

{ Get there. }

CITY OF HOLLYWOOD, FL | DECEMBER 9, 2015

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December 9, 2015

Mr. Raheem Seecharan, IT Director  
City of Hollywood  
2600 Hollywood Blvd.  
P.O. Box 229045  
Hollywood, FL 33022-9045

Dear Raheem:

Plante & Moran, PLLC ("Plante Moran") is pleased to provide this proposal to provide Enterprise Resource Planning (ERP) Consulting Services to the City of Hollywood, FL. Plante Moran is uniquely qualified to assist the City on this very important project. As the 14<sup>th</sup> largest consulting and accounting firm in the country, we have extensive experience serving public sector clients. Additionally, our proposed project team, who exclusively assists municipal clients, brings tremendous knowledge and experience to the project gained through working with very similar governmental organizations conducting business software needs assessments, solution selections, and providing implementation management assistance.

Our Firm and approach offers the following benefits:

- **Depth of Experience.** Significant experience in conducting business software needs assessment, selection, and implementation projects for governmental clients for over 30 years.
- **Breadth of Experience.** Significant experience with assisting governmental clients in the full lifecycle of enterprise system projects for all areas of local government operations including Financials, Payroll, and Human Resources. We also have extensive experience supporting our client's document integration requirements to other enterprise systems including Utility Billing, Permitting and Licensing, Enterprise Asset Management, and GIS solutions.
- **Proven Project Approach.** Proven methodology that is supported by a robust and flexible set of tools and templates refined through gained through experience with numerous governmental clients including all aspects of needs assessment, selection, contract negotiations, statement of work development, and implementation management assistance.
- **Significant and recent experience working with municipalities in the State of Florida on similar projects,** to include:
  - City of Cooper City
  - City of Coral Springs
  - City of Delray Beach
  - City of Ft. Lauderdale
  - City of Hallandale Beach
  - City of Miramar
  - City of North Miami Beach
  - City of Oakland Park
  - City of Pinellas Park
  - City of Winter Park
  - Town of Longboat Key
  - Town of Jupiter
  - Town of Jupiter Island

- **National Experience.** We have significant and recent experience performing business software needs assessment, selection, and implementation projects for numerous other local governments throughout the country who are very similar to the City of Hollywood including based on their level of complexity, overall size, and/or project scope:
  - City of Columbia, MO
  - City of Long Beach, CA
  - City of Corpus Christi, TX
  - City of Baton Rouge, LA
  - City of Bend, OR
  - Horry County, SC
  - City of Fayetteville, AR
  - Sumner County, TN
- **Vendor Independence.** Complete independence from all governmental system and ERP software providers allows us to make systems recommendations to best meet the needs of our client. Through our numerous system selection and implementation projects, we have gained significant experience and knowledge of providers of municipal software solutions for governmental entities and the pros/cons of their solutions.
- **Vendor Liaisons.** While maintaining independence from all local government software providers, we facilitate a proactive Vendor Liaison Program to maintain a current understanding of the local government software marketplace and better understand each solution's key differentiators, the company's long-term strategies for each product, and the solution provider's implementation methodology as well as target market.
- **Professional Involvement.** Active project professionals who are members of national and local organizations dedicated to improving the operations of local government including GFOA, ICMA, PTI and GMIS.
- **Experienced Project Team.** Seasoned consultants with proven experience at defining functional requirements, identifying integration and interfaces, and developing an application migration plan to transition from the legacy business systems and other shadow systems.
- **Best-Practice Expertise.** Significant experience in conducting process redesign and recommending best-practices for governmental clients while promoting change management from the initiation of the project.
- **Formal Project Management.** Expert Project Management Professionals, credentialed by the Project Management Institute (PMI), who leverage PMI's standard methodology on all projects.
- **Contract Negotiation Experience.** We have successfully assisted clients negotiate very strong contracts with nearly all of the software vendors that you will likely be considering. Through our negotiations process, we have been able to save our clients significant costs and include other protections in the contract.
- **IT Planning Experience.** Significant experience in developing information technology strategic plans for public and private sector clients allows us to gain further insight into the uses of technology by our municipal clients.
- **Government Accounting Experience.** As accountants and advisors to nearly 500 government agencies, recognized as one of the leading providers of independent, objective advice.

If you have any questions concerning this proposal or need to contact any of the project team members, please contact me at 800-544-0203.

Sincerely,

**PLANTE & MORAN, PLLC**

A handwritten signature in black ink that reads "E. Scott Eiler". The signature is written in a cursive, flowing style.

E. Scott Eiler, Partner

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# 1 Project Approach

## 1.1 PROJECT APPROACH

Plante Moran's local government system assessment, selection, and implementation approach has been utilized and proven on dozens of client engagements and continuously improved over the past 30 years. We have successfully incorporated best practices from PMI, ITIL, GFOA and other frameworks into our methodology and continually update these methods through projects, industry involvement and market research. Our proven approach has been successfully applied to Enterprise Resource Planning (ERP) system selections. As further described in our project methodology in the following section below, our work plan satisfies each of the needs from initiating the project with a project charter through assisting the City in negotiating a contract with the preferred finalist vendor.

Additionally, our Firm has extensive experience in using a project management methodology based on the principles in the Project Management Body of Knowledge (PMBOK). PMBOK, a set of standard project management processes developed by the Project Management Institute (PMI), that provides a project management framework that can be used on projects of any size, type, complexity and industry to enhance the ability to complete projects on-time, within budget, within scope and meet the objectives desired by the client while managing change that frequently occurs on any project. Our consultants, many of whom are credentialed Project Management Professionals (PMPs), have received extensive project management training and conducted seminars in project management theory for clients. We have developed an extensive toolset of project management templates, tools and lessons learned and many of these tools and templates have been adopted by our clients to manage their own internal projects. Elements of our approach to managing projects are as follows:

- Assign personnel to areas of the project where their expertise is required.
- Ensure that project expectations and scope are clearly defined through a Project Charter.
- Ensure frequent communications with the client.
- Identify and anticipate potential project risks to minimize their occurrence and impact.
- Closely monitor project timelines and budgets.

Throughout the project, as with any project we are engaged to perform, Plante Moran will deliver project management services based on our project management methodology which is further described in

Phase 0: Project Management of our work plan in this section. During all project phases, the Plante Moran project manager assigned will be the City's primary contact throughout the engagement. Our Project Manager will develop and maintain a detailed project plan that will serve as the foundation for the project and will be reviewed during project status meetings.

## 1.2 PROJECT SCOPE

Based on discussions with the City, the following modules / functional areas are considered within the scope of the needs assessment phase of the project:

- **Financial and Supply Chain modules to include:**
  - Accounts Payable
  - Bank Reconciliation
  - Budgeting
  - CAFR
  - Capital Improvement Planning (CIP)
  - Cashiering / Point of Sale (POS)
  - Cash Management

- Cash Receipting
- Contract Management
  - Quality Assurance
- Debt Service Management
- Fixed Assets
- General Ledger
- Inventory Management
- Investment Management
- Labor Distribution
- Miscellaneous Billing / Accounts Receivable
- Performance Management
- Project and Grant Accounting
- Project Management
- Purchasing
- Travel and Expenses
- Vendor Self-Service
- **Human Resources / Payroll modules to include:**
  - Absence/Leave Management
    - FMLA Tracking
  - Applicant Tracking
    - Recruitment/Requisitions/Job Postings
    - Civil Service Eligibility Lists
    - Veterans Preference
    - Onboarding
    - Background Investigation
    -
  - Employee Performance Reviews
    - PAR
    - Performance Management/Improvement Plans
    - Career/Succession Planning
  - Employee Self-Service
    - Open Enrollment
  - 
  - Human Resources
    - Benefits Management
      - Pension
    - Carrier Connect Integrations
    - COBRA Administration
    - Organizational Information
    - Job History/Classifications
    - FSA Administration
    - Wellness Initiatives/Tracking
    - EEO
    - Medical Compliance
      - ADA/FMLA/ACA
  - 
  - Learning Management
  - Payroll
  - Risk Management
    - Certificates of Insurance, Grievances, Liability Claims, Insurance Requirements
    - Insurance Tracking
    - Discipline
  - Scheduling
  - Time and Attendance
    - Time Sheets

- Eligibility and Accrual Balances
  - Workers Compensation
    - Incident/Workplace Injury
- **Land Development / Land Management modules to include:**
  - Animal Licensing
  - Business Licensing
  - Code Enforcement
  - Electronic Plan Review
  - Inspections
    - Annual FIRE Inspections
  - Permitting
  - Planning and Community Development
  - Zoning
  - Property Management for City Owned/Leased Property
- **Enterprise Asset Management modules to include:**
  - GIS Integration
  - Equipment Management
  - Facilities Management
  - Request for Service / CRM
  - Work Order Management
- **Utility Billing (Needs Assessment only)**
- **Other Modules to include:**
  - Business Intelligence
    - Ad Hoc Reporting
  - Document Management
  - Parks & Recreation
  - Portal (citizen, employee, vendor)
    - Single Sign-On
    - Mobile App integration
  - Transparency
  - IVR
  - Workflow management
  - Auditor's needs for reviewing logs (GRC)
    - Security for Financial Compliance

These will be formally noted in the Project Charter document.



### 1.3 PROJECT METHODOLOGY

Having performed similar system selection projects for many small, mid-size, and large local units of government over the past 30 years, Plante Moran's seasoned project consultants have developed and refined a proven methodology and set of related tools that are intended to mitigate our clients risk during this complex project by leveraging best practices while incorporating the clients unique needs.

Our approach consists of engaging our proposed qualified project team to develop, refine and execute a proven project plan to meet the City's expressed project objectives. Below is a summary of each step in our work plan further described in latter portions of this section.

Phase	Work Step
<b>Phase 0: Project Management</b>	<ol style="list-style-type: none"> <li>1. Conduct Project Initiation</li> <li>2. Define Project Organizational Structure</li> <li>3. Develop Project Charter</li> <li>4. Develop Detailed Project Plan</li> <li>5. Establish Project Collaboration Center</li> <li>6. Schedule and Moderate Project Status Meetings</li> </ol>
<b>Phase 1: ERP Needs Assessment</b>	<ol style="list-style-type: none"> <li>1. Review Documents</li> <li>2. Assess the City's Information Technology Infrastructure</li> <li>3. Conduct Interviews</li> <li>4. Develop Draft ERP Needs Assessment Report</li> <li>5. Finalize Report and Present to City</li> </ol>
<b>Phase 2: ERP RFP Development</b>	<ol style="list-style-type: none"> <li>1. Develop Solution Selection Criteria and Define Decision-Making Process</li> <li>2. Develop Software Specifications</li> <li>3. Conduct Cross-Functional Specification Review Sessions</li> <li>4. Develop Request for Proposal (RFP) Document</li> <li>5. Distribute Request for Proposal (RFP) Document</li> <li>6. Manage Vendor Q&amp;A During Pre-Proposal Due Date Timeframe</li> <li>7. Participate in Vendor Pre-Bid Meeting</li> </ol>
<b>Phase 3: ERP Solution Selection</b>	<ol style="list-style-type: none"> <li>1. Analyze Proposals and Select Semi-Finalists</li> <li>2. Assist in Developing Vendor Demonstration Materials and Other Due Diligence Templates</li> <li>3. Schedule and Conduct Vendor Demonstrations</li> <li>4. Conduct Additional Due Diligence Activities</li> <li>5. Assist in the Selection of a Preferred Vendor</li> </ol>
<b>Phase 4: Contract Negotiations / Statement of Work (SOW) Development</b>	<ol style="list-style-type: none"> <li>1. Support the City's Contract Negotiations including Developing the Statement of Work (SOW)</li> </ol>

Phase	Work Step
<b>Phase 5: Implementation Management Assistance</b>	<ol style="list-style-type: none"> <li>1. Project Initiation and Pre-Implementation Planning</li> <li>2. Project Execution and Controlling</li> <li>3. Project Closing and Post Implementation Support</li> </ol>

### 1.3.1 Phase 0: Project Management

**Phase Objective and Summary of Activities:** The purpose of this phase is to conduct activities that are relevant to managing the project and enhancing its success for the City. The major activities to be performed are as follows:

- Facilitate a Project Initiation meeting.
- Develop a Project Organizational Structure that defines staff roles and expectations.
- Develop a Project Charter that provides a framework from which the project will progress and will document all communication approaches for the project.
- Develop a detailed Project Plan identifying the activities, responsibilities and timing of tasks necessary to complete the project which will be utilized as a tool for generating a monthly status report.
- Establish a Project Collaboration Environment to act as a repository for project information
- Conduct periodic status meetings to monitor project progress.

