

2.1 INTRODUCTION

Miami-Dade County (MDC), hereinafter referred to as the “County”, as represented by the Miami-Dade Information Technology (ITD), Finance, Management & Budget (OMB), Human Resources (HR), and Internal Services (ISD) Departments is soliciting proposals for implementation and integration services to lead a County-wide Enterprise Resource Planning (ERP) implementation of the PeopleSoft ERP applications, Hyperion Budgeting applications, and Oracle Analytics applications. The new ERP Solution will become the system of record/functionality for Human Resources, Procurement, Finance, Budgeting, and Reporting for the County. The Selected Proposer will manage the implementation of an ERP solution capable of meeting the requirements outlined in this Section 2.0 including but not limited to application architecting, business process design, application modification where required to meet business needs, implementation, configuration, testing, planning, data migration, documentation, training, development of required interfaces programs, change management, and subsequent post go-live support. The Selected Proposer must possess experience on par with the size and complexity of the County and provide all the needed expertise to bring a complete and connected suite of functional modules on line.

2.1.1 ABOUT MIAMI-DADE COUNTY

Miami-Dade County is the largest county in the State of Florida, and the seventh largest in the nation by population, employing approximately 28,000 workers who provide services to over 2.5 million residents. It includes unincorporated areas of the County and 36 municipalities, among them the cities of Miami, Miami Beach, Coral Gables, and Hialeah.

Currently, the County government is comprised of 25 Departments and other County offices (see attachment M) that provide a full range of services including but not limited to, police and fire protection; health services; mass transportation; sanitation; water and sewer services; the construction and maintenance of highways, streets and other infrastructure; libraries; correctional facilities; parks, recreational and cultural facilities and events; the operation of an airport system; and a full service seaport. There are internal service providers such as the Internal Services Department, Finance Department, Human Resources, and the Information Technology Department.

The County currently uses the ONLINE FAMIS suite version 5.1 (hereinafter referred to as FAMIS) and the Advanced Purchasing and Inventory Control System (ADPICS) from N. Harris Corporate (formerly Cogsdale Holdings, Ltd) for financials and procurement. This is a legacy, mainframe set of application modules running on an IBM mainframe 2098/P03 series computer under z/OS1.09 operating system. The online programs run under the control of a CICS Transaction Server 3.2 which performs the on-line transaction management. The Data Management structure of the files comprises mostly VSAM and Sequential files. Accessibility is through a mainframe terminal, Windows GUI, web services and batch interface files.

The County also uses a number of in-house developed applications to support Human Resources and Payroll. In addition, the County utilizes PeopleSoft HCM for recruitment (Talent Acquisition Management (TAM) and Candidate Gateway), Time & Labor for collection of time, and Discipline Tracking. The Miami-Dade Aviation Department (MDAD) and Water and Sewer Department (WASD) also utilize PeopleSoft for the Finance and Supply Chain systems. The major County facilities are connected via a County owned fiber optic network. The fiber is monitored and maintained by ITD. There are several computing facilities in the County.

2.2 PROJECT BACKGROUND

Miami-Dade County purchased enterprise licenses for PeopleSoft Human Capital (HCM), Talent Acquisition, Candidate Gateway, and Financials/Supply Chain (FDMS) functionality in December of 2004. Since that time, the following functionality has been implemented:

- HCM - Talent Acquisition, Candidate Gateway– Enterprise implementation
- HCM - Discipline Tracking - Currently 8 County Departments and other County offices
- HCM - Position Management – Enterprise implementation
- HCM - Time and Labor (time capture) – Enterprise implementation with integration with two Time and Leave collection systems for Miami-Dade Fire Rescue Department and Bus and Rail Operators (part of Miami-Dade Transit); Miami-Dade Corrections implementation currently active
- Finance/Supply Chain – Two County departments implemented (MDAD-WASD)
- Hyperion Planning and Capital Budgeting – Enterprise implementation
- Hyperion Public Sector Planning and Budgeting – Enterprise implementation

Note: The County will continue to evolve implementations of these platforms

Planning has been underway since 2011 to complete a full County-wide implementation of PeopleSoft HCM and FDMS for all County departments, making PeopleSoft the system of record for Human Resource/Payroll, Finance and Accounting, and Procurement (for current transactional/record counts, see Attachment A). In addition, the scope of the project was expanded to include Hyperion Budgeting and Planning, and Oracle Analytics applications. The Hyperion portion of the project has been already implemented for Operating, Capital, and Human Capital Planning and Budgeting. As such, the full countywide implementation for ERP will need to include any updates or changes required in Hyperion based on source systems being implemented for Finance and Human Capital (e.g. Chart of Accounts design/Position Management).

The County currently utilizes Documentum for all document management/attachments, which should be considered for ERP integration. With the above implementations in place, the County does have infrastructure environments configured and installed for the main PeopleSoft modules (under release 9.1) and the Hyperion Budgeting/Planning application under release 11.1.3 or higher. Attachment D contains an overview of the County's current infrastructure. The new ERP environment is expected to utilize PeopleSoft release 9.2 or higher, and Hyperion release 11.1.2.3 or higher.

2.3 OVERALL GOALS OF THE COUNTY

The scope of the ERP implementation project will be to replace multiple legacy applications that currently support Human Resources, Payroll, Procurement, Finance and Accounting, and Budgeting. In addition, new functionality is expected for analytic reporting for both internal and external (transparency) reporting. Since PeopleSoft and Hyperion are partially implemented at the County, these systems, along with those listed in Attachment B, should be considered as not only target applications, but, also as legacy (existing) applications which must be moved to the finalized ERP target platform.

The ERP project is expected to be implemented in a structured and expeditious manner, ensuring that appropriate business process review, testing, documentation, training, change control, reporting, change management and communications occur. In addition, the resulting ERP implementation is expected to deploy “best practices” of the latest application release functionality, including self-service functionality for employees/vendors/constituents, and automated workflows for approvals and process efficiency.

It is expected that the Selected Proposer shall implement County-wide business process improvement by eliminating paper-based processes, redundant data collection, reliance on multiple tracking mechanisms and duplicative business functions between the many departments. The Selected Proposer shall plan and lead the project and report to a County defined Steering Committee, meeting key deliverables as described in this Section, along with directing a County team who will be assigned to work as internal team leads and subject matter experts throughout the ERP implementation. It is expected that the Selected Proposer will also plan and lead culture change management efforts, including team/employee training, and knowledge transfer to ensure that the County team will be able to fully support the on-going functionality/technologies for the ERP system. Team Training (technical and functional) should be included in the scope of the response and fees from the Selected Proposer. In addition, it is expected that the Selected Proposer will define and manage the incorporation of historic data.

The County will be responsible for the installation and management of all PeopleSoft instances (production and non-production) required during the implementation, and the County will manage all technical infrastructure and networking requirements throughout the project.

Following is an outline of the County's goals and objectives as part of this ERP implementation:

1. Leverage the investment the County has made in the Oracle PeopleSoft products in support of the goals listed below:
2. Migrate County Financial (FAMIS), Procurement Systems (ADPICS), Human Resources, Time & Leave, and Payroll to the PeopleSoft platform including related data conversion.
3. Implement the functional requirements listed in Attachment 1.
4. Implement the ERP system in a structured and expeditious manner, ensuring that appropriate business process review, testing, documentation, training, knowledge transfer, change control, reporting, change management and communications occur.
5. Streamline business processes by deploying "best practices" of the latest application release functionality through system integration and capabilities, e.g. automated workflows for automatic notifications and approvals.
6. Review the existing County Chart of Accounts structure/reporting levels (see Attachments I and J) and County data requirements in order to provide guidance and coordination for migration of the County to a chart of accounts structure that better meets the financial information needs of the County and is in compliance with the State of Florida Uniform Chart of Accounts.
7. Breakdown functional silos to present a unified, easy to use, and standardized set of self-service functionality to citizens, employees and vendors.
8. Replacement of the redundant departmental applications.
9. Review, evaluate and recommend a Data Warehousing plan to best manage access, reporting and archiving on current and historical County data.
10. Introduction of innovative and enhanced methods to manage Procurement and Human Resources for the County.
11. Improve departmental integration by reducing paper-based processes, reducing redundancy of data input and retention, and providing unified and integrated access to information for business decisions.
12. Train adequately the technical and functional support staff to support the new environment, and document appropriately the ERP System/configuration maintenance areas.
13. Design a plan for a technology Center of Excellence organization to manage PeopleSoft ERP activities in the future including:

