor.

Project Deliverables

4. System and Vendor Selection
 - a. Evaluation Criteria
 - b. Initial Proposal Assessment
 - c. Base Presentations
 - d. Demo Scripts
 - e. Demo Facilitation and Notes
 - f. Request for Clarification Letters

Task 5: Contract Negotiations

GFOA will be involved with the negotiation of any applicable software license contract, software maintenance agreement, hosting / SaaS agreement or implementation services agreement. In addition, GFOA will lead the development of the statement of work. The statement of work is the critical document that outlines responsibility for the implementation. GFOA will ensure that the statement of work is defined to a fine level of detail to prevent any unnecessary issues or misunderstandings during implementation.

Also, for cloud contracts, it is essential that Kenosha JS identify and negotiate appropriate service level agreements and other contractual provisions that establish performance standards and identify role responsibility. GFOA will take the lead in establishing this documentation. GFOA assumes that Kenosha JS will be negotiating one contract (or a contract for one proposal if that proposal contains multiple contracts for software, implementation, hosting, etc.).

Project Deliverables

5. Contract Negotiations
 - a. Completed Contract Documents





Section III – Cost and Timeline

GFOA is available to begin projects when Kenosha JS would be ready. We start every project by gather documents and becoming more familiar with the organization’s policies, structure, and overall background information while we are preparing the project plan an initial agendas. Typically we host a kick-off meeting and begin process analysis approximately one month after contract signing.

Due to the current situation with the COVID19 pandemic and limitations on travel, we would be prepared to work with Kenosha JS to find the best path forward to begin the project. With our other projects, we are conducting all work remotely until it is safe to travel again.

Proposed Schedule	Month 1 = January 2021															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Task 1: Project Planning	█															
Task 2: Process Analysis		█	█	█												
Task 3: RFP Development			█	█												
Task 4: Vendor Selection					█	█										
Task 5: Contract Negotiations							█									





Pricing

As noted in the table below, pricing is provided as a mix between fixed fee based on completion of milestones and hourly charges. GFOA will invoice for project deliverables upon completion of project deliverables. All hourly charges will be billed at the completion of the month.

Task/Deliverable	Milestone	Price
1	Project Planning	
1 (FIXED)	Project Management Documents	\$2,000
2	Process Analysis	
HOURLY	\$225/hour	\$10,000
3	Develop RFP	
3 (FIXED)	Functional Requirements	\$12,000
4	System Selection	
HOURLY	\$225/hour	\$15,000
5	Contract Negotiations	
HOURLY	\$225/hour	\$10,000
TOTAL FIXED FEE		\$14,000
HOURLY		\$35,000
Total		\$49,000





Contract Requirements

GFOA would like to add the following to any future agreement.

- GFOA is a nonprofit membership association made up of members representing organizations like Kenosha JS. Therefore, the GFOA's liability and indemnification under any agreement reached with your organization will be limited to the extent of claims paid by insurance coverage currently in force.
- Kenosha JS's staff will be reasonably available for interviews and will participate in the project as agreed upon and appropriate. Kenosha JS agrees not to cancel meetings once established (which would increase our travel costs).
- Unless otherwise stated, Kenosha JS agrees to confirm acceptance of deliverables within a mutually agreed upon number of business days. If a deliverable is not accepted, Kenosha JS must state in writing to the GFOA Project Manager the changes needed to the deliverable to gain acceptance.
- GFOA conducts the majority of the engagement work on a fixed-fee engagement, where payment is due upon completion of deliverables. If any work is to be billed using a time and expense method, the time and expense portion of the engagement will be billed on a monthly basis at the hourly rate of \$225/hour, unless otherwise noted.
- When performing work on-site, GFOA staff will be provided appropriate workspace and access to copiers, projectors, workspace, and miscellaneous office supplies if necessary.
- GFOA is scoped to prepare one RFP document and conduct the evaluation process for that one RFP. If it is determined to be Kenosha JS's best interested to release multiple RFPs, GFOA will develop those RFPs at no additional cost. Proposal evaluation and system selection services for multiple RFPs may require additional cost depending on timing.
- As an educational, nonprofit, professional membership association, the GFOA reserves the right to publish non-confidential documents describing the results of, or created during, the services described in this scope of work. GFOA will not publish any item with the name of Kenosha JS without obtaining prior written consent of the government.
- Kenosha JS recognizes that GFOA's role is to provide information, analysis and advisory services. As such, GFOA bears no responsibility for the performance of the software, hardware, or implementation service suppliers.