Measurable Objective	Deliverables / Milestones
Manage the defined project to successful completion within budget and on schedule while meeting project goals and objectives.	Project Organizational Structure Project Charter Detailed Project Plan Project Status Meeting Agendas Project Collaboration Center

### 1. Conduct Project Initiation

A project initiation meeting will be conducted to introduce the project team, finalize the project scope, deliverables, and timetables. These objectives will be accomplished through the development of a project organizational structure, project charter, detailed project plan and regularly scheduled progress meetings. These steps are described below.

### 2. Define Project Organizational Structure

Our approach to each consulting engagement is structured to provide the services and level of professional support required to meet the individual needs of the client. We will work jointly with the City's Project Management Team to design a process that will meet the overall needs of the City. As standard practice in our engagements, especially those related to technology and process transformation, we have designed a very collaborative approach to ensure a high probability of success.

During the early stages of the project we suggest creating a cross-functional group of representatives from core departments involved in the process. We would expect the City to identify the appropriate individual participants during the project initiation meeting to be facilitated by Plante Moran. This Project Steering Committee will be involved in all aspects of defining system needs, selecting a new

system, and creating an environment of collaboration with critical City departments. Through our experience we've found that assembling this cross-functional Project Steering Committee builds a strong foundation and working group that continues adding value through implementation.

Following the initial interviews with all City departments, we will refine the project organizational structure based on the anticipated departments to utilize the system. They are noted in our following detailed project work-plan, where appropriate, and are suggested to increase the probability of long-term project success within the City.

### **3. Develop Project Charter**

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During project initiation, a Project Charter will be developed that will provide a framework for the following areas of focus:

- Mission Statement
- Project Overview
- Project Objectives
- Business Drivers
- Critical Success Factors
- Guiding Principles
- Project Influences
- Project Scope (both in and out of scope software and services)
- Targeted Milestones
- Project Organizational Structure

The Project Charter will be provided to the City for review and approval prior to significantly commencing project activities. The Project Charter will confirm the scope of the solution to be reviewed through the needs assessment process.

### **4. Develop Detailed Project Plan**

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We will work with the City to incorporate the following project methodology into a detailed Microsoft Project Plan that documents major phases, milestones, and work tasks with their due dates. We will work with the Project Steering Committee during this activity to design a Project Plan for the contracted project phases which is appropriate and meets the City's overall priorities.

### **5. Establish Project Collaboration Center**

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Over the last few years, collaboration environments such as Microsoft SharePoint have become increasingly viable tools in which to establish project collaboration environments for small, mid-size and large-scale projects. These environments can serve a variety of purposes including acting as a repository for documentation developed during the course of a system selection engagement.

During this activity, we will work with the City to assist in establishing a Project Collaboration Center including design, structure, security and content.

### **6. Schedule and Moderate Project Status Meetings**

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Continuous feedback is the key to a successful project. In this way, problems can either be avoided entirely, or addressed early on, to minimize wasted effort and keep the project on schedule. We will schedule regular conference calls with the City to:

- Report on the status of the Project Plan and timeline;
- Re-schedule tasks as necessary and update Project Plan; and,
- Discuss major open issues and develop strategies to address them.

### 1.3.2 Phase 1: ERP Needs Assessment

**Phase Objective and Summary of Activities:** The purpose of this phase is to conduct a needs assessment around process areas relevant to the existing business systems for the purpose of defining the current system, documenting issues and opportunities, as well as the identifying key functional requirements that will be used as part of the process for evaluating proposed solutions.

Activities to be included in this phase are as follows:

- Obtain and review relevant documents to obtain background information on the current and desired environment.
- Assess the City's current technology infrastructure and technical environment.
- Conduct interviews with City stakeholder departments.
- Develop an ERP Needs Assessment Report.
- Review the report with the City Project Steering Committee to make appropriate updates and finalize the report which will be presented to City Management.

Measurable Objective	Deliverables / Milestones
<ul style="list-style-type: none"> <li>• Understanding of current technical environment.</li> <li>• Established staff expectations on a future environment with a new system.</li> <li>• Knowledge of local government work processes.</li> <li>• Documented business case justifying a new system.</li> </ul>	<ul style="list-style-type: none"> <li>• IT Infrastructure Assessment</li> <li>• Summary of IT Infrastructure for RFP</li> <li>• Stakeholder Interviews</li> <li>• Identified Functional Requirements</li> <li>• Identified Issues and Opportunities</li> <li>• Captured System Inventory</li> <li>• Compiled Interface Requirements</li> <li>• ERP Needs Assessment Report</li> <li>• Recommended Process Improvements</li> <li>• Presentation of Report to City</li> </ul>

#### 1. Review Documents

Plante Moran will review any available existing documentation gathered and provided by the City to gain a comprehensive understanding of the City's business operations and current technologies.

Potential documents to be reviewed include the following:

- Mission Statements.
- Previous studies that are relevant to the project.
- Existing approval workflows.
- Information regarding supporting technologies.
- Relevant process and function descriptions/handbooks, pre-existing workflow documentation/flowcharts, such as those that the City has already developed
- Organizational charts.
- Inventory listing of all systems relevant to performing key business processes.
- Cost models, current operating budget detail, purchasing plans for technology, etc.

- Relevant hardware, software and network diagrams, and/or other documents, illustrating the layout, networking, etc.
- Listing of ancillary systems supporting the business processes that will be evaluated for potential replacement or interfacing to the new system.
- Listing of additional “shadow systems” and non-integrated systems.
- Critical systems to be interfaced with the new software.
- Outstanding enhancement requests on current relevant systems.
- Locations of all sites involved in the project, identification of sites that share common property, identification of sites to be visited, and schedules of staff for visits.
- City standards for hardware, software, network system, configurations and protocols, etc.

A detailed “items to collect” list will be provided upon initiating the project and will be refined through discussions with the City’s Project Management Team. Through our significant experience we’ve proven that compiling and reviewing the information above prior to continuing with stakeholder interviews allows the interviews to be facilitated more efficiently and with a greater level of effectiveness to allow focused discussions in key process areas with the greatest business process issues and opportunities, most unique functional requirements, and broadest level of ancillary applications requiring system interfaces to be identified.

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## **2. Assess the City’s Information Technology Infrastructure**

We will distribute a technical questionnaire for the City’s completion and perform a phone interview with technical staff directly involved with supporting the City’s current technical environment. The results of reviewing documentation and interviewing staff will allow us to identify and document the legacy technologies, infrastructure, and facilities. The potential implementation and administration of a new software solution will require a thorough and responsive support and communication infrastructure. To this end, we will identify and document the current environment for inclusion in the RFP as well as identify and preliminary high level general recommendations related supporting technologies that must be implemented well in advance of obtaining more detailed technical environment requirements from parks and recreation software vendors as part of their proposals.

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## **3. Conduct Stakeholder Interviews**

After reviewing the documentation collected, Plante Moran will conduct three distinct types of interviews City staff as shown below:

- Process-Owner Interviews
- Process End-User Interviews
- Cross Functional Group Interviews

As noted above, interviews with the departments and business areas impacted by the business systems include both departments who are “process-owners” of City business processes and those who “process end-users.” During both sets of interviews, we will discuss key business and technological workflows in order to further define the current systems and required system interfaces. We will work with the City to develop an interview schedule that allocates interview time based on the anticipated level of utilization of the new system by each department. We anticipate that we may perform an initial set of interviews with key departments with follow-up interviews to be scheduled on processes that require further investigation. These sessions will focus on reviewing sub-functions that are performed within each of the areas above, by department, to discuss both system and operational areas.

Following the initial series of interviews with each department, we plan to facilitate cross-functional group interviews that includes representatives from each core department to further identify issues, opportunities, and functional requirements specific to the inter-departmental processes. Our clients

have shared that they found tremendous value, even prior to the implementation of a new system, from these multi-department, collaborative sessions that allow a single process area to be review through a facilitated discussion. Often times immediate business process improvements are implemented prior to the selection of a new system based on our recommended best practices for various City business processes. Further, engaging the City's stakeholders through professionally facilitated multi-departmental process discussions promotes a proactive change management approach to ensure stakeholder buy-in throughout the project.

During all three types of interviews described above, our experienced consultants focus on ensuring the interviews are both educational and investigative as described below:

- |                      |  |
|----------------------|--|
| <b>Educational</b>   | <ul style="list-style-type: none"> <li>• Advantages / disadvantages of a new integrated ERP system vs. “best-of-breed” approach.</li> <li>• Advantages / disadvantages of re-designed and technology-enhanced business processes and best-practices to be considered.</li> <li>• Costs and benefits of technology changes or replacements.</li> </ul>  |
| <b>Investigative</b> | <ul style="list-style-type: none"> <li>• Documenting integration requirements between applications / technologies.</li> <li>• Confirming hardware and operating system standards.</li> <li>• Functional deficiencies in existing systems.</li> <li>• Diagramming of the current hardware, infrastructure, facilities and software being used by the City's agencies.</li> <li>• Determining security, facility, communications (LAN/WAN), and other requirements for the new systems.</li> <li>• Identifying staff concerns regarding current operations, data handling redundancies, etc.</li> <li>• Discussing new and/or upgraded technologies staff believes will be of benefit to their department's operations and to the quality of customer services.</li> <li>• Documenting data conversion requirements to be considered in the RFP.</li> <li>• Identifying staff concerns regarding the ongoing support of legacy systems.</li> <li>• Identifying current technology enhancement initiatives underway and their anticipated objectives.</li> <li>• Identifying current and anticipated data sharing requirements between the City's agencies, with entities outside of the City, and with customers.</li> </ul> |

#### 4. Develop Draft ERP Needs Assessment Report

Information developed from the previous work steps will be compiled into a draft ERP Needs Assessment Report that will include the following sections:

- **Executive Summary** highlighting the major components of the document.
- **Needs Assessment** highlighting issues and opportunities for each functional area that will be categorized as organization, business process, or technology related. The issues and opportunities section will document current software deficiencies that may be satisfied by a new system.
- **Application Migration Plan** documenting the current systems to be replaced by, considered for replacement by maintained with, or interfaced to the new business system.
- **System Interface Plan** documenting necessary interfaces between the existing enterprise systems and new business system. The plan will also consider potential temporary bridge interfaces required due to a potential phased implementation of the new system.