- Professional Change Management Team for ongoing communications with field staff for changes, upgrades, and orientation.
 - Professional training organization using traditional methods as well as User Productivity Kit (UPK) for ongoing training.
 - Professional Testing Support Group with a sound methodology and use of automated tools to support Departments in functional testing required after upgrades, patches and bundles to ERP database and application environments.
 - Management and maintenance of the ERP system, infrastructure, tools, applications ensuring a best practice approach to maintaining ongoing updates of ERP platform and maintenance schedules, i.e. PeopleTools upgrades, tax updates, and application bundles/Images.
14. Integration with the existing PeopleSoft Financials/Supply Chain systems that support the Aviation Department, Water/Sewer Department, and the Public Housing Financials to accommodate a countywide reporting and transactions in a single ERP structure. See section 2.4.5
 15. Integration with other County's legacy systems (see Attachment C).
 16. Enable the County to improve its preparedness for a disaster by having the ability to remotely access the ERP System, to complete all critical business transactions on off-site back-ups, and to facilitate disaster recovery by having applications and data in one integrated system.
 17. Review, assess, and implement Hyperion application changes based on target ERP platform decisions to ensure best practice, compatibility, and integration (i.e., chart of account, design, position structures, capital integration with PeopleSoft projects). See Section 2.4.3.
 18. Implement Oracle Analytics to fully integrate with all ERP and Hyperion modules to show key indicators and transparent reporting. See Section 2.4.4.
 19. Plan and design in specifying, procuring, installing, and performing technical configuration of all hardware and software for the ERP platform.
 20. Migration of Miami-Dade Water and Sewer Department (WASD) and Miami-Dade Aviation Department (MDAD) PeopleSoft Financials and Supply Chain into the enterprise deployment for PeopleSoft (optional). See section 2.4.9.
 21. Migration of Public Housing and Community Development Department (PHCD) Financials into the enterprise deployment for PeopleSoft (optional). See section 2.4.10.

In addition, ERP software solutions are long-lived, legacy computer software systems with enormous capability including an impressive library of features and functions which are designed to be implemented in an organization over the course of years. County seeks a core level of capabilities or "base" implementation which will allow the ERP software solution to be placed into a production mode without software failure or interruption in County's business and operational functions.

At the outset a pre-determined essential level of dash boarding, self-service windows and functions, workflows, approval processes, reporting and business intelligence features are to be implemented. County is looking for a carefully engineered implementation that focuses on fundamental capabilities which produce the most cost-effective benefits and will allow the County to build on this foundation.

2.4 IMPLEMENTATION APPROACH

The Selected Proposer shall provide whatever is necessary (project teams, tools and templates, methods, frameworks, and other capabilities) to support the services required to complete the

Scope of Services, receive County acceptance signoff and ensure a successful implementation (see Attachment 1 to Proposer Information for functional and technical requirements).

The County is expecting an aggressive implementation approach, with a 48-month time frame from kickoff date. Selected Proposer may propose a phased implementation approach, however, such approach must consider all modules in Attachment B to be fully implemented within the 48-month timeframe. The Selected Proposer should plan for an appropriate post go-live support time frame not to exceed three months in duration for each of the major go-live (roll outs) that the Selected Proposer recommends, which may go up to three months beyond the 48-month timeframe. In addition, Proposer should develop planning that includes key support for the execution of first time business processes that may occur beyond the 48 month timeline (e.g. Self-service enrollment and benefits which may occur on the next annual cycle, etc.). If the Selected Proposer recommends a phased approach, each phase should include a unique project plan, timeline, scope, and deliverable milestones, and each phase should be priced as separate components of the whole. Phases can be implemented with parallel or overlapping timeframes.

The County plans to select a primary implementation Selected Proposer who can provide the leadership, project control and services required to implement the ERP solution as outlined in this Solicitation. In addition to providing implementation and integration services, the County expects the Selected Proposer to provide and deliver a full training and culture change management plan.

Miami Dade County and the Selected Proposer shall enhance the Statement of Work (SOW) by creating a more detailed and comprehensive set of business, technical and functional requirements. This enhanced SOW shall serve as the "architectural blueprint" defining in greater detail the scope for the implementation project. The "architectural blueprint" along with a finalized multi-phased project timeline including deliverables for each phase and a breakdown of the requirements to be completed in each deliverable shall be the contracted basis for County's acceptance of Selected Proposer's work and delivery of vendor payments. The County is open to the provision of certain work being performed remotely, either on-shore or off-shore (Attachment Q), with the following parameters:

- All development work must be performed on County infrastructure and equipment
- A maximum of 15% of the development work hours may be performed off-site, either on-shore or off-shore, subject to conditions defined in the County's standard agreement and prior approval by the County's Contract Administrator and assigned MDC Program Manager
- All other services to include project management, configuration work, testing, team lead advising, change management services, training services and all other consulting-related services must be performed on premises at Miami-Dade County on Miami-Dade County equipment

Selected Proposer shall provide an implementation plan, utilizing best practices, which includes module sequencing, milestone deliverables (go live dates), appropriate interfacing to/ from legacy applications through the sun setting of those applications, and change management activities (see attachment B for a complete list of modules). The County expects that the initial phase is noted as the priority of modules to be implemented to allow for sun setting of the legacy applications (as listed below) however, it is expected that all modules listed in Attachment B be implemented within the 48-month timeline for the project.

Human Capital

- Recruitment/ Hire
- Compensation
- Workforce Management
- Time and Labor
- Absence Management
- Payroll
- Benefits Administration
- HCM Portal
- ePerformance Management (employee performance evaluation)
- Learning Management
- Employee/ Manager Self Service

Finance

- Design and Configuration of new Chart of Accounts
- Financial Set up and Configuration
- General Ledger
- Accounts Payable
- Project Costing- Accounting
- Asset Management
- Grants Management
- Commitment Control
- Payroll - Accounting

Treasury

- Bank Management (reconciliation)
- Automated interest distribution (fund, project, grants, etc.)

Supply Chain

- Procurement
- Vendor management
- Purchase Requisitions
- Commodity Coding
- Contract Management
- Vendor Self Service
- Inventory
- Supplier Contracts Management

Work Order Management

- Integrate with County Infor Enterprise Asset Management Systems (EAMS)

Budgeting and Planning (see also section 2.4.3)

- Operating Budget
- Human Capital Budgeting
- Capital Budgeting
- Budget Book Creation

Performance Management

Key Performance Indicator data for the modules listed above need to be part of initial phase. However, the modules supporting Performance Management do not need to be a part of the initial phase but within the 48 month time frame.

Business Intelligence/ Analytics

Key Analytics data for the modules listed above need to be part of initial phase. However, the modules supporting Business Intelligence/Analytics do not need to be a part of the initial phase but within the 48 month time frame.

End User Experience (across all functionality)

- Portals
- Work Centers
- Delivered Mobile Device Enablement

2.4.1 INITIATION AND DESIGN

2.4.1.1 Project Management Services

County expects Selected Proposer to utilize project management skills, expertise and experience to execute the Selected Proposer's project management methodology. County is looking for the primary implementation Selected Proposer to provide strong project management leadership covering the full range of services including project plan development, issue management, risk management and change management. Selected Proposer shall have a project management team comprised of the project manager and anyone deemed necessary for properly managing the project. The Selected Proposer is fully responsible for all sub-contracted services including all subcontractor personnel. The Selected Proposer shall provide, develop, manage, maintain, and communicate status of all project management deliverables. Such project management deliverables should include at a minimum those listed in Attachment R.