- **Key Solution Requirements** to be included in the specifications released with the RFP including significant deficiencies of the existing system and unique requirements of the City.
- **Significant Decision Points** for the City to consider during the procurement and implementation of a new system.
- **Organizational and Staff Readiness** section evaluating the preparedness of the City to embark on a City-wide ERP initiative from a technical, business, organizational and operational perspective
- **Initial Identification of Business and Technical Staff Requirements** for both the implementation and on-going support of the implemented ERP solution that includes an aspect of on-going improvement of the City's use of the system post go-live
- **Identification of Pre-Implementation Activities** that the City can undertake to be better prepared for an ERP implementation initiative
- **Initial Projected Costs** to implement and provide on-going support of the ERP solution
- **Evaluation of the Munis implementation** to include lessons learned related to the implementation itself
- **ERP Marketplace Assessment** that describes and discussed the current municipal ERP environment
- **Recommended Plan of Action** to proceed with the acquisition of a new system including:
  - Best-practice business processes and trends in the market to consider;
  - Potential risks related to foundational technologies that should be addressed prior to the implementation of a new system;
  - Preliminary schedule and phasing for implementing a new system;
  - Potential cost estimates for a new system; and,
  - Scope for the business system selection.

We will confirm the information to be included in the above report at the start of the project including the identification of any additional information.

## 5. Finalize Report and Present to City

Upon review and feedback regarding the draft report, we plan on preparing a final report. In addition, we plan on creating a formal presentation summarizing the results of the study for presentation to the City.



### 1.3.3 Phase 2: ERP RFP Development

**Phase Objective and Summary of Activities:** The purpose of this phase is to develop a Request for Proposal (RFP) for purposes of soliciting responses from vendors who provide software and implementation services for entities similar in size and complexity to the City. This will include the following activities:

- Define Vendor Selection Criteria and Weighting Factors to evaluate vendor responses.
- Define a Decision-Making process that will be used to guide the evaluation and ultimate decision on a selected vendor.
- Develop and finalize software specifications by holding cross functional meetings with City staff.
- Develop and distribute a Request for Proposal (RFP) to providers of local government software solutions.
- Develop list of potential vendor candidates.
- Assist in responding to vendor questions.
- Participate in vendor pre-bid meeting.

Measurable Objective	Deliverables / Milestones
Develop a Request for Proposal (RFP) that represents the needs of the City.	Vendor Selection Criteria Decision-Making Process Software Specifications Request for Proposal List of Potential Vendors Vendor Pre-Bid Meeting RFP Addendum

#### 1. Develop Solution Selection Criteria and Define Decision-Making Process

Our selection approach will enable the City to identify the overall finalist, in conjunction with other due diligence tasks (i.e., reference checks, site visits, and successful contract negotiations). Before proceeding with release of the RFP, the Project Steering Committee should meet to delineate the selection criteria and weighting factors that will be used to analyze Request for Proposal (RFP) responses and additional analysis for the finalist vendors.

The list below illustrates sample criteria and weighting factors we have successfully used to select software solutions for government clients. We will work with the Project Steering Committee to define criteria appropriate to the circumstances and environment of the City. The list also explains how the ranking of RFP responses occurs:

**Criterion: Software Specification Compliance**

- Response weightings (see section Develop Software Specifications below for further detail) are used to calculate an overall weighted specification compliance percentage for each specification / application module sub-section.
- Relative weightings of specification / application module sub-sections in comparison to one another are used to calculate an overall weighted specification compliance percentage for the entire software solution.
- Compare compliance percentages of each vendor.



**Criterion: Vendor Background Questionnaire Responses**

- Various point scores assigned to each question and a total score is calculated.
- Compare point scores of each vendor.

**Criterion: Costs**

- One-time and on-going support costs are tallied.
- Compare costs of each vendor.

**Criterion: Professional Services Contract Compliance**

- Various point scores assigned to each clause and a total score is calculated.
- Compare point scores of each vendor.

**Criterion: Implementation Schedule Compliance**

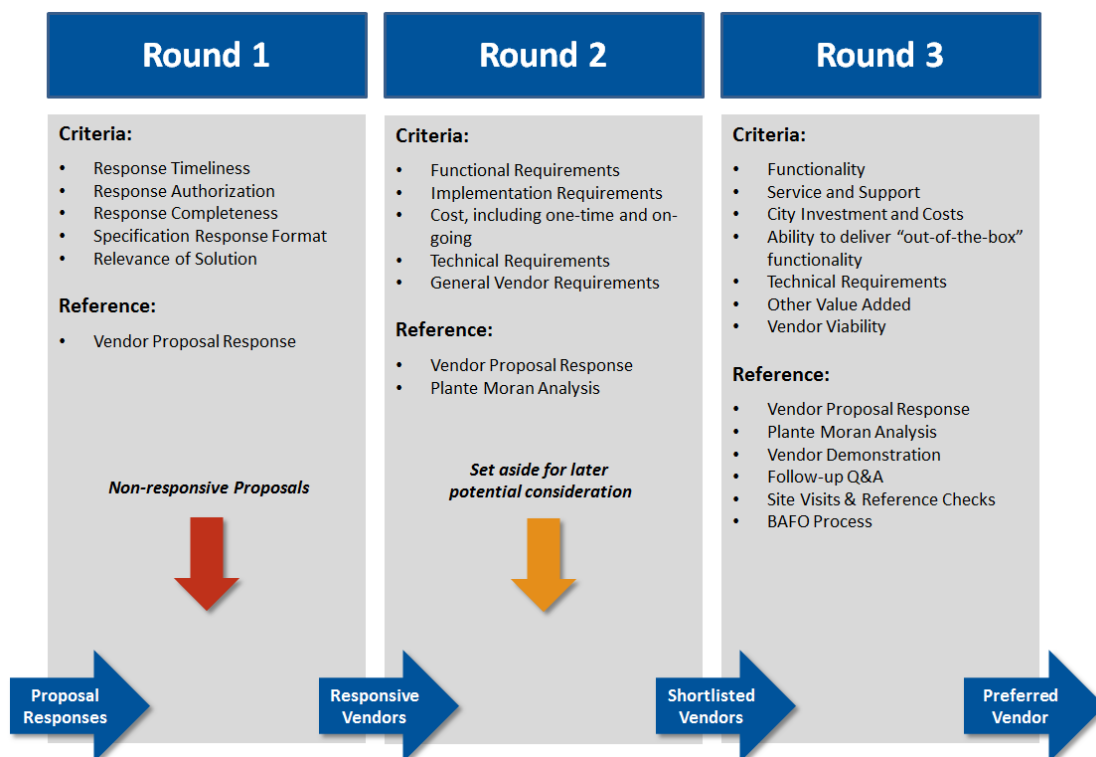
- Various point scores assigned to each due date and a total score is calculated.
- Compare point scores with other vendors' scores.

We typically use a tiered process in which to reach the finalist decision. For example, the City may wish to specify minimum criteria that all responding vendors are required to meet in order for their bid response to be considered (e.g., minimum population size of municipality with installation of the current version of their software, bid response does not exceed a particular dollar figure, etc.). For those vendors meeting the initial criteria, their bid responses will be evaluated against a second level of criteria prior to any formal due diligence activities, vendor demonstrations, etc. This evaluation will be based solely on their RFP response.

The top two or three vendors that score the highest on this second round of scoring will be considered the finalist vendors. For the finalist vendors, a more comprehensive scoring process will be used that is based on the following sources of information:

- Vendor RFP response
- Vendor demonstration(s)
- Reference checking with comparable Cities including potential site visits
- Follow-up demonstrations
- Other due diligence activities (e.g., vendor research, knowledge of vendor in marketplace as noted by other clients or industry analysts)

An example of an overall evaluation flow that we have used with past clients is depicted below:



Categories of criteria and sub-criteria are established along with weightings to conduct an unbiased scoring of the finalist vendors. Scoring of the finalist vendors can be conducted in a group setting with all members of the Project Steering Committee developing a single score or conducted individually by members of the selection who will score vendors in areas that they have comfort in scoring.

There may be situations in which certain members of the Project Steering Committee may not be comfortable with scoring a vendor’s solution (e.g., technical infrastructure in which they do not have knowledge or expertise in that area). The following categories of criteria and relative rankings can be used as a typical example:

- General Vendor 30%
- Functional Requirements 35%
- Technical Requirements 15%
- Other Vendor 15%
- Cost 5%

An Excel template we have used on many client engagements will be used to record the above scores and calculations, allowing for a numerical ranking of the proposed solutions to be calculated. We feel it is important to establish this scoring prior to release of the RFP such that it removes as much bias as possible from the selection process. Additionally, we will normally describe the detailed evaluation process in the RFP itself such that the vendor’s understand how their solution is being evaluated.

## 2. Develop Software Specifications

As a basis for the development of software specifications, we will leverage existing best practice software specifications that we have developed for ERP system selection projects with government clients of similar size/complexity along with critical and unique specifications and interfaces that were identified in the Needs Assessment phase. These software specifications, when combined with the City’s unique requirements, will form of the City’s technical and functional requirements.

The software specifications will then be distributed to the City departments involved in the interview process for review and feedback. Vendors will be asked to review the software specification forms in the RFP and respond accordingly. The vendors' responses will be entered under an Availability column on the forms as follows:

<b>Y</b>	If specification/report is available as a standard feature of the software
<b>R</b>	If functionality is available through reports generated using proposed Reporting Tools.
<b>M</b>	If functionality is provided through customization to the application, including creation of a new workflow or development of a custom interface, that may have an impact on future upgradability.
<b>F</b>	If functionality is not available now, but will be available in a future release of the software within 1 year
<b>N</b>	If functionality is not available

A Cost column on the form will be used for "M" or "F" responses to estimate the cost to be incurred by the City to secure the specification/report.

### 3. Conduct Cross-Functional Specification Review Sessions

After draft Software Specifications tailored to the City's unique functional requirements are developed, City staff will review and prioritize each specification to indicate the importance of the specification/report to the City:

<b>H</b>	High	<b>M</b>	Medium	<b>L</b>	Low
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We will facilitate cross-functional specification review sessions with City staff to refine the requirements, address any questions, and confirm the requirements comprehensively reflect the City's software requirements. Final edits, additions, and deletions to the specifications will be incorporated for use in the RFP. This ensures that feedback is continually sought from users and entrenches their engagement in the process. Further, the cross-functional approach continues to promote the proactive collaboration and change management across City departments throughout the project.

### 4. Develop Request for Proposal (RFP) Document

We will assist in the development of the development of applicable RFP documents to solicit responses in a format that will ease analysis. The RFP will be tailored to City's unique purchasing requirements and will leverage all information compiled through previous activities, but is minimally expected to include the following:

- Background information on the City and the scope of the project, including:
  - Current environment and Technology standards.
  - Operating volumes.
  - Other planned, related City initiatives.
  - Interfaces required.
- A discussion of the timeline and approach being taken by the City to select a finalist software solution, including:
  - Intent.
  - Selection criteria.
  - Timeline.

- Guidelines for software and implementation vendors to submit proposals
  - Proposal response format.
  - Details of Implementation services requested:
    - Project Management.
    - System and operational procedure development.
    - Hardware and software installation.
    - Data conversion.
    - Report development.
    - Integration and interface development.
    - Training for implementation team and end users.
    - Documentation development.
    - Process redesign.
    - On-going support and maintenance services.
  - City contractual terms and conditions.
  - Minimum and recommended hardware.
- Software specifications.
- Various forms for the vendors to complete and return, including:
  - Software and Technical Specifications.
  - Vendor Background Questionnaire.
  - Pricing Summary.
  - Reference Forms.
- Attachments as appropriate.

## **5. Distribute Request for Proposal (RFP) Document**

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We will distribute the RFP to the City for review and feedback. We will incorporate all feedback and necessary revisions before the City approves, finalizes and distributes all RFP contents.

During this activity, we will provide consultation to the City Project Manager, Project Steering Committee, and City Purchasing representatives regarding the ERP software marketplace and appropriate distribution protocols including: advertising, bid services, and other methods to solicit responses. We will leverage a comprehensive vendor list which we have compiled throughout many software selection projects to assist the City identify specific vendor candidates who should be notified of the opportunity. We maintain a list of vendors and have experience with numerous vendors who provide local government ERP software which we will provide to the City for distributing the RFP.

## **6. Manage Vendor Q&A During Pre-Proposal Due Date Timeframe**

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We anticipate that City procurement policy would, as is common with many municipalities, require that City staff be the formal key point of vendor contact for the RFP. As a primary resource in the detailed development of the RFP, we would anticipate, along with the City's Project Management Team, having one of the most detailed comprehensive understandings of the overall requirements of the joint-consultant - City project team.

As such, and in accordance with typical municipal procurement practices for RFP's, we would expect that the City's purchasing staff would act as the first line of vendor communication and interaction for a formal written Q&A and proposal clarification process.

Plante Moran would support this activity by working to draft the responses to the City compiled list of vendor questions. We would develop draft responses based on our understanding of the City's expectations established during prior project activities. We would then work with the City to identify the appropriate City resources for any additional or supplemental, review and clarification. As the draft is completed, the City's Project Management Team and potentially the Project Steering Committee will review the draft responses. Feedback will be captured and revisions will be made before the document is finalized and distributed by City purchasing staff either directly or via the bid services based upon methods described in the RFP.

#### **7. Participate in Vendor Pre-Bid Meeting**

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We will work with the City to prepare to facilitate a vendor pre-bid meeting and will work with the City to coordinate the logistics of conducting the meeting. We will also have a debrief discussion with the City team after the meeting and assist with identifying follow up items required to distribute communications or addendum after the meeting.

### 1.3.4 Phase 3: ERP Solution Selection

**Phase Objective and Summary of Activities:** The purpose of this phase is to conduct activities relative to the review of responding proposals and subsequent due diligence activities leading up to the selection of the preferred solution. This will include the following activities:

- Analyze proposals and select semi-finalists.
- Assist in performing due diligence activities.
- Schedule and facilitate vendor software demonstrations.
- Assist in selecting the preferred finalist vendor.

Measurable Objective	Deliverables / Milestones
Evaluate vendor proposals and determine a vendor shortlist. Perform due diligence activities, including software demonstrations, and facilitate discussions with the City Project Steering Committee to determine a finalist vendor	Comprehensive Proposal Analysis Semi-finalist Vendors Vendor Follow-up Questions Evaluation & Scoring Templates Vendor Demonstration Scripts and Evaluation Tools Vendor Due Diligence Tools Selected Finalist Vendor Final Selection Process Synopsis

#### 1. Analyze Proposals and Select Semi-Finalists

Vendors will be instructed to complete the forms in the RFP and return them electronically with their proposals. Through a semi-automated process we have successfully used numerous times, we will tabulate the responses to the application specifications that will be included in the RFP. A percent compliance will be calculated and incorporated into a proposal comparison template we have developed. Our clients have continually expressed that our proposal analysis tools exceed expectations and are invaluable resources to support the overall evaluation process.

When combined with a variety of other comparative criteria gathered from the proposals, the template automatically calculates a blind numerical ranking of each. This eliminates any bias from influencing the selection process

The templates will allow the City to measure each vendor on:

- Conformance with the specifications.
- Software licensing costs (including core and non-core components).
- Hardware purchase costs.
- Implementation, training, conversion, and modification services costs.
- On-going support costs.
- Contract terms and implementation schedule compliance.
- General background criteria (e.g., number of installations, historical financial performance, number of support staff, platforms supported, third-party software requirements, etc.).

As part of this initial analysis, we will assess each of the vendors' solutions and meet with the City to present the comparative proposal analysis. Together, we will use the decision-making process determined above to select the two or three most qualified vendors who may be subjected to the due diligence tasks described in the following work plan tasks.

## **2. Assist in Developing Vendor Demonstration Materials and Other Due Diligence Templates**

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We will assist the City in the development of material to use during the vendor demonstration and due diligence activities including:

- Vendor demonstration agenda.
- Letters to send to those vendors who are proceeding forward upon receipt of their RFP responses as well as letters to send to those vendors whose solutions are not being considered based on initial review of their RFP responses.
- Forms to document vendor information during the vendor demonstrations, reference checking and potential site visit processes.
- Vendor demonstration planning and discovery call with each of the shortlisted vendors.

## **3. Schedule and Conduct Vendor Demonstrations**

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On behalf of the City, we will prepare and guide how to facilitate the software demonstrations by providing logistic advice, agendas and scripts. We would also anticipate participating for up to four days of on-site attendance at the demonstrations. The demonstrations will be held at the City and should include a cross-section of staff from the City. Evaluation forms will also be provided as checklist for scoring each vendor's performance and functionality. We would envision conducting a debrief discussion with the City PMO team after the demonstrations to review the results of the evaluation.

## **4. Conduct Additional Due Diligence Activities**

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In addition to vendor demonstrations, there are a number of activities that the City can undertake to conduct additional due diligence on the finalist vendors including:

- We will provide forms to the City if City staff wishes to conduct site visits to comparably sized and complex installations to review the installation of the vendor's software. We will provide the City with detailed checklists of issues and items to discuss and score during the site visits. Note that as a result of the demonstrations, it may be possible to eliminate one of the vendors, thereby reducing the number of site visits required.
- We will provide forms to the City for reference checking to assess how well others have adapted the semifinalists' systems to their needs, and identify issues to address during contract negotiations. We have found that having City staff contact their peers at the reference sites results in more productive and informative conversations. As such, we will oversee the reference checking and site visit process, but not perform the checking ourselves.
- The City may conclude to perform other additional due diligence, as necessary to evaluate and consider the value of specific components of the vendor proposals.

While we do not anticipate to participate in the actual due diligence activities, we will guide the City through the due diligence process based on our experience with other similar communities who have completed the selection and implementation process of a new system.

Finally, during the due diligence process questions for the finalist vendors will be identified to further clarify and understanding the solutions that are being proposed. This will start with the initial proposal analysis process and continue throughout the course of due diligence activities. We will assist in the identification of additional questions and provide those to the Project Steering Committee for distribution to the vendors. We would expect that questions will also be derived by the various members of the evaluation teams as well. As part of this question and answer process, we will want to

ensure that responses to the questions do not embellish the vendor's proposal response but rather clarifies information that the vendors provided in their response.

#### **5. Assist in the Selection of a Preferred Vendor**

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We will meet with the City to review the due diligence information gathered. It is possible that there may be a need to have the final two vendors conduct a final software demonstration to City staff that will focus on very specific areas of review.

In our experience, due diligence activities conducted after vendors have responded to an RFP provide further understanding for the client as to what is being offered by the software vendors as well further understanding by software vendors as to the needs of the client. We would propose that the semi-finalist vendors be requested to provide a clarification response to their original RFP to address specific questions that the City has related to their solution to include a final cost proposal.

Together, based on those demonstrations, vendor proposals and other due diligence activities, we will review and discuss the semi-finalist vendors overall solution and facilitate up to two meetings with the Project Steering Committee to proceed forward with making a decision on a finalist vendor using the decision-making process developed previously. Through leveraging our significant experience assisting public sector organizations with system selection projects, we will demonstrate strong facilitation approaches to independently and objectively assist the Project Steering Committee reach a consensus on the final vendor selection.

Upon the City's request, we will also prepare a synopsis of the entire system selection process and assist the City to present the Project Steering Committee's finalist vendor recommendation to gain concurrence from the City Council to proceed with contract negotiations.



### 1.3.5 Phase 4: Contract Negotiations / Statement of Work (SOW) Development

**Phase Objective and Summary of Activities:** The purpose of this phase is to develop a comprehensive Statement of Work and provide input and support to the City to assist with its negotiation of a contract with the primary selected vendor. This will include the following activities:

- Develop Statement of Work with selected vendor.
- Develop Negotiated Contract with selected vendor.

Measurable Objective	Deliverables/Milestones
Negotiated statement of work and contract that protects the City's financial and legal interests	Statement of Work
	Sample Contract Language
	Recommended Contract Edits
	Negotiated Agreements and Pricing

#### 1. Support the City's Contract Negotiations including Developing the Statement of Work (SOW)

We will review the license and support agreements provided by the primary finalist vendor and propose recommended changes to the contract. We will participate with the City via phone in planning the negotiations with the primary finalist vendor. Contractual terms, conditions, and costs will be reviewed with the goal in mind of recommending contract language changes designed to protect the City's long-term interests. A draft of the final license and support agreements will be presented to the City's legal counsel for their review.

Terms and conditions relating to term and termination of the agreements, purchase and support costs, caps on price increases, recourse for non-performance by the vendor, software acceptance criteria, rights to the source code if vendor declares bankruptcy, warranties and incorporation of the vendor's response to the RFP, governing law, insurance coverage requirements, rights to major new releases, payment terms tied to major deliverables, controls over expenses, development of an implementation plan, on-going support criteria, etc., will be reviewed. The City will conduct vendor negotiations and make all management decisions.

During this activity, based on funding availability and preferences, the City will need to determine and conclude on the specific scope of software, services and optional items which it will purchase from the finalist vendor(s). We will also review work the Statement of Work (SOW) developed by the selected software vendor and provide input to the City for consideration before finalizing.

### 1.3.6 Phase 5: Implementation Management Assistance (Optional)

**Phase Objective and Summary of Activities:** The purpose of this optional phase is to assist the City in the implementation and acceptance of the selected vendor solution. The timeframe and cost will be dependent upon a variety of factors to be preliminarily determined and finalized in the Statement of Work (SOW) with the selected vendor, including:

- Scope of solution and services selected by the City.
- Availability of City / vendor staff.
- Expiration date of current maintenance contracts; and,
- City's desired implementation approach (i.e., phased versus "big bang").

We would expect to develop an implementation schedule in conjunction with the City's Project Management Team and/or Project Steering Committee as well as the selected vendor during the initiation activities of the project.

#### 1. Project Initiation and Pre-Implementation Planning

As part of the initiation and planning phase of the implementation project, there are a number of project activities that will be performed by the City, the finalist vendor and /or selected consultant, to ensure that a solid foundation for moving forward has been established. The level of consulting implementation effort can vary significantly based upon level client involvement and participation as well as the level of services being provided by the vendor.

We anticipated that we will re-evaluate the required level of effort of support at the conclusion of Phase 5 to best meet the needs of the City.