2.4.1.2 Business Objectives Worksheet

As part of the ERP System implementation project initiation and Blue Printing phase, Selected Proposer shall produce a detailed worksheet highlighting the tangible, measurable, metrics that shall be improved upon as a result of the ERP System implementation project, along with associated timelines for achieving each metric.

2.4.1.3 Project Kick-Off

Selected Proposer shall conduct this session and create a corresponding presentation to communicate to stakeholders the ERP System implementation project team's roles and responsibilities, governance elements, project plan and deliverables, team member expectations, implementation approach and success measures.

2.4.1.4 Project Charter

Selected Proposer shall create, with input from the County, the Project Charter which shall include a vision statement, project purpose, guiding principles, project scope, project objectives, governance structure, and roles and responsibilities.

2.4.1.5 Technical Charter

Selected Proposer shall create, with input from the County, the Technical Charter which shall include detail environment definitions and strategies, documentation and development

standards, migration/version control strategy, patch and fix strategy, batch processing strategy, architecture diagrams and data integration maps.

2.4.1.6 Issues Log

Selected Proposer shall track issues log, risk management plan, and responsibility matrix and their corresponding resolutions on the County SharePoint site.

2.4.1.7 Project Plan

Selected Proposer shall create, with input from the County, a Microsoft Project plan which shall define all of the activities, resources and investment required to complete the ERP System implementation project. This detailed project plan shall then be managed by the Selected Proposer with County staff assistance and cooperation. The project plan will clearly delineate milestones and phases as appropriate.

Selected Proposer should also include a detailed staffing proposal listing consulting resources, by title and role and the required corresponding County staff to best assist in implementation.

2.4.1.8 Change Management Services

Selected Proposer shall create, with the County's input, a joint Culture Change Management Plan that will outline the change management purpose, scope and approach for the ERP System implementation project, identification of stakeholders, communication, training planning, team/employee training, knowledge transfer and post-implementation strategies. Selected Proposer shall be responsible for plan execution and management of the culture change management plan.

2.4.1.9 Risk Management

Selected Proposer shall create and maintain a Risk Management log for the overall project and sub projects, which should include identification and classification of risk, probability of risk occurrence, and formulate and communicate a risk mitigation plan for each risk. Selected Proposer should consider scheduled risks that may include County moratoriums (e.g. Election periods, tax collection periods) for system changes and emergency management events.

2.4.1.10 Business Process Review

Business Process Review will be comprised of activities to conduct a detailed business process analysis of each of the areas and related functional requirements identified in Attachments S and 1 and to focus on learning how each process shall be met and improved with the PeopleSoft system. Review sessions will address other internal and external systems and processes to meet the requirements of business processes (full lifecycle) as defined in the functional requirements in Attachment 1.

These reviews should also include a review of the existing County Chart of Accounts structure/reporting levels (see Attachments I and J) and County data requirements in order to provide guidance and coordination for migration of the County to the best possible chart of accounts structure from its current structure. This should also include a review of the Chart of Accounts (COA) in the current MDAD-WASD platform for the possible integration of both structures. The MDAD-WASD implementation has been constructed using a single Chart of Accounts with two Business Units. The County expects that all the remaining Departments (at a minimum) will be managed with a standard chart of accounts with the ability for enterprise-level reporting including MDAD-WASD.

Business Processes shall include consideration for Funds, Grants and Projects integration. Selected Proposer shall create complete Visio documents depicting the “To-Be” business process maps flow, customized to the specifics of the County that would be maintained until the end of the contract term, for any major business processes, and shall also provide a Chart of Accounts Use and Structure document.

2.4.1.11 Fit Gap Analysis

Selected Proposer shall conduct fit/gap sessions and should include as a minimum a comparison of PeopleSoft Best Practices with County current business processes in order to identify business process re-engineering opportunities, configuration issues, modifications, cross-functional and cultural impacts. It should also include a review of the County requirements for conversions (Section 2.4.2.3), interfaces (Attachment C), reports/queries (Attachment G), forms, workflows (Attachments H) and IT / business process controls in order to produce preliminary strategies for development/deployment. A review of security requirements should be included as well. A review of the MDAD-WASD PeopleSoft implementation should be included to leverage as much as possible in all of the areas listed above for a unified system.

Selected Proposer shall create documents identifying gaps between the County’s functionality requirements (Attachment 1), and Industry best practices solutions.

2.4.2 DEVELOPMENT, VALIDATION AND POST-IMPLEMENTATION SUPPORT

Selected Proposer is expected to take on full responsibility for development work. County involvement will be limited to ensure knowledge transfer and change management. In the case of conversion activities, MDC shall be responsible for developing extracts from legacy systems and propose for mapping and importing to the ERP platform. For required ongoing interfaces, the Selected Proposer shall be responsible for designing and developing all integration “To/From” the ERP platform. MDC will be responsible for integrating ERP platform information designed by Selected Proposer “To/From” remaining MDC applications. All Selected Proposer team activities and work products will performed and developed on Miami-Dade County infrastructure.

2.4.2.1 Configuration Services

Selected Proposer, along with County subject matter experts (SMEs) shall configure the PeopleSoft /Oracle Financials/Supply Chain, HCM applications, Hyperion, Budgeting, Planning, and Analytics (all ERP modules as listed in Attachment B) according to the “architectural blueprint” provided by the Selected Proposer. Selected Proposer shall design and configure reports, workflows, approval processes, dashboards and self-service features along with all processes for Human Capital, Financials/Supply Chain, Hyperion, Budgeting and Analytics.

Selected Proposer shall be responsible for and shall conduct the process of setting up and testing the ERP System parameters and codes for each module in scope. This process includes the creation of a Configuration Workbook for each module, documenting the County system configuration.

2.4.2.2 Technical Architecture

Selected Proposer shall create, implement, and validate a technical architecture plan for all production and non-production environments including configuration, security, integration, accessibility, and performance tuning based on industry best practices for target ERP platforms. See Attachment D to reference the County’s current infrastructure.

2.4.2.3 Customization Services

Selected Proposer shall design and develop customizations according to the “architectural blueprint” including non-standard reports, workflows, software modifications, software bolt-ons, forms, approval processes, dashboards and self-service features. Selected Proposer shall design and configure the ERP system reports, workflows, software modifications, software bolt-ons, forms, approval processes, dashboards and self-service features along with all processes for Human Capital, Financials, Supply Chain, Hyperion and Budgeting.

2.4.2.4 Data Conversion Services

Selected Proposer shall lead and develop the data conversion tasks and work with the County to properly map and convert information to the new PeopleSoft data model. Selected Proposer shall work with the County to plan specific details of historic data conversion and ensure compliance with best practices and record retention policies/legal requirements. While the County will be responsible for extracting and scrubbing legacy data for conversion, the Selected Proposer shall be responsible for converting the scrubbed data into the PeopleSoft model. Based upon the volume of data being considered, Selected Proposer shall provide the data conversion methodologies, processes, conversion programs and any third party data conversion tools. Selected Proposer shall provide technical design documentation for all conversions developed by Selected Proposer.

For purposes of determining level of effort for data conversion assume the County wishes to convert the following data (likely to be accomplished in various phases) as indicated. The following data conversions for PeopleSoft do not include the existing Water/Sewer and Aviation PeopleSoft systems since they will be maintained while Countywide implementation of PeopleSoft is occurring (See Section 2.4.5).

Data Conversion		
Data	Amount of Data to be Converted.	Current System(s)
General Ledger (actual and budget)	Prior and current year account balances (Opening and Ending) and detail.	FAMIS,
Purchasing	Contracts file, Blanket Purchase Orders, Purchase Orders, and all associated data (All years).	ADPICS, BTS, eProcurement, Project Administration,
Vendor Master File	Vendor master file (includes Accounts Receivable and Accounts Payable Master Files)	FAMIS, Various department receivable systems
Purchasing (receipts, requisitions)		
Fixed Assets (Equipment)	All current asset information.	Mainframe Fixed Asset System, Infor, Various other department system
Fixed Assets (Land and Building)	All current asset information	Various (ISD and Departmental systems)
Fixed Assets (Depreciation)	All current asset information.	Various
Payroll Time and Leave	Any partial calendar year or fiscal year.	In-house developed IDMS, PeopleSoft
Payroll (earnings/taxes/deductions)		

balance information, additional earnings, tax data elections, current deductions that include benefit plan elections, absence balances)		
Payroll Payment history (Direct deposit)		
Human Resources	Approximately ten years of history, current employees, current hierarchy.	
Budget (Operating, Human Capital, Capital)	Balances - 3 years.	FAMIS/ Hyperion
Budgeting (performance measures)		
Cash Management	Open bank account balances	
Contracts (contracts for billable contracts)	Any open agreement	Various
Accounts Receivable	Outstanding receivables. No history.	Various
Accounts Receivable (customers)		
Accounts Payable	Open balances with vendor history for prior and current year.	FAMIS,
Inventory (open inventories)		
Human Resources (benefits)		
Oracle PeopleSoft Human Capital (HCM) – existing implementation	All years	PeopleSoft
Active Capital Funds/Projects / Grants / FEMA	All years	FAMIS, ADPICS,
Project/Work Orders	All years	CIIS, ADPICS, , Hyperion

2.4.2.5 Data Archival Services

Selected Proposer shall propose methodologies, designs, plans and solutions to permit the County to retain access to the data required to support historical functions (i.e. legal inquiries, audits) while the County sunsets the current systems after go-live. Creative plans shall include recommendations, plans and costs to convert more historical data than what is listed in the above table in order to limit or eliminate expensive or unreasonable data archival requirements.

2.4.2.6 Interface Services

The list of current County systems required to interface with the current Payroll, Purchasing and Finance applications to perform daily business functions is provided in Attachment C – County’s Current Computer System Interfaces. Some interfaces may be temporary and will no longer be needed once the ERP system is fully implemented. Selected Proposer shall design and create the required permanent and temporary interfaces. Selected Proposer shall also provide the technical design documentation for all developed interfaces. It is expected that the Selected Proposer shall be responsible for designing and developing all integration “To/From” the ERP platform for required ongoing interfaces. Additionally, it is expected that the Selected Proposer will work with the County or third-party vendors who will be responsible for the non-PeopleSoft side of all interfaces.

2.4.2.7 Testing Services

Selected Proposer shall be responsible for and will conduct the process of planning and documenting the ERP System test approach (Conference Room Pilots, System, User Acceptance, Performance, and Final Acceptance Testing). After the test plans are developed, Selected Proposer shall lead the execution of the testing activities.

The Selected Proposer shall develop and execute a test plan that at a minimum includes:

- Unit testing
- Integration testing
- User Acceptance Testing (UAT) - should provide all test case scenarios/scripts and predecessor/successor events and predecessor/successor batches to be used in Pre-Production batch testing. It will occur after development is complete (or substantially complete, as agreed to by the County). No formal testing tools are currently in place, however, SharePoint is used to track and document testing results.
- Performance and stress testing
- System testing
- Security role testing
- Parallel testing
- Other types of testing (i.e. workflow testing)
- The participating departments shall be the final approval and acceptance authority for the test results prior to being moved into the Production environment
- Post go-live verification/acceptance

2.4.2.8 Security

Selected Proposer shall create, implement and update a security plan and workbook that details security approach, configuration, and maintenance. The security plan and workbook shall define the list of roles, key processes by role, data security decisions, list of permission lists by role, and initial list of users. Selected Proposer shall be responsible for the loading and testing of these security profiles.

PeopleSoft and Hyperion security is currently role based and managed by the Information Technology Department with approvals by business application owners. Other financial application (FAMIS/ADPICS)'s security is handled by Finance Department upon approval process.

2.4.2.9 Reports and Workflows

Selected Proposer shall design, develop and provide the reports and workflow processes as listed in Attachments G and H respectively and as defined in the discovery phase of the project.

2.4.2.10 Form Development

Selected Proposer shall design, develop and provide the forms required to meet business solutions based on final requirements determined from fit/gap analysis. Form development shall be completed in a manner that does not adversely impact upgrades and system updates.

2.4.2.11 Go-Live Approach

Selected Proposer shall create, manage and execute an operational system cutover plan to enable the County to Go-Live with all ERP systems at mutually agreeable project milestones. Selected Proposer shall consider operational impacts when establishing recommended cutover plan and go-live dates (e.g. moratorium, elections, etc.). It is expected that various milestones may have different go-live dates based on the implementation approach for modules/functionality.

2.4.2.12 Post-implementation Support/Documentation

Selected Proposer shall propose functional and technical post-implementation support services. These shall include but are not limited to functional help desk services and assistance with key functional tasks like month, quarter and year-end closings.

Selected Proposer shall provide 90 days of post-production support for each project milestone go-live date. Upon completion of the support period, Selected Proposer shall produce a summary report to document any outstanding tasks and recommendations for resolution. Moreover, Selected Proposer shall create a plan to transition production support to the County's long-term production support model during this period.

Post-production support shall include:

- Routine maintenance and support.
- Assistance with resolution of functional and technical issues as they are detected.
- Providing support and training as needed for users in the field.
- Design ongoing (post go-live) support plan for a technology Center of Excellence organization to manage PeopleSoft ERP activities in the future including:
 - Professional Change Management Team for ongoing communications with field staff for changes, upgrades, and orientation.
 - Professional training organization using traditional methods as well as User Productivity Kit (UPK) for ongoing training.
 - Professional Testing Support Group with a sound methodology and use of automated tools to support Departments in functional testing required after upgrades, patches, and bundles to ERP database and application environments.
 - Management and maintenance of ERP system, infrastructure, tools, applications ensuring a best practice approach to maintaining ongoing updates of ERP platform and ensuring continual compliance with software Selected Proposer maintenance schedules.

Selected Proposer shall provide all Project Documentation to the County electronically. Selected Proposer will place all project documentation on a County SharePoint site.

Help Desk support is currently provided by the Information Department Service Center/Help Desk.

2.4.3 HYPERION INTEGRATION

Selected Proposer shall design and complete implementation of Hyperion to include integration with PeopleSoft HCM, positions, compensation, and PeopleSoft Financials/Supply Chain integration for commitment control and budgeting for financial reporting. Current implementation of the Hyperion modules are structured to the FAMIS Chart of Accounts. These modules will require changes to coincide with the Selected Proposer's recommended ERP Chart of Accounts/structures.

2.4.4 ORACLE ANALYTICS

Selected Proposer shall design and complete implementation of Oracle Hyperion/PeopleSoft/Business Intelligence Analytics to include integration with Hyperion, PeopleSoft HCM, positions, compensation, and PeopleSoft Financials/Supply Chain integration for commitment control and budgeting for financial reporting providing "best practice" structures for public sector entities.

Selected Proposer shall design, plan, and implement “Public Sector best practice” standards related to County requirements. See list of software tools / modules in Attachment B.
Selected Proposer shall review, evaluate and recommend a Data Warehousing plan to best manage access, reporting and archiving on current and historical County data.

Selected Proposer shall review, evaluate and recommend Business Analytics plan to best manage access, reporting and archiving on current and historical County data.

2.4.4.1 Performance Management

Selected Proposer shall design and complete implementation of Oracle Performance Management modules. See list of software tools / modules in Attachment B.

2.4.5 WATER & SEWER (WASD)/AVIATION (MDAD) AND PUBLIC HOUSING (PHCD) FINANCIALS INTEGRATIONS

Selected Proposer shall provide a plan and implementation services for the integration of WASD, MDAD and PHCD legacy financial and supply chain modules with the new County enterprise ERP. Integration services include two way interfacing between the new ERP and the legacy financial and supply chain modules (e.g. Master file data management, projects, commitment control, contracts).