Activities	Deliverables /Tools
<p>1. Define project organizational structure including roles and responsibilities for the following major project functions:</p> <ul style="list-style-type: none"> <li>• Executive sponsor(s)</li> <li>• Project managers (Outagamie City, vendor, external project management)</li> <li>• Project steering committee</li> <li>• Process teams</li> <li>• Process team leaders and backups</li> <li>• Communications and Change Management team</li> <li>• Technical team to include following functions:               <ul style="list-style-type: none"> <li>○ System / database administrator</li> <li>○ Configuration management coordinator</li> <li>○ Interfaces and modifications coordinator</li> <li>○ Help desk</li> </ul> </li> <li>• Report development</li> <li>• Interfaces development</li> <li>• Training team</li> <li>• Project administration</li> <li>• Collaboration environment administrator</li> <li>• Rights administrator(s)</li> <li>• Facilities coordinator</li> <li>• Testing coordinator</li> <li>• Room and meeting scheduling coordinator</li> </ul>	<p>Project Organizational Chart</p> <p>Roles and Responsibilities Matrix</p>

Activities	Deliverables /Tools
<ul style="list-style-type: none"> <li>• Calendar coordinator</li> <li>• Project plan management</li> <li>• Documentation development coordinator</li> <li>• Report development coordinator</li> <li>• Data conversion</li> <li>• Post implementation coordinator</li> </ul>	
<p>2. Develop a implementation phase project charter that is signed by the business champion that will define the following:</p> <ul style="list-style-type: none"> <li>• Project title and description</li> <li>• Project vision</li> <li>• Project manager assigned and authority level</li> <li>• Project objectives</li> <li>• Project constraints</li> <li>• Project influences</li> <li>• Critical success factors</li> <li>• Key project assumptions</li> <li>• Business case for doing the project</li> <li>• Product description and/or major deliverable</li> </ul>	Project Charter
<p>3. Define the on-going system support structure to include:</p> <ul style="list-style-type: none"> <li>• Governance body (i.e., Steering Committee)</li> <li>• Project manager</li> <li>• IT project lead</li> <li>• Help desk</li> <li>• System administrator</li> <li>• Report development</li> <li>• Rights administrator</li> <li>• Database administrator</li> <li>• Programmer/analyst</li> <li>• Module leads</li> <li>• Training and documentation administrator</li> </ul>	System Support Plan
<p>4. Develop the project scope statement that includes the following:</p> <ul style="list-style-type: none"> <li>• In-scope areas, functions and activities</li> <li>• Out-of-scope areas, functions and activities</li> <li>• List of deliverables and timing</li> <li>• Milestones and timing</li> </ul>	Scope Statement
<p>5. Develop the Work Breakdown Structure (WBS).</p>	WBS
<p>6. Develop an overall project timeline that incorporates vendor and Outagamie City tasks and responsibilities.</p>	Project Timeline

Activities	Deliverables /Tools
<p>7. Develop procedure for updating and reviewing project timeline including:</p> <ul style="list-style-type: none"> <li>• What needs to be updated</li> <li>• Who makes the updates</li> <li>• How frequently are the updates made and reviewed</li> <li>• Who reviews the timeline and where</li> <li>• What reports are generated for review</li> </ul>	<p>Schedule Management Plan  Project Timeline</p>
<p>8. Determine whether there will be one centralized project plan that incorporates all tasks or whether there will be a master plan with milestones and that the individual teams are responsible for development of detailed project plans that roll-up to the master project plan.</p>	<p>Project Timeline</p>
<p>9. Define project deliverables and milestones and track with the following information:</p> <ul style="list-style-type: none"> <li>• Deliverable/milestone name</li> <li>• Deliverable/milestone description</li> <li>• Area of responsibility</li> <li>• Expected due date</li> <li>• Actual due date</li> </ul>	<p>Project Deliverables / Milestones Tracking Sheet</p>
<p>10. Complete the Stakeholder Impact Matrix that includes:</p> <ul style="list-style-type: none"> <li>• Stakeholder group</li> <li>• Expectations on the outcome of the project</li> <li>• Impact to them as a result of performing the project</li> </ul>	<p>Stakeholder Impact Matrix</p>
<p>11. Establish expectations on Outagamie City team member commitment.</p>	
<p>12. Identify methods to handle additional staff workload including:</p> <ul style="list-style-type: none"> <li>• Staff backfill</li> <li>• Comp time</li> <li>• Others</li> </ul>	
<p>13. Procure facility locations for the following purposes:</p> <ul style="list-style-type: none"> <li>• Outagamie City project management team</li> <li>• Vendor project management team</li> <li>• Vendor consultant resources</li> <li>• Consulting rooms</li> <li>• Training rooms</li> <li>• Testing area</li> <li>• General meeting rooms</li> </ul>	

Activities	Deliverables /Tools
<p>14. Procure necessary physical and other resources for the project to include:</p> <ul style="list-style-type: none"> <li>• Personal computers (for training)</li> <li>• White boards</li> <li>• Printers</li> <li>• Office furniture (desks)</li> <li>• Network connections</li> <li>• Network ID and password</li> <li>• SharePoint access</li> <li>• VPN access</li> <li>• Physical security access including badge</li> <li>• Materials and other supplies</li> <li>• Phones</li> <li>• Etc.</li> </ul>	
<p>15. Evaluate data center impact in terms of the following:</p> <ul style="list-style-type: none"> <li>• Air conditioning</li> <li>• Power requirements</li> <li>• Space requirements for new servers</li> <li>• Other environmental requirements</li> </ul>	Data Center Impact Analysis
<p>16. When multiple project management and quality assurance entities are involved, clearly define roles and responsibilities between each of the entities.</p>	Implementation Management Responsibilities Matrix
<p>17. Determine the location of the Project Calendar including:</p> <ul style="list-style-type: none"> <li>• Where the calendar will be located</li> <li>• Who will be able to update the calendar and how</li> </ul>	Project Calendar Project Calendar Coordinator
<p>18. Identify the individual(s) who will be responsible for scheduling of all meetings and facilities on the project.</p>	Meeting and Room Scheduling Coordinator
<p>19. Review “lessons learned” from previous projects and those gathered by the client from their previous experiences.</p>	Lessons Learned
<p>20. Describe the anticipated project life cycle to the various project participants and the stages that the project will go through.</p>	
<p>21. Define and discuss client expectations of what is to be expected during the project and once the project is completed for each of the functional areas and executive sponsors.</p>	Client Expectations
<p>22. Develop a list of how the client will define project success (be as specific and tangible as possible with quantifiable measures).</p>	Client Success Characteristics

Activities	Deliverables /Tools
<b>23.</b> Identify all costs required to implement the system including: <ul style="list-style-type: none"> <li>• Hardware (desktop, server, printers, storage, peripherals, etc.)</li> <li>• Software (application, database, reporting, utilities, etc.)</li> <li>• Communications</li> <li>• Services / staff (training, consulting, process redesign, project mgmt., travel and lodging, etc.)</li> <li>• Other cost areas (facilities, travel for internal staff, technical training for IT staff, admin support, staff overtime, internal staff time, etc.)</li> </ul>	Estimated Budget
<b>24.</b> Determine what costs are going to be tracked and charged to the project and how they will be charged including staff time.	
<b>25.</b> Procure budget sources for project.	
<b>26.</b> Develop a projected cash flow for the project.	Cash Flow Matrix
<b>27.</b> Define the templates, tools and a process for budget monitoring including: <ul style="list-style-type: none"> <li>• What is tracked</li> <li>• Who is responsible for tracking</li> <li>• Where is it tracked</li> <li>• How often is it reported</li> </ul>	Budget Monitoring Tool  Cost Management Plan
<b>28.</b> Conduct a project risk assessment session to define: <ul style="list-style-type: none"> <li>• Risk scenario</li> <li>• Risk trigger</li> <li>• Controllability of risk</li> <li>• Probability of risk occurring</li> <li>• Risk impact (quantitative and qualitative)</li> <li>• Mitigation factors</li> <li>• Contingencies if the risk occurs</li> <li>• Risk owner</li> </ul>	Project Risk Assessment Matrix
<b>29.</b> Define procedure for on-going project risk management including: <ul style="list-style-type: none"> <li>• How often it is reviewed and updated</li> <li>• Who is responsible for monitoring and updating risks</li> </ul>	Risk Management Plan  Risk Tracking Database
<b>30.</b> Define a process for acceptance of project deliverables.	Deliverable Acceptance Form

Activities	Deliverables /Tools
<b>31.</b> Define the templates, tools and a process for tracking issues and action items including: <ul style="list-style-type: none"> <li>• How are action items identified</li> <li>• How and where action items are logged</li> <li>• Who is responsible for tracking and resolving action items</li> <li>• Frequency of reviewing the open action items list and who is involved in the review</li> </ul>	Issues and Action Items Database
<b>32.</b> Define the templates, tools and a process for meeting management including: <ul style="list-style-type: none"> <li>• Meeting protocol</li> <li>• Template for documenting meeting minutes</li> <li>• Definition as to how meeting minutes are archived</li> <li>• Definition of how often teams should meet</li> </ul>	Meeting Minutes Summary Form  Meeting Protocol  Meeting Frequency
<b>33.</b> Define the templates, tools and a process for status reporting including: <ul style="list-style-type: none"> <li>• Who needs to develop status reports</li> <li>• How often are status reports developed</li> <li>• Where and who reviews status reports</li> </ul>	Status Report Template  Status Report Frequency
<b>34.</b> Define the templates, tools and a process for initiating, reviewing, approving and tracking of change orders that may include impacts to cost, time and scope.	Change Order Form  Change Order Summary Form  Change Management Plan
<b>35.</b> Determine who is responsible for the scheduling of rooms and staff for technical and consulting resources and coordinating these activities with the vendor.	Room Scheduling Coordinator
<b>36.</b> Document the following with respect to decision-making on the project: <ul style="list-style-type: none"> <li>• How are decisions to be made</li> <li>• Who needs to review decisions</li> <li>• How are decisions documented</li> </ul>	Decision-Making Log  Decision-Making Process
<b>37.</b> Define project procurement procedures including: <ul style="list-style-type: none"> <li>• How project purchases are processed</li> <li>• Who handles project purchases</li> <li>• What purchases are tracked and by whom</li> </ul>	Procurement Management Plan
<b>38.</b> Develop a Communications Management Plan that documents the methods for gathering, storing and distributing various types of project information.	Communications Management Plan

Activities	Deliverables /Tools
<b>39.</b> Define the communications needs of the various project stakeholders to include: <ul style="list-style-type: none"> <li>Stakeholder group</li> <li>Information needs</li> <li>Methods / tools to satisfy those needs</li> </ul>	Stakeholder Communication Needs
<b>40.</b> Develop and implement a Project Collaboration Center: <ul style="list-style-type: none"> <li>Define information to be tracked</li> <li>Define structure of collaboration environment</li> <li>Define collaboration administrator</li> <li>Implement structure</li> </ul>	Project Collaboration Center
<b>41.</b> Determine and define a Quality Management Plan and Quality Review process for the project.	Quality Management Plan  Quality Review Process
<b>42.</b> Determine whether any team development activities will be conducted during the project.	Team Development Activities
<b>43.</b> Conduct a project kick-off meeting to include the following: <ul style="list-style-type: none"> <li>Provide an overview of the project including reasons for the project</li> <li>Describe how the project is organized including roles and responsibilities</li> <li>Define how success will be achieved</li> <li>Describe how the project will operate</li> <li>Define the project timeline</li> </ul>	Project Kick-Off Meeting, agenda and presentation

## 2. Project Execution and Controlling

Upon completion of the initiation and planning phases of the implementation project, the project will migrate to an execution and controlling phase in which the project tasks defined during the planning phases will be performed. In essence, this phase of the project is where the large majority of activities and time will be spent managing and controlling the project.

Activities	Deliverables /Tools
<b>1.</b> Prepare site for system installation.	
<b>2.</b> Define database and code environments to install and configure (e.g., test, training, production).	Defined Environments
<b>3.</b> Define hardware specifications for both desktop and server environment that includes the maximum requirements for all software being used including 3rd party software.	Hardware Specifications
<b>4.</b> Procure hardware.	Procured Hardware



Activities	Deliverables /Tools
5. Install and conduct hardware configuration.	Installed Hardware
6. Install and conduct software configuration.	Installed Software
7. Acquire, install and configure any other physical items (printers, desktop hardware and software, etc.).	
8. Define and document process for deployment of client installs.	Client Deployment Process
9. Define and document configuration management processes and coordinator.	Configuration Management Process
10. Document installed technical environment.	Documented Technical Environment
11. Document technical installation process that is unique to the client environment.	Documented Installation Process
12. Define FTP site for transferring of large files between the client and vendor.	FTP site
13. Define and develop Disaster Recovery Plan.	Disaster Recovery Plan
14. Conduct team leads meeting.	
15. Conduct project management status meetings.	
16. Conduct Project Steering Committee meetings.	
17. Conduct ad-hoc meetings, as needed.	
18. Document and archive meeting minutes.	Meeting Minutes
19. Prepare and present project status reports.	Status Reports
20. Track project costs.	
21. Prepare and present budget status reports on the project.	Budget Status Reports
22. Identify processes to be mapped and redesigned.	Processes and sub-processes
23. Identify process for reviewing and approving recommendations for redesigned processes.	
24. Schedule process mapping and redesign sessions.	