WATER & SEWER/AVIATION

Currently the County maintains a production PeopleSoft Financials environment that is used by the Water and Sewer (WASD) and Aviation (MDAD) departments. The environment is a 9.1 release and utilizes the following Financial modules - Accounts Payable, Accounts Receivable, Asset Management, Billing, Commitment Control, e-Procurement, Travel Expenses, General Ledger, Project Costing, Purchasing, Inventory, Cash Management, and Program Management. The two departments maintain separate business units to facilitate their own configuration rules. It is expected that WASD and MDAD will maintain this PeopleSoft environment until sometime after the full ERP implementation for other County departments.

Today, there are business processes in other County departments that require integrations with the WASD/MDAD PeopleSoft environment. Most of those business processes are expected to be implemented into the Countywide PeopleSoft instance as part of the services defined in this RFP. As such, the integrations with the WASD/MDAD PeopleSoft Financials instance must be performed as part of the Countywide implementation of PeopleSoft.

The required integrations as defined with the current systems are (See Attachment C for complete listing of WASD/MDAD interfaces):

- PeopleSoft HCM – Chartfields are defined in the WASD/MDAD PeopleSoft Financials. Delivered messaging sends all chartfield adds/changes/deletes to the PeopleSoft HCM. WASD/MDAD have deployed commitment accounting in Time & Labor, so the Financial chartfields are essential to generating the task profiles used on the employee timesheets.
- PeopleSoft HCM – Employees and their associated jobs are managed in HCM. WASD/MDAD utilize delivered messaging to sync basic person data and workforce data to their PeopleSoft environment for use in Travel Expenses and Project resources.
- PeopleSoft HCM – Time entry is maintained in PeopleSoft HCM. After payroll is processed the labor distribution is provided to the WASD/MDAD PeopleSoft instance so that journal generation can occur.
- ADPICS (County Purchasing system) – The County Internal Services Department (ISD) manages procurement contracts. They identify which commodities can be purchased from

which contract, which vendors are authorized per contract, and contract spending limits per department. WASD/MDAD issue purchase orders for the goods and services they need by following the contract roadmaps defined by ISD. ADPICS supplies all the pertinent contract data to the WASD/MDAD PeopleSoft instance so that the PO's can be created in PeopleSoft Financials and still adhere to the terms of the contract.

- ADPICS – PO's created in PeopleSoft ERP are required to also be in ADPICS. This allows ISD/Procurement Management to generate reports on Countywide purchases and manage contract spending limits across all departments. The integration from the WASD/MDAD PeopleSoft instance handles PO additions, change orders, and delete/cancels.
- Hyperion – With the initial County implementation of Hyperion Public Sector Planning and Budgeting WASD and MDAD were allowed to prepare their budget using the chartfields defined in their PeopleSoft environment. This is facilitated with an integration of the metadata required by Hyperion. All chartfield values and all tree-related data are provided to Hyperion.
- Hyperion – A function of the Hyperion implementation is to generate forecasting reports on County spending. This requires that ledger data actuals from the WASD/MDAD PeopleSoft environment is provided to Hyperion.
- Hyperion – The approved annual budget is created, reviewed and approved in Hyperion Public Sector Planning and Budgeting. WASD and MDAD have deployed Commitment Control in their PeopleSoft environment. As such Hyperion provides the data needed to create the PeopleSoft budget journals.

PUBLIC HOUSING

The Public Housing and Community Development Department (PHCD) also maintains their own financial system. The PHCD financial applications consist of Emphasys Elite from Emphasys Computer Solutions, Inc. The modules include the Section 8 module and the Low Income Public Housing module version 1.9.3. Technical information for the Emphasys applications at PHCD is as follows:

- Operating System: Windows Server 2008 R2 Standard 64-bit Service Pack 1
- Database: SQL Server 2008 R2 (SP2) 10.50.4000 Enterprise Edition 64-bit
- Software Platform: Delphi.NET

Much like WASD/MDAD, it is expected that PHCD will maintain their own financial system after the Countywide implementation of PeopleSoft ERP. Therefore, the following interfaces are to be included:

- Payroll Labor Distribution interface from PeopleSoft to the PHCD financial applications
- Budget information interface to / from PHCD financial applications to/from Hyperion
- Interface from PeopleSoft Purchasing to PHCD Procurement Application.

(Include pricing for the WASD/MDAD/PHCD integration in Section A of Form B-1).

2.4.6 MODIFICATIONS, CUSTOMIZATIONS AND ENHANCEMENTS APPROACH

The goal of the implementation is to utilize standard PeopleSoft functionality wherever possible. This would alleviate the need for many customizations and modifications of the PeopleSoft environment. The Selected Proposer will adopt this approach and work collaboratively with the County from a functional and technical perspective to:

- Best utilize the standard functionality offered by Oracle (all tools as listed in Attachment B. Challenge the County in those areas where a business process change could be considered in order to better align that process with standard PeopleSoft functionality.

- Utilize the software-defined technical development methodology when it is collectively determined that a modification, extension and/or enhancement is needed to best accommodate the County business process requirement.
- The Selected Proposer's Project Change Request (PCR) process should drive the final validation and approvals required to authorize deviation from base functionality. In the event a requirement is discovered and a decision is required for non-base functionality, analysis is provided as part of the PCR process and that data is captured in the PCR and submitted to the "change committee or change control board" for a decision.

Should a modification, customization and/or enhancement need to be added below are the tasks and activities around the technical development work the Selected Proposer shall provide:
Tasks:

1. Preparation of high-level documents that cover the purpose and requirements of modifications identified during Blueprinting and Fit/Gap Sessions and Testing.
2. Development of detailed design documents.
3. Review and approvals of design documents.
4. Programming and testing of approved modifications.
5. Complete Technical and functional documentation.
6. Training guides / updates to UPK as needed.
7. Creation of test plans and test scripts for the modifications.

Activities:

1. Identify required modifications, customizations, and/or enhancements.
2. Prepare detailed design documents – Functional & Technical.
3. Review and approve detailed design documents (submit drafts).
4. Finalize design documents (obtain approval).
5. Develop modifications, customizations and/or enhancements.
6. Unit test modifications, customizations and/or enhancements.
7. User acceptance test modifications, customizations, and/or enhancements.
8. Go-Live plans for modifications, customizations, and/or enhancements.
9. Provide training and for modifications, customizations, and/or enhancements.
10. Change management

Task Deliverables:

1. Detailed functional design documents
2. Detailed technical design documents
3. Decision to modify the base PeopleSoft application
4. Detailed test plans, test scripts and test results.

2.4.7 EMPLOYEE TRAINING/KNOWLEDGE TRANSFER SERVICES

Selected Proposer shall design, promote and employ the tools, classes and methods necessary to insure the completion of knowledge transfer, employee training activities and system documentation as needed during and by the completion of each phase of the ERP software solution implementation for both business and technical staff. Selected Proposer shall create and deliver a set of customized training courses designed for the end user training to help familiarize the staff with the new ERP system, understand the relevance to their specific jobs and tasks and identify shortcuts that can be used to increase their familiarity and efficiency with utilizing the new ERP System. Selected Proposer shall provide a detailed training plan to include project team formal training, and user training.

Selected Proposer shall provide formal Oracle Certified Training and knowledge transfer for the County Core Project Team and those County employees that are designated as trainers. Refer to Attachment L – Oracle Certified Training Matrix.

Selected Proposer shall provide a detailed plan and approach for training all ERP system end users. Selected Proposer shall also guide and assist the County with the development of training materials to be used for the end-users, as well as participate in the end-user training delivery in a support role. Selected Proposer shall be responsible for the development of County-specific User Productivity Kit (“UPK”) document content. The UPK tool shall be utilized for developing training material and potentially test script content. In addition Selected Proposer shall provide comprehensive change management training to all departmental and executive levels as appropriate. Refer to Attachment N – End Users Training Matrix.

The County expects to have both full-time and part-time resources assigned to the project. These resources will assist the Implementation partner with the deployment of Communications and Training (train-the-trainer approach however, it is expected that the Selected Proposer will lead and manage these project components throughout the project timeline.

The County expects that the Project Management Office for the ERP Project Implementation (expected to be staffed by both Selected Proposer and County staff) will manage Communications relating to the project.

2.4.8 EXPECTED COUNTY ROLES

Selected Proposer shall prepare a staffing plan for any expected County project role, and clearly identify role expectation, time requirement and duration, and expected number of persons per role (FTE). The County fully understands the importance of the roles that County staff plays as part of the project team and expects that key team leads from Selected Proposer will be paired with County leads to ensure knowledge transfer and ongoing supportability in ERP platform and business processes.

The County acknowledges that new roles may be needed to support the ERP platform and as such, Selected Proposer shall identify and recommend any additional roles (including new roles).

Selected Proposer is expected to take on full responsibility for project related work in both functional and technical areas; however, the County expects that to ensure appropriate knowledge transfer, County team members will participate in project work as follows.

Conversion: Participate in mapping, extraction of data

- Reports: Selected Proposer will be responsible (County-10%)
- Workflow: Selected Proposer will be responsible (County-10%)
- Forms: Selected Proposer will be responsible (County-10%)
- Customizations: Selected Proposer will be responsible (County-10%)
- Interfaces: Selected Proposer will be responsible for the PeopleSoft side of all interfaces including the development of bridge interfaces (County-50%)
- Training/Change Management: Selected Proposer will be responsible for training plans, training materials, development and conducting train the trainer sessions (County-50% to help conduct training sessions)
- Business analysis and process design: Selected Proposer will be responsible (County-50%)

- Project management and facilitation Selected Proposer will be responsible (County-50%)
- Communication Selected Proposer will be responsible for developing all communication plans and ensuring timely delivering of communication and knowledge transfer (County-50%)
- Documentation, and record management: Selected Proposer will be responsible (County- 25%)
- Technical/Security configuration: Selected Proposer will be responsible (County-50%)
- Testing: Selected Proposer will be responsible for developing and ensuring test plans are adequate for pre and post go-live updates (County- 50% for testing)

At a minimum, the County anticipates that the following County project roles, as listed below, will be included in the Selected Proposers plan:

Role	Responsibilities
Executive Steering Committee	Meet with PM to be informed of project progress. Ultimate arbiter to resolve conflicts. Ensure that County resources needed to be successful are available. Encourage the change of business processes where efficiencies can be gained and/or best practices can be adopted. Promote organizational and cultural change to take advantage of the benefits provided by the software and enable the project to be a success.
Program Manager (PM)	Coordinate tasks & resources throughout all County areas. Work closely with Selected Proposer's PM on scope, schedule development and status reporting. Manage County spending on the project. Approve deliverables.
Functional Business Team Leads	Supply business expertise of current systems and processes for key business areas (Human Resources/Payroll, Accounting and Finance, Procurement and Supply Chain, Budgeting and Planning, and IT). Coordinate the need for subject matter experts and assign tasks. Participate in cross-functional to-be process sessions and approve process redesign and system configuration. Document reporting requirements. Identify security needs. Review and approve test scripts. Oversee all rounds of testing and confirm results. Approve converted data. Report to PM on project progress, identify problems/risks/concerns and assist with change management efforts.
Working Team Leads	Act as subject matter experts and assign tasks for module specific activities. Participate in cross-functional to-be process sessions and approve process redesign and system configuration. Document reporting requirements. Identify security needs. Develop test scripts. Conduct all rounds of testing and confirm results. Report module progress to Functional Team Project Leads.
Subject Matter Experts	Supply business expertise of current systems and processes. Participate in cross-functional to-be process sessions. Complete testing as required and document results. Conduct end-user training.
Business Integration Lead	Define and recommend business process flow integrations and workflows that cross modules ERP platforms and non ERP County system platforms to ensure streamlined and efficient business process.
Change Management/Training Lead	Assist with the development and implementation methods, tools, training materials, documentation to support organizational, functional and technical change management, training, and knowledge transfer. In addition, this lead may conduct end user training and ensure compliance with training plans.
Communication Lead	Assist with the development and maintenance of communication plans

Role	Responsibilities
	and ensure project and business process communications throughout the County.
Quality Assurance/ Testing Coordinator	Assist with development, testing, quality methods and practices to ensure that adequate system data and performance measures are acceptable prior to go-live date(s). In addition, this role shall validate that changes to production produced anticipated results.
Program Management Office (PMO) Project Leads	Oversee assigned functional and technical areas to ensure effective operation for the project in conjunction with the selected vendor Project Manager (PM). Manage project conflicts and escalate to the Steering Committee those changes that may affect time, cost, scope, or quality for the planned project deliverables. In addition, this role will work with selected vendor Project Manager (PM) to monitor risks and contingencies for the project. They need to ensure that all work streams are operating in an effective and efficient manner. Report status and issues to Executive ERP Governance Board, Steering Committee, ITLC, Office of the Mayor, and the Board of County Commissioners as required.
Business Leadership Council	Departmental business leaders who will act in an advisory role relating to changes in business practices, methods, and processes. Prioritize and recommend strategies for cross functional workflows and best practice solutions.
Information Technology Department (ITD) Enterprise Portfolio Management Office	Act as an advisor to PMO to ensure that MDC project management practices and methods are followed. This role will provide, maintain formal project records as provided by PMO and ensure compliance with ITD project management practices. This role will act as an advisor on project management tools, techniques, and practices.
Information Technology Leadership Council (ITLC)	Review project progress updates and formally conduct formal voting on any IT business processes that may be recommended as outcomes of ERP project. Act as an advisor as technologies in business practice trends evolve to ensure that ERP implementation strategies continue to meet changing demands of County business and industry.
Technical Lead(s)	Oversee all County technical activities including obtaining resources as needed, assigning project tasks, and reporting status. Advise County PM and Selected Proposer PM of technical standards, processes, and issues that impact the project. Review technical designs, architecture & documentation presented by Selected Proposer. Coordinate the acquisition of any new infrastructure that may be needed by the project. Ensure County technical staff receives sufficient knowledge transfer to maintain system after project ends.
Application Developers	Supply technical expertise on legacy applications. Work with Selected Proposer designing conversion and interface processes. Complete program development of conversion data and legacy-side of interfaces. Participate in development of customizations, workflows and reporting needs. Learn about the PeopleSoft functionality, jobs/processes, and tools to support technical needs of the user community after project ends. Report to technical lead on project progress and issues.
PeopleSoft Administrators	Creation and maintenance of all PeopleSoft environments. Oversee the operational start/stop of PeopleSoft services. Manage process to refresh non-prod environments. Patch & migration control. First point of contact to troubleshoot system performance issues. Coordinate with DBA's, Unix administrators, application developers and ITD network/firewall staff on change management and problem resolution. Report to technical lead on project progress and issues.
DBA's	Creation of database instances. Manage DB security. Apply DB specific patches. Assist in resolving performance issues. Scheduling and control

Role	Responsibilities
Unix Administrators	of DB backups. Report to technical lead on project progress and issues. Manage server security. Apply AIX specific patches. Assist in resolving performance and application issues. Scheduling and control of server backups. Coordinate with ITD storage, network and firewall staff as needed. Report to technical lead on project progress and issues.
Security Administrators	Manage the PeopleSoft application security to include the development and maintenance of custom permission lists and roles; creating users and assigning roles to users. Report to technical lead on project progress and issues. Granting and disabling access to users.

2.4.9 WATER & SEWER/AVIATION FINANCIALS MIGRATION (optional)

An optional component of this RFP is to migrate the WASD/MDAD PeopleSoft environment into the County solution, sometime after the full ERP Implementation for other County Departments This would include not only conversion of the data but configuration such that these departments can continue to function as enterprise entities with many of their own processes and business rules.

If so requested by the County, the Selected Proposer shall migrate the existing WASD & MDAD Financials/Supply Chain Implementation into the newly implemented ERP. In this event, the Selected Proposer will provide a final plan to the County for review and approval for the completion of these services (see attachment O).

Include pricing for the WASD/MDAD integration in Section D of Form B-1).

2.4.10 PUBLIC HOUSING (PHCD) FINANCIALS MIGRATIONS (optional)

An optional component of this RFP is to migrate the PHCD financials into the County solution, sometime after the full ERP Implementation for other County Departments. This would include not only conversion of the data but configuration such that PHCD can continue to function as an enterprise entity with many of its own processes and business rules.