Activities	Deliverables /Tools
25. Conduct process mapping and redesign activities.	Current process maps Redesigned Processes
26. Implement redesigned processes.	Redesigned Processes
27. Execute changes to policies and procedures resulting from process redesign sessions.	Policy and Procedural Modifications
28. Develop and implement a Communications and Change Management Plan.	Communications & Change Mgmt. Plan
29. Identify major project milestones and how these can be celebrated by the project.	
30. Develop and Implement a Workforce Transition Plan.	Workforce Transition Plan
31. Execute Communications and Change Management Plan.	
32. Maintain and manage the Issues and Action Items Log.	Issues and Action Items Log
33. Maintain and manage the Decision Log.	Decision Log
34. Maintain and manage the overall project schedule.	Project Schedule
35. Monitor progress related to completion of interface development, report development, data conversion, training, testing and other major components of the project.	
36. Maintain and manage the individual team schedules.	Project Schedule
37. Monitor completion of team homework assignments.	
38. Identify, initiate, review and track change order activity.	
39. Prepare project communications.	
40. Resolve project issues.	
41. Manage project staffing issues.	
42. Assign and coordinate resources to conduct project activities.	
43. Coordinate logistics around staff, vendor and facilities scheduling.	
44. Schedule technical and application consulting sessions.	

Activities	Deliverables /Tools
45. Monitor compliance of vendor(s) to their contract(s).	
46. Monitor the overall status of the project and raise issues to the appropriate level within the project.	
47. Review and comment, as needed, on the overall project timeline.	
48. Monitor and report on project risks.	
49. Review and approve/deny all vendor invoices.	Vendor Invoices Memo of Approval/Denial
50. Conduct bi-monthly Quality Review sessions between the Client and Software Vendor.	Quality Review Feedback Form
51. Define rights administrators.	
52. Conduct training for rights administrators.	
53. Define security needs.	
54. Implement security classes.	
55. Assign staff to security classes.	
56. Determine application modifications, interfaces and forms required.	
57. Confirm modifications, interfaces and forms requirements.	
58. Develop modifications, interfaces and forms.	
59. Test and deploy modifications, interfaces and forms.	
60. Define required custom reports.	
61. Review and prioritize custom report requests.	
62. Develop custom report specifications.	
63. Develop, test and implement custom reports.	
64. Define testing processes to conduct to include: <ul style="list-style-type: none"> <li>Static environment testing</li> <li>System testing</li> <li>Stress testing</li> <li>User acceptance testing</li> <li>Integration testing</li> </ul>	

Activities	Deliverables /Tools
65. Define test coordinator and role.	
66. Develop mechanism in which to track test issues.	
67. Develop test packets and scenarios as part of testing.	
68. Conduct various levels of testing.	
69. Resolve issues discovered during testing.	
70. Conduct software consulting sessions.	
71. Develop mechanism for tracking of attendees at the training sessions.	
72. Define training curriculum(s).	Training curriculum
73. Identify trainers.	Trainers
74. Identify training locations.	Training locations
75. Procurement training equipment.	
76. Develop training material.	Training Material
77. Schedule training sessions.	
78. Copy and distribute training material.	
79. Prepare training classrooms and conduct training sessions	
80. Define and develop decentralized end-user documentation.	
81. Define and develop centralized user documentation.	
82. Define and develop technical support documentation.	
83. Confirm data conversion requirements.	
84. Develop data conversion maps.	Data Conversion Maps
85. Develop data conversion programs.	Data Conversion Programs
86. Extract data from legacy systems and send to vendor.	
87. Outagamie City to receive, load and reconcile converted data.	
88. Archive legacy data for historical reporting.	

Activities	Deliverables /Tools
89. Conduct data conversion clean-up.	Converted Data
90. Develop a transition strategy.	Transition Strategy
91. Develop and execute go-live checklist.	Go-Live Checklist
92. Define vendor support requirements both on-site and off-site for the go-live period and shortly thereafter. This would include support for integrated third-party products.	
93. Go-Live.	

### 3. Project Closing and Post Implementation Support

Upon completion of the executing and controlling phases of the project, the project will transition to a project closing and transition to support phase in which much of the time will be spent on resolving go-live issues and transitioning from an implementation to an on-going operational state of the system.

Activities	Deliverables / Tools
1. Identify post-implementation team activities that still require resolution.	
2. Develop a post-implementation project plan.	Post-Implementation Plan
3. Define vendor post go-live support requirements both on-site and offsite.	
4. Transition Outagamie City from implementation to support.	
5. Develop a transition plan from the vendor to the client.	Transition Plan
6. Develop and document on-going system support procedures.	On-Going System Support Procedures
7. Develop and execute a script of activities to prepare for and conduct year-end fiscal cut-over.	Year-end cutover checklist
8. Determine who will maintain issues log for each of the teams and at a PMO level.	
9. Determine who will be monitoring error logs for the system on a regular basis.	
10. Finalize the on-going support structure including roles and responsibilities of the different stakeholders.	
11. Become involved in the vendor's user group.	
12. Archive project records.	

Activities	Deliverables / Tools
13. Close-out all contracts.	
14. Conduct debriefing sessions on the product and services portion of the project.	
15. Conduct a process audit (6 – 9 months after implementation).	Process Audit
16. Conduct a system audit (6 – 9 months after implementation).	System Audit

## 2 Project Staffing

Our approach to the project is designed to assign personnel to areas of the project where their expertise provides the greatest value. Specifically, our project-staffing plan is carefully tailored to assure that project team members are assigned tasks closely aligned to their experience and capabilities. With this management orientation, we believe that all project tasks can be effectively achieved and any issues or problems can be resolved effectively and expediently, resulting in the successful accomplishment of the project objective.

The table below summarizes the role that each individual will perform on the project, their relevant skills. Additionally, all of our key proposed staff have been involved in all phases of a number of system selection and implementation projects, including full municipal software replacement projects.

Team Member	Project Role	Relevant Client Work Experiences
<b>Scott Eiler, PMP</b> Partner Plante Moran	<b>Project Director</b> Overall responsibilities for ensuring that all project tasks through the entire project are completed within schedule and budget and that all project deliverables meet the required quality standards.	<ul style="list-style-type: none"> <li>• City of Pinellas Park, FL</li> <li>• City of Pueblo, CO</li> <li>• City of Winter Park, FL</li> <li>• Broward County, FL</li> <li>• City of Hallandale Beach, FL</li> <li>• City of Mesa, AZ</li> <li>• City of Columbia, MO</li> </ul>
<b>Chris Moshier, PMP</b> Manager	<b>Project Manager</b> Responsible for the day-to-day performance of the team, and strategic direction of deliverables. Assure that all tasks are completed on schedule, within budget and meet appropriate quality standards.	<ul style="list-style-type: none"> <li>• City of Pinellas Park, FL</li> <li>• Horry County, SC</li> <li>• City of Delray Beach, FL</li> <li>• Livingston County, MI</li> <li>• City of Hallandale Beach, FL</li> <li>• City of Columbia, MO</li> </ul>
<b>Christopher Blough, PMP</b> Manager	<b>Project Consultant</b> Will provide functional expertise on the project including conducting interviews, developing plan of action, developing requirements, and leading proposal analysis.	<ul style="list-style-type: none"> <li>• City of Pinellas Park, FL</li> <li>• City of Palo Alto, CA</li> <li>• City of Columbia, MO</li> <li>• City of Arvada, CO</li> <li>• Santa Margarita Water District</li> </ul>
<b>Natalie Schwarz</b> Manager	<b>Project Consultant</b> Will participate in the facilitation of departmental and cross-functional review sessions and development of business requirements.	<ul style="list-style-type: none"> <li>• Milwaukee County, WI</li> <li>• Numerous other clients</li> </ul>
<b>Brian Pesis</b> Senior Consultant	<b>Project Consultant</b> Will participate in the facilitation of departmental and cross-functional review sessions and development of business requirements.	<ul style="list-style-type: none"> <li>• Town of Longboat Key, FL</li> <li>• City of Arvada, CO</li> <li>• City of Kentwood, MI</li> <li>• Village of Park Forest, IL</li> <li>• City of Independence, MO</li> <li>• City of Roswell, GA</li> </ul>

Team Member	Project Role	Relevant Client Work Experiences
<b>Sheila Butler, PMP</b> Consultant	<b>Project Consultant</b> Will participate in the facilitation of departmental and cross-functional review sessions and development of business requirements.	<ul style="list-style-type: none"> <li>• Horry County, SC</li> <li>• City of North Miami Beach, FL</li> </ul>
<b>Dale Vanderford</b> Manager	<b>Technical Consultant</b> Responsible for all technical aspects of the project including assessing the City's technical infrastructure.	<ul style="list-style-type: none"> <li>• Broward County, FL</li> <li>• Charlotte County, FL</li> <li>• County of Osceola Property Appraiser</li> <li>• Emerald Coast Utilities Authority, FL</li> </ul>

As a Firm with over 2,000 staff members, we have deep resources which we are able to bring to support the City's project, based on the requirements which might present themselves as we execute the project activities. Plante Moran will supplement the defined project team with other Plante Moran team members, as required, and with the City's mutual agreement.

Resumes for all project team members listed above which demonstrate their relevant experience to support the successful completing of the City's project are provided on the following pages.





## Scott Eiler, PMP

Partner  
Management Consulting

### SUMMARY OF EXPERIENCE

Scott has over twenty-five years' experience assisting clients with various technology related needs and twenty years specifically devoted to serving governmental clients at the local, County and State level. He has extensive experience in providing numerous technology services for governmental clients including technology planning, technology assessments, system selection, IT organizational evaluations, and quality assurance and implementation management assistance. He is also a champion within the Firm on the development and education of staff on project management theory, tools and techniques.

### PROJECT DIRECTOR

**Project Director** on the project ensuring the overall quality and completeness of activities to be performed and deliverables to be provided on the project.

### SELECTED KEY CLIENTS

- Broward County, FL
- Calhoun County, MI
- Dane County, WI
- DuPage County, IL
- Gwinnett County, GA
- Hancock County, OH
- Horry County, SC
- Johnson County, KS
- Kent County, MI
- Lake County, IL
- Oakland County, MI (numerous projects)
- St. Louis County, MO
- Waukesha County, WI (numerous projects)
- Urbana & Champaign Sanitary District, IL
- City of Cleveland, OH
- City of Battle Creek, MI
- City of Elgin, IL
- City of Kalamazoo, MI
- City of Chicago, IL
- City of Carrollton, TX
- City of Hallandale Beach, FL
- City of Mesa, AZ
- City of North Miami Beach, FL
- City of Ann Arbor, MI
- City of Miramar, FL
- City of Columbia, MO
- Town of Jupiter, FL
- City of Midland, MI
- City of Owensboro, KY
- City of Chandler, AZ
- Charter Township of Shelby, MI
- State of Michigan (numerous projects)

### EDUCATION

Master of Business Administration  
University of Michigan

Bachelor of Science in General Engineering  
University of Illinois

### PROFESSIONAL TRAINING & AFFILIATIONS

Public Technology Institute (PTI)

Government Finance Officers Association (GFOA)

Florida Government Finance Officers Association (FGFOA)

Project Management Institute (PMI)

Project Management Professional (PMP) since 2003

ITIL V3 Foundation Certified

Prosci Change Management Certified



## Chris Moshier, PMP

Manager  
Management Consulting

### SUMMARY OF EXPERIENCE

Chris has more than 15 years of public sector technology experience working in multiple capacities at both local and county levels of government. He has experience with application planning and implementation management, business process redesign, RFP development, proposal analysis, and system selection. Further, he has conducted technology assessments, facilitated work sessions, performed project management, and developed public-sector social media strategies. Chris also has an extensive background in ERP and parks and recreation system implementation, community planning and development, GIS implementation and management, and leveraging spatial analysis to support community decision-making. In 2013, he was recognized by Oakland County, MI Executive L. Brooks Patterson as one of the county's "Elite 40 Under 40" based on his passion for local government technology.