If so requested by the County, the Selected Proposer shall migrate the existing PHCD Financials Implementation into the newly implemented ERP. In this event, the Selected Proposer will provide a final plan to the County for review and approval for the completion of these services (see Attachment P).

Include pricing for the PHCD integration in Section E of Form B-1).

2.5 FUNCTIONAL AND TECHNICAL REQUIREMENTS

Selected Proposer shall implement PeopleSoft and Hyperion best practices for transaction processing, self-service, manager self-service, and reporting/analytics for each of the modules listed in Attachment B. The Selected Proposer shall also incorporate the requirements listed in Attachment 1 to Proposer Information, along with the requirements listed in Section 2.0 Scope of Services.

Below is a list of all attachments and their titles:

- Attachment A- County's Data Processing Statistics
- Attachment B- ERP Computer Product Software Licenses
- Attachment C- County's Current Computer System Interfaces

Attachment D- Current Infrastructure
Attachment E- Miami Dade County - USPS Address Standards*
 Appendix A - Street Type Abbreviations
 Appendix B - Address Standardization – County, State, Local Highways
 Appendix C - Unit Designator Abbreviations
 Appendix D - State Abbreviations
Attachment F - GIS Address Locator and Web Services*
Attachment G - Reports and Queries
Attachment H - Workflows
Attachment I - Existing FAMIS Chart of Accounts Structure
Attachment J - FAMIS Sample Funding Structure
Attachment K - Project Phases*
Attachment L - Oracle Certified Training Matrix
Attachment M - County Departments and Offices
Attachment N - End Users Training Matrix
Attachment O - Current WASD/MDAD ERP Installation for Optional Migration Services
Attachment P – High Level Description of Current PHCD Financials Installation for Optional Migration Services
Attachment Q – Remote Access and Offshore Limitations Contract Verbiage
Attachment R – Minimal Project Management Deliverables
Attachment S – Business Process List

(*) These attachments are not referred in the Scope of Services but provided as additional information.

Attachment A - County's Data Processing Statistics

<u>Payroll and Human Resources (FY 2014):</u>	<u>Records</u>
Active Employee Counts	27,513
Number of Pay Checks issued	48,089
Number of ACHs Issued	715,894
Number of Garnishment Checks issued	6,860
Number of Garnishment ACHs issued	5,268
Number of W2's (calendar year 2013)	31,820
Number of Employment Applications Processed	173,302
Number of New Hires	575
<u>General Ledger (FY 2014):</u>	
Number of Fund Types	48
Number of Funds	286
Number of Sub-funds	2,784
Number of General Ledger Trial Balance Accounts	250
Number of Treasurers General Ledger Accounts	216
Number of Operating File Accounts (Revenue/Expenditures sub-objects)	2,079
Number of Index Codes	87,250
Number of Function Codes	172
Number of Organizations (Department Level 1):	55
Number of Lower Level Organizational Structures	4,600
Number of Bank Accounts	50
Deposit transactions	133,427
Interest Distribution transactions	35,059
Budget Recording and Budget transactions	79,605
General Ledger transactions	90,092
<u>Capital Assets (FY 2013):</u>	
Number of Capital Asset Records	34,300
Number of Construction Work in Progress Projects	1,200
<u>Accounts Payable (FY 2014):</u>	
Number of Vendors - Active	11,018
Number of Vendors - Foreign	53

Number of Vendors – Petty Cash	152
Number of AP Checks Written (excludes Special Services checks issued via Wells Fargo Bank)	41,000
Number of ACH Issued (including Tax Distribution)	34,300
Number of Invoices Processed (includes Tax Distribution)	347,500
Number of Travel Credit Card Transactions	3,251
Number of Travels processed (not processed thru credit card)	2,100
Number of Purchasing Card Transactions	14,143
Number of 1099s issued (calendar year 2013)	16,848
<u>Purchasing (FY 2014):</u>	
Number of Construction Contract Purchase Orders, Change Orders, Liquidations	6,879
<u>Project Accounting (FY 2014):</u>	
Number of Projects on Record Level 1	5,470
Number of Lower Level Projects (Project Detail)	8,765
<u>Grant Accounting (FY 2014):</u>	
Number of Active Grants	425
Number of FEMA User Codes (Project Worksheets)	5,990
<u>Security Access (FY 2014):</u>	
Users with FAMIS Inquiry Only	1,926
Users with FAMIS Update Access (Doc & Tables)	487
Users with AP Inquiry Only	925
Users with AP Update Access (Doc & Tables)	704
FAMIS Roles – User Classes	31
ADPICS Roles – User Classes	49
<u>FEMA (FY 2014):</u>	
Number of active storms in FAMIS	6
Number of Project Worksheets (PWs) as it relates to active storms	5,964
Budget Amount as it relates to active storms	\$670.4 Million
Number of Departments with PWs	25

Attachment B – ERP Computer Product Software Licenses

Architect and implement the following ERP application Modules:

I. Financials

- a. Asset Management
- b. Billing
- c. Cash Management
- d. Deal Management
- e. eSettlements
- f. eBill Payment
- g. Expenses
- h. General Ledger
- i. Grants
- j. Accounts Payables
- k. Project Costing
- l. Accounts Receivables

II. Supply Chain

- a. Contracts
- b. eSupplier Connection
- c. Purchasing
- d. eProcurement
- e. Inventory
- f. Program Management
- g. Strategic Sourcing
- h. Catalog Management
- i. Supplier Contracts Management

III. Human Resources

- a. Human Resources
- b. Mobile Time Management
- c. Payroll NA
- d. Talent Acquisition Manager/Candidate Gateway
- e. Time and Labor
- f. Absence Management
- g. Learning Management
- h. Base Benefits/Benefits Administration/eBenefits
- i. Employee Profiles
- j. eProfile
- k. ePerformance Management (Employee Performance Evaluation)
- l. Succession Management

IV. Budget Management

- a. Hyperion Planning Plus
- b. Hyperion Public Sector Planning and Budgeting
- c. User Productivity Kit for Hyperion Planning & Budgeting
- d. Hyperion Financial Data Quality Management
- e. Hyperion Financial Data Quality Management Adapter Suite

V. Financial Close/Reporting (CAFR, etc.)

- a. Hyperion Financial Management Plus
- b. Hyperion Financial Close Management
- c. Hyperion Financial Data Quality Management Adapter for Financial Management
- d. User Productivity Kit for Hyperion Financial Management Plus

VI. Performance Management

- a. Oracle Business Intelligence Foundation Suite (overlap with Business Analytics)
- b. Hyperion Planning – Strategic Planning (overlap with Budget Management)

VII. Portal Solutions

- a. Financials Portal Pack
- b. Enterprise Portal
- c. Supply Chain Portal Pack
- d. HCM Portal Pack

VIII. UPK Solutions

- a. Content Human resources
- b. Content Payroll
- c. Content Time & Labor
- d. Content General Ledger
- e. Content Receivables
- f. Content Payables
- g. Content Asset Management
- h. Content Expenses
- i. Content Project Costing
- j. Content Contracts
- k. Content Grants
- l. Content Budgeting
- m. Content Billing
- n. Content Purchasing
- o. Content Inventory
- p. Content eProcurement
- q. Content Reporting Tools HRMS
- r. Content Reporting Tools Financials
- s. Content Fundamentals HRMS Software
- t. Content Fundamentals Financials

IX. Business Analytics and Dashboard Reporting

- a. Oracle Business Intelligence Foundation Suite
- b. Informatica Power Center & Power Connect Adapters
- c. Business Intelligence Management Pak
- d. Business Intelligence Server Administrator
- e. Human Resources Analytics Fusion Edition
- f. Financial Analytics Fusion Edition
- g. Procurement and Spend Analytics Fusion Edition
- h. Supply Chain and Order Management Analytics Fusion Edition
- i. Projects Analytics Fusion Edition

Note: For the modules listed above, please consider incorporating all of the following project components in the Proposed Price, Section A of Form B1. For more details, please refer to section 2.0 Scope of Services and Form B1.