### PROJECT MANAGER

**Project Manager** who will oversee the day-to-day activities of the project. Chris will also review background information, facilitate interview sessions, and will be primarily responsible for developing the options analysis report.

### SELECTED KEY CLIENTS

- City of Hallandale Beach, FL
- City of Pinellas Park, FL
- City of Lake Forest, IL
- Huron-Clinton Metropolitan Authority (MI)
- Livingston County, MI
- City of North Miami Beach, FL
- Horry County, SC
- City of Columbia, MO
- City of Cooper City, FL
- City of Oakland Park, FL
- Town of Jupiter, FL
- Town of Hempstead, NY
- Broward County, FL
- City of Long Beach, CA
- Town of Longboat Key, FL

### EDUCATION

Bachelor of Science in Public Administration  
Central Michigan University

### HONORS & RECOGNITIONS

2013 Oakland County, MI Executive L. Brooks Patterson Elite 40 Under 40 Class Member

2012 Plante Moran Technology Innovation Award

2011 Oakland County Parks and Recreation Executive Officer's Award

2011 Michigan Recreation & Park Association Marketing Video Award (accepting team member)



## Christopher Blough, PMP

Manager  
Management Consulting

### SUMMARY OF EXPERIENCE

Chris has 15 years of professional experience working in county and municipal government as both a consultant and public servant. Within Plante Moran's Government Technology and Operations Team, he serves as both a project manager and lead consultant for enterprise resource planning (ERP) and enterprise asset management (EAM) engagements. His public sector technology solution development experience includes business requirements evaluation, system assessments, system selections, and implementation project management.

### EDUCATION

Master of Public Administration,  
*Eastern Michigan University*

Bachelor of Science in Geography/  
Earth Science,  
*Central Michigan University*

### PROFESSIONAL TRAINING & AFFILIATIONS

Project Management Professional (PMP), Project Management Institute (Certificate #1373368)

IT Service Management, ITIL v3 Foundation, APM Group Ltd. (2012)

Project Management Institute, Great Lakes Chapter

### SELECTED PUBLICATIONS

*The GIS Guide for Elected Officials*, City of Novi, MI – Moving Novi's Online Mapping Services to the Cloud, Esri Press, 2014

**ERP Needs Assessment & Selections:** He leads clients to fully assess their ERP solution objectives and application integration needs as a project manager, experienced business analyst, and technical advisor. He measures success through building long-term, client ownership of system design by connecting requirements to known business needs. Prepares detailed software requirements, conducts vendor marketplace evaluations, designs comprehensive request for proposal (RFP) documents with complete system specifications, and assists clients with analysis of proposals and identification of preferred vendors.

**ERP Implementations:** Currently provides ERP implementation management assistance to the City of Columbia, MO involving a \$6 million investment to replace its legacy HTE system. Activities include facilitating project management office operations, evaluating project deliverables, managing project action items, and leading contract development and negotiations to serve as an advisor to the City's ERP project manager.

**System Integration Expertise:** Delivers integration expertise on systems including geographic information, capital project budgeting, permitting / planning systems, capital improvement programming, real estate property assessment, utility billing, ordinance enforcement, and reverse E-911 notification solutions.

### PROJECT CONSULTANT

**Project Consultant** for system review, selection, and implementation; best practices advisor, business analyst / requirements manager.

### SELECTED KEY CLIENTS

- City of Philadelphia, PA
- City of Pinellas Park, FL
- City of Arvada, CO
- City of Detroit, MI
- City of Palo Alto, CA
- City of Columbia, MO
- City of N. Las Vegas, NV

**EDUCATION**

Bachelor of Business  
Administration, Stephen M. Ross  
School of Business  
University of Michigan

## Brian Pesis

Senior Consultant  
Management Consulting

**SUMMARY OF EXPERIENCE**

**ERP System Selections:** Experience with conducting departmental interviews to gain more information about current issues and opportunities, as well as system requirements. Experience with proposal analysis, system selection, and RFP development.

**Needs Assessments:** Performed analyses of current municipality enterprise systems with a focus on both current requirements and future considerations. Used this information to help develop RFPs for new systems, as well as in “build or buy” analysis.

**IT Organizational Assessments:** Performed analyses of the current state of IT operations, systems, people, and effectiveness. Created documentation of findings, as well as working to create recommendations to be implemented moving forward.

**PROJECT CONSULTANT**

**Project Consultant** who will provide expertise in terms of the project needs assessment, system requirements definition, and vendor proposal analysis.

**SELECTED KEY CLIENTS**

- Town of Longboat Key, FL
- City of Arvada, CO
- City of Kentwood, MI
- Village of Park Forest, IL
- City of Independence, MO
- City of Roswell, GA
- Cuyahoga County Public Library



## Natalie Schwarz

Consulting Manager  
Management Consulting

### SUMMARY OF EXPERIENCE

Natalie has over six years of professional service experience consulting and implementing systems for a wide range of clients and industries. Natalie has a rare combination of experience including large scale project management, service line process development, and ERP/tax systems software selections and implementations. She has extensive experience in developing business requirements, business process reviews, and gap analysis along with detailed system analysis, design, development and implementation. In addition, Natalie has successfully guided clients through the vendor selection process, including facilitating workshops and vendor demos, development of requests for proposals (RFP's), evaluating vendor responses, analyzing costs, identifying best fit solutions, drafting contracts, and conducting post-implementation evaluations.

### PROJECT ROLES

**Project Manager** who will oversee the day-to-day activities of the project. Natalie will also review background information, facilitate interview sessions, and will be primarily responsible for developing the options analysis report.

**Project Consultant** who will facilitate departmental interview sessions, document functional gaps in the current solution, develop business requirements, perform proposal analysis activities, and support other project activities described in the scope of work.

**Technical Advisor** who is responsible overseeing the project team's application of Plante Moran's tools, templates, and processes to ensure they are appropriately applied to achieve maximum client benefit.

### KEY CLIENTS

- Milwaukee County
- Non public sector clients
- Avis Budget Group
  - Biogen
  - Brown-Forman
  - Catholic Health Initiatives
  - Corn Products International
  - Cummins
  - Dell
  - Ecolab
  - Equinix
  - Express Scripts
  - First Solar
  - Kraft
  - Motorola Solutions
  - Shell

### EDUCATION

Bachelor of Finance & Accountancy,  
Illinois State University

### CERTIFICATIONS AND AFFILIATIONS

*Certified*, Thomson Reuters Indirect  
Tax OneSource

*Certified*, Vertex O Series

*Certified*, Oracle R12 E-Business  
Tax



## Dale Vanderford

Manager  
Management Consulting

### SUMMARY OF EXPERIENCE

Dale has over fifteen years' experience assisting public sector clients customers with various technology related needs. He has extensive experience in providing numerous technology services for government including technology assessment, technology planning, needs assessment, selective sourcing, system selection, IT organizational evaluations, infrastructure design, and implementation management. He was Director of Technology and Operations for Washtenaw County, Michigan and spent 2 years implementing and managing the consolidation of the network infrastructure teams and data centers for Washtenaw County and the City of Ann Arbor.

During Dale's tenure in the department, it consistently received national accolades, including several consecutive year appearances on the Digital Counties Survey and two consecutive years on CIO Magazine's Top 100 IT departments list. Recently, Dale spent a year on assignment with the City of Fayetteville, AR, serving as their interim CIO and implementing systems, departmental procedures, controls, and dashboards resulting in exceptionally high customer satisfaction.

### TECHNICAL CONSULTANT

**Technical Consultant** who will be responsible for all technical aspects of the project including assessing the City's technical infrastructure.

### EDUCATION

Bachelor of Science in  
Communications Technology  
Eastern Michigan University

### PROFESSIONAL TRAINING & AFFILIATIONS

Specialized Training: Effective  
Communications and Human  
Relations, Dale Carnegie, Ann Arbor,  
MI, 2006

Former Board Member, Washtenaw  
County Homeland Security Local  
Response Team

Member, CIO Council, Public  
Technology Institute, Washington, D.C.

Former Member of Board of Directors,  
Washtenaw County/EMU Legal  
Resource Center, Ann Arbor, MI

### SELECTED KEY CLIENTS

- County of Broward, FL
- Charlotte County, FL
- City of Fayetteville, AR
- City of Ogden, UT
- City of Colorado Springs, CO
- Borough of State College, PA
- City of Carlsbad, CA
- County of Ottawa, MI
- County of Muskegon, MI
- County of Oakland, MI
- City of Peoria, AR
- City of Madison Heights, MI
- County of Macomb, MI
- Circuit Court of Macomb County, MI
- City of Colorado Springs, CO
- Numerous projects as IT Director for Washtenaw County

### 3 Price Proposal

Phase	Hours Budgeted	Costs
Phase 0: Project Management	44	\$ 9,680
Phase 1: ERP Needs Assessment	266	\$58,520
Phase 2: ERP RFP Development	138	\$30,360
Phase 3: ERP Solution Selection	156	\$34,320
Phase 4: Contract Negotiations / Statement of Work (SOW) Development	76	\$16,720
<b>Totals:</b>	<b>680</b>	<b>\$149,600</b>

**Cost Assumptions:**

- Plante Moran provides an hourly blended rate for all staff of \$220/hr. that is inclusive of all travel and incidental expenses
- One combined software/integrator RFP will be developed that will include the needs of all areas defined within the scope of the project
- The tables on the following pages provide a breakdown of the hours and fees for each activity within each P along with the associated Deliverable(s)



<b>Roles and Responsibilities Matrix</b>					
<b>Activity</b>	<b>City Involvement</b>	<b>Plante Moran (PM) Involvement</b>	<b>Deliverable(s)</b>	<b>Hours</b>	<b>Fees</b>
<b>Phase 0: Project Management</b>					
1. Conduct Project Initiation	• Participate in project planning meetings	• Participate in project planning meetings		0	\$0
2. Define Project Organizational Structure	<ul style="list-style-type: none"> <li>• Work with PM in defining an appropriate project organizational structure</li> <li>• Assist in defining roles and responsibilities of the various project organizational components</li> <li>• Determine City staff that will fulfill the various roles defined</li> </ul>	<ul style="list-style-type: none"> <li>• Work with City in the development of a project organizational structure</li> <li>• Work with City in identifying roles and responsibilities for the various components of the project organizational structure</li> <li>• Identify estimated time commitment for each of the roles on the project</li> </ul>	• Project Organizational Structure	8	\$1,760
3. Develop Project Charter	• Assist in the development of the project charter	• Work with City in the development of a project charter	• Project Charter	6	\$1,320
4. Develop Detailed Project Plan	• Review and approve the proposed project work plan	<ul style="list-style-type: none"> <li>• Develop a draft project work plan that will be updated to a final form based on City feedback</li> <li>• Maintain and update the project work plan to serve as the foundation for a monthly project status report.</li> </ul>	• Detailed Project Plan	4	\$880
5. Establish Project Collaboration Center	<ul style="list-style-type: none"> <li>• Work with PM in determining what should be included in the collaboration environment</li> <li>• Work with PM in establishing guidelines around the use of the collaboration environment</li> <li>• Administer City staff user permissions to the collaboration environment</li> </ul>	<ul style="list-style-type: none"> <li>• Provide project collaboration environment</li> <li>• Work with City in setting up the collaboration environment</li> <li>• Work with City in establishing procedures regarding the use of the collaboration environment</li> </ul>	• Project Collaboration Center	2	\$440
6. Schedule and Moderate Project Status Meetings	<ul style="list-style-type: none"> <li>• City Project Management Team and Project Steering Committee to participate in project status meetings</li> <li>• Review project status meeting agendas and add topics as required</li> </ul>	<ul style="list-style-type: none"> <li>• Develop draft meeting agendas</li> <li>• Facilitate periodic project status meetings via conference call (weekly or bi-weekly depending on project phase)</li> </ul>	• Project Status Meeting Agendas	24	\$5,280
<b>Phase 0: Project Management Subtotal</b>				<b>44</b>	<b>\$9,680</b>