- a) Project Initiation (Business Objectives Worksheet, Project Kick-off, Project Charter, Issues Log, Project Plan)
- b) Change Management Services
- c) Risk Management
- d) Business Process Review
- e) Fit Gap Analysis
- f) Configuration Services
- g) Customization Services
- h) Data Conversion Services
- i) Data Archival Services
- j) Interface Services
- k) Testing Services
- l) Security
- m) Reports and Workflows
- n) Form Development
- o) Documentation
- p) Training/Knowledge Transfer
- q) Go-Live Approach
- r) Post-Implementation Support/Documentation

Attachment C - County's Current Computer System Interfaces

Infor EAM Interface

PeopleSoft will be the system of record for asset management and Infor EAM will interface to PeopleSoft Financials, Contracts, Projects, & Billing for work order management.

Staff Scheduling System

PeopleSoft HCM will be the system of record for employee job and compensation updates and there will be a two-way interface with the Staff Scheduling System from Orion.

BidSync Interface

Vendor Data Transfer Interface

Miami-Dade will provide new and updated vendor data by web-services integration to the BidSync System. Vendors that desire to do business with Miami-Dade will register with standard BidSync process and will be merged with Miami-Dade customer information to complete the registration process. This will allow the acceptance of BidSync terms and conditions, the selection of user ID and password information and allow for vendors the ability to work with other agencies on the BidSync System.

Integration Type

Miami-Dade will connect to the BidSync system via SOAP web-services that will allow a direct integration link to import the required data elements from the Miami-Dade ADPICS systems. This web-service is made available to Miami-Dade on demand as required by the Miami-Dade business process. Miami-Dade will initiate all connections using the WSDL format provided by BidSync in the WSDL.

ISD – Retirees (RET) Application

In use since 1992 with 13,945 total accounts (retirees, executives, judges, Jackson Memorial) with over \$233 million collected in benefit premiums. This application supports medical, dental, life, optional life, vision, and social security tax benefits, as well as, multiple account status (regular retirement, disability, Investment Plan, DROP Retirees, etc.). The RET application has daily auto-posting of personal checks/money orders from the Check Log application, automated account information retrieval from personnel data for new accounts, daily transmission to SFTP ITD for medical and dental data to providers (Avmed, Delta, Humana, and MetLife), and monthly Florida Retirement System data downloaded for benefits payments.

ISD – Accounts Receivable (AR) Application

In use since 2003 with 15,898 invoices totaling over 949 million. It is a department/client and service driven application which supports multiple agencies/business. Serves as a log for documenting collection efforts with clients, as well as, creates daily automatic invoices for non-FAMIS entities for Business Supplies (Aviation, Water & Sewer, etc.).

ISD – Leave of Absence (LOA) Application

In use since 1998 with 7, 012 total accounts with over \$8 million collected in benefit premiums. Supports medical, dental, life, optional life, vision, short term disability, long-term disability, and group legal benefits. It requires automated account information retrieval from personnel data for new accounts.

ISD – Work Order (WO) Application

In use since 1985 with 246,108 total work orders with over \$747 million in billing charges. The application supports multiple work order types (Security, Hurricane, Emergency, etc.), multiple work order statuses and phases (Bidding, Construction, Planning, etc.), markup control for

contractor, materials and contractor assist by work order, invoice processing for contractor, materials and contractor assist. It also serves as an internal inventory control system for stock items. It requires auto-creation of estimate for work orders over \$10K with Estimate application and a monthly Billing producing file transfer to FAMIS and reports for Non-FAMIS entities.

ISD – Supply Order (SO) Application

In use since 1992 with 338, 891 customer orders, 38, 928 vendor orders, and over 2,700 stock items with over \$127 million sold. This application supports multiple supply warehouses, standard supply warehouse principles such as stock group, class, recycled, unit of measure, vendor orders for stock replenishment based on historical usage, physical inventory process, special orders for non-stock items, seasonal stock items, Warehouse pulling and delivery of ticket process, and Back Order Fill process.

It requires a daily transmission of charges to FAMIS and automated invoice creation for Non-FAMIS entities.

ISD – Unemployment Compensation (UC) Application

In use since 1989 with 13,148 total accounts with over \$26 million paid in unemployment payments. This application is responsible for account management maintenance including fraudulent flag, account payment ledger by calendar year and quarter, quarterly balancing reports. It requires automated account information retrieval from personnel data for new accounts, as well as, quarterly transmission of payments to FAMIS to chargeback departments.

GSA – Design and Construction Services Estimate Application

The Estimate Application (EA) is to facilitate job estimation by Design and Construction Services (DCS) for work order types "W" (Work Order), "Z" General Obligation Bond (GOB), and "H" (Hurricane). Integration with County's Active Directory for user ID logon and existing Work Order System (WO).

Capital Improvements Information System (CIIS)

The Capital Improvements Information System (CIIS) is a web-based capital project management tool used to monitor, track, schedule, and provide related cost information and other associated details for all capital projects countywide including the Building Better Communities General Obligation Bond Program (BBC-GOB) and the Quality Neighborhood Improvement Program (QNIP). The CIIS is also used to prepare the County's Multi-Year Capital Plan.

In addition, CIIS contains modules to implement and monitor the Miscellaneous Construction Contract Program (MCC), the Equitable Distribution Program (EDP) and Request to Advertise, Award Recommendations and Change Orders for non-MCC construction contracts and professional services agreements.

This database can be easily updated, is available to all County departments, allows staff to quickly identify projects that may be lagging behind or not adhering to their budget and, therefore, gives project managers the opportunity to take prompt remedial action.

In order to assist County departments in the implementation of their capital program, CIIS includes a section for standardization, which comprises modules for standard contract language, contract forms, policies and procedures.

CIIS is managed by The Internal Services Department (ISD) with the assistance of the Information Technology Department (ITD). The Office of Management and Budget depends on the data entered into the CIIS system, and is part of the approval path for projects over \$5,000.

Hyperion Interface

Initially Hyperion will be in place as a production system for operating and human capital budgeting, utilizing Oracle Hyperion Planning and Oracle Hyperion Public Sector Planning and Budgeting modules. Interfaces to these modules, from legacy financial (FAMIS) and Human Resource Systems (Time and Leave) have been built utilizing Oracle Data Integrator (ODI) tools. These interfaces will need to be maintained throughout the ERP implementation, and will need to evolve as new source / target systems are implemented for the ERP (i.e. Oracle PeopleSoft modules including: Compensation, Position Management, Commitment Control, General Ledger Chart of Accounts, General Ledger and Projects Budgets). In addition, the remainder of the Hyperion / Oracle Business Intelligence tools (as listed in Attachment B) may require new interfaces to/from both legacy (until legacy applications are fully replaced by new ERP applications) and ERP platforms. Note: The Hyperion modules will also require interfaces with the legacy Capital Improvements Information Systems (CIIS) application for Capital and Project Budgeting. In addition, it is expected that the current Hyperion applications will be updated to reflect any changes resulting from implementation decisions relating to Chart of Accounts redesign, Project Accounting, Position Management, Table of Organization, and Commitment Accounting, GIS, or other business process changes.

Public Housing and Community Development Department Interfaces

The current Public Housing and Community Development (PHCD) department's financial applications consist of Emphasys Elite from Emphasys Computer Solutions, Inc. The modules include the Section 8 module and the Low Income Public Housing module version 1.9.3. Technical information for the Emphasys applications at PHCD is as follows:

- Operating System: Windows Server 2008 R2 Standard 64-bit Service Pack 1
- Database: SQL Server 2008 R2 (SP2) 10.50.4000 Enterprise Edition 64-bit
- Software Platform: Delphi.NET

The following interfaces are to be included:

- Payroll Labor Distribution interface from PeopleSoft to the PHCD financial applications
- Budget information interface to / from PHCD financial applications to / from Hyperion
- Interface from PeopleSoft Purchasing to PHCD Procurement Application