<b>Roles and Responsibilities Matrix</b>					
<b>Activity</b>	<b>City Involvement</b>	<b>Plante Moran (PM) Involvement</b>	<b>Deliverable(s)</b>	<b>Hours</b>	<b>Fees</b>
<b>Phase 1: ERP Needs Assessment</b>					
1. Review Documents	<ul style="list-style-type: none"> <li>• Provide documents upon request</li> </ul>	<ul style="list-style-type: none"> <li>• Request documents for review from City</li> <li>• Review requested documents</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of City Business Processes and Organization</li> </ul>	12	\$2,640
2. Assess the City's Information Technology Infrastructure	<ul style="list-style-type: none"> <li>• Complete technical surveys and provide requested technical infrastructure information to PM</li> <li>• Determine what documentation is appropriate for inclusion in the RFP versus being of a confidential nature</li> </ul>	<ul style="list-style-type: none"> <li>• Provide technical surveys and request specific infrastructure documentation from the City</li> <li>• Review provided infrastructure documentation</li> <li>• Glean appropriate infrastructure information into the RFP document</li> <li>• Identify potential risks in the technology infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• IT Infrastructure Assessment</li> <li>• Summary of IT Infrastructure for RFP</li> </ul>	20	\$4,400
3. Conduct Stakeholder Interviews	<ul style="list-style-type: none"> <li>• Identify staff to be interviewed and assign to interviews</li> <li>• Coordinate scheduling of department interviews</li> <li>• Departments to prepare for and participate in interviews by reviewing interview questionnaire and pulling together appropriate documents / responses requested</li> <li>• Identify, coordinate participants and schedule "departmental stakeholder" group work sessions</li> <li>• Coordinate all other City stakeholder input to gather requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Work with City in identifying departments to interview</li> <li>• Provide available time slots in which to schedule departmental interviews</li> <li>• Develop questionnaire &amp; "request for information" to departments to preparation for interviews</li> <li>• Review City materials and responses to prepare for interviews</li> <li>• Conduct interviews with City staff</li> <li>• Conduct cross-functional interviews sessions along specific topical areas (e.g., Procure to Pay, Hire to Retire, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Departmental Interview Questionnaire Template</li> <li>• Stakeholder Interviews</li> <li>• Identified Functional Requirements</li> <li>• Identified Issues and Opportunities</li> <li>• Captured System Inventory</li> <li>• Compiled Interface Requirements</li> </ul>	76	\$16,720

## ENTERPRISE RESOURCE PLANNING (ERP) CONSULTING SERVICES

<b>Roles and Responsibilities Matrix</b>					
<b>Activity</b>	<b>City Involvement</b>	<b>Plante Moran (PM) Involvement</b>	<b>Deliverable(s)</b>	<b>Hours</b>	<b>Fees</b>
4. Develop ERP Needs Assessment Report	<ul style="list-style-type: none"> <li>• Review Draft ERP Needs Assessment Report provided by PM</li> <li>• Attend meeting(s) to discuss the report and provide feedback to PM to finalize</li> </ul>	<ul style="list-style-type: none"> <li>• Develop projected staff roles, responsibilities and level of involvement during system implementation</li> <li>• Develop projected staff roles, responsibilities and level of involvement for on-going support</li> <li>• Identify potential cost reductions associated with implementation of a new ERP system</li> <li>• Identify projected costs to implement a new ERP system</li> <li>• Identify projected costs for on-going operation of a new ERP system</li> <li>• Develop an Issues and Opportunities Matrix for each functional area (e.g., Financials, Supply Chain, Land Development, etc.)</li> <li>• Develop and deliver draft ERP Needs Assessment Report to include specific review of the Tyler Munis Utility Billing implementation</li> <li>• Attend meeting(s) to review and discuss draft report</li> </ul>	<ul style="list-style-type: none"> <li>• Draft ERP Needs Assessment Report</li> </ul>	134	\$29,480
5. Finalize Report and Present to City	<ul style="list-style-type: none"> <li>• Participate in report presentations</li> <li>• Gain support for implementation of report recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare final report to reflect changes requested by City</li> <li>• Develop and conduct report presentation to</li> </ul>	<ul style="list-style-type: none"> <li>• Final ERP Needs Assessment Report</li> <li>• Presentation to City</li> </ul>	24	\$5,280
<b>Phase 1: ERP Needs Assessment Subtotal</b>				<b>266</b>	<b>\$58,520</b>

## ENTERPRISE RESOURCE PLANNING (ERP) CONSULTING SERVICES

<b>Roles and Responsibilities Matrix</b>					
<b>Activity</b>	<b>City Involvement</b>	<b>Plante Moran (PM) Involvement</b>	<b>Deliverable(s)</b>	<b>Hours</b>	<b>Fees</b>
<b>Phase 2: ERP RFP Development</b>					
1. Develop Solution Selection Criteria and Define Decision-Making Process	<ul style="list-style-type: none"> <li>• Work with PM in determining the overall vendor evaluation and demonstration strategy that will be used</li> <li>• Work with PM in the development of vendor selection criteria and weights</li> <li>• Work with PM in defining the decision-making process</li> </ul>	<ul style="list-style-type: none"> <li>• Provide guidance to City in the development of an overall vendor evaluation and demonstration strategy</li> <li>• Provide examples of selection criteria and weightings to consider</li> <li>• Finalize the selection criteria and weights to use</li> <li>• Finalize the decision-making process of be used</li> </ul>	<ul style="list-style-type: none"> <li>• Vendor Evaluation and Demonstration Strategy</li> <li>• Vendor Selection Criteria</li> <li>• Vendor Decision-Making Process</li> </ul>	6	\$1,320
2. Develop Software Specifications	<ul style="list-style-type: none"> <li>• Work with PM in identifying expectations around the level of detail for the system specifications</li> <li>• Process owners to review the specifications</li> <li>• Project managers to determine the process for stakeholder specification review</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a base set of specifications using best practice specifications in combination with those gleaned in the interview sessions and distribute to City</li> </ul>	<ul style="list-style-type: none"> <li>• Draft System Specifications</li> </ul>	38	\$8,360
3. Conduct Cross-Functional Specification Review Sessions	<ul style="list-style-type: none"> <li>• Identify participants and coordinate scheduling in the cross-functional sessions</li> <li>• Participants to prepare for session by reviewing specifications</li> <li>• Participants to participate with PM to finalize base system specifications including appropriate prioritization</li> </ul>	<ul style="list-style-type: none"> <li>• Provide available time slots in which to schedule cross-functional sessions</li> <li>• Facilitate the cross-functional spec review sessions via web conference</li> </ul>	<ul style="list-style-type: none"> <li>• Final System Specifications</li> </ul>	38	\$8,360
4. Develop Request for Proposal (RFP) Document	<ul style="list-style-type: none"> <li>• Review and provide feedback on the base set of Minimal Terms &amp; Conditions</li> <li>• Provide other City boilerplate information to be included in the RFP</li> <li>• Review the other sections of the draft RFP provided by PM</li> <li>• Approve the final RFP document</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare draft RFP document and distribute to City for review</li> <li>• Update RFP document based on City feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Request for Proposal (RFP)</li> </ul>	40	\$8,800
5. Distribute Request for Proposal (RFP) Document	<ul style="list-style-type: none"> <li>• Distribute the RFP document as deemed appropriate (posting to City web site, mailing, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Work with City to create vendor list</li> </ul>	<ul style="list-style-type: none"> <li>• Vendor List</li> </ul>	2	\$440
6. Manage Vendor Q&A During Pre-Proposal Due Date Timeframe	<ul style="list-style-type: none"> <li>• Work with PM on developing appropriate RFP addenda</li> <li>• Post and/or distribute RFP addenda</li> <li>• Lead and facilitate vendor communications</li> </ul>	<ul style="list-style-type: none"> <li>• Assist City in developing any RFP addenda</li> </ul>	<ul style="list-style-type: none"> <li>• RFP Addendum</li> </ul>	6	\$1,320
7. Participate in Vendor Pre-Bid Meeting	<ul style="list-style-type: none"> <li>• Establish meeting date/time for pre-bid meeting</li> <li>• Facilitate pre-bid meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in planning and participate in the vendor pre-bid meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-Bid Agenda</li> </ul>	8	\$1,760
<b>Phase 2: ERP RFP Development Subtotal</b>				<b>138</b>	<b>\$30,360</b>

Roles and Responsibilities Matrix					
Activity	City Involvement	Plante Moran (PM) Involvement	Deliverable(s)	Hours	Fees
<b>Phase 3: ERP Solution Selection</b>					
1. Analyze Proposals and Select Semi-Finalists	<ul style="list-style-type: none"> <li>Facilitate bid opening</li> <li>Determine vendors that did not meet minimum criteria and distribute appropriate communications to them identifying the reason for rejecting their bid</li> <li>Distribute one hard-copy and one electronic copy of each bid response to PM</li> <li>Selection committee members to review the appropriate bid document sections</li> <li>Selection committee members to identify follow-up questions for each responding vendor and forward to PM</li> <li>Selection committee members to score each responding vendor based on Round 2 scoring criteria and forward to PM</li> <li>Selection committee members to attend vendor bid analysis meeting</li> <li>Determine if any clarification of vendor responses are required before short-listing can occur</li> <li>Selection committee members to conclude on remaining vendors</li> <li>Distribute follow-up questions to vendors</li> <li>Communicate results of bid analysis to rejected and remaining vendors</li> </ul>	<ul style="list-style-type: none"> <li>Review vendor responses</li> <li>Develop proposal analysis document including side-by-side comparison of vendor specification compliance, company background, implementation process, and one-time and on-going costs.</li> <li>Compile vendor questions from selection committee members</li> <li>Compile selection committee members scoring</li> <li>Facilitate bid analysis meeting</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive Proposal Analysis</li> <li>Vendor Follow-Up Questions</li> <li>Semi-Finalist Vendors</li> <li>Evaluation Tools</li> </ul>	72	\$15,840
2. Assist in Developing Vendor Demonstration Materials and Other Due Diligence Templates	<ul style="list-style-type: none"> <li>Develop vendor demonstration materials</li> <li>Work with PM on development of demonstration agendas</li> </ul>	<ul style="list-style-type: none"> <li>Provide sample demonstration agenda, scoring tools and other vendor communication materials and finalize with City</li> </ul>	<ul style="list-style-type: none"> <li>Logistics Document to send vendors</li> <li>Scoring Matrices</li> <li>Demonstration Agenda</li> </ul>	16	\$3,520

## ENTERPRISE RESOURCE PLANNING (ERP) CONSULTING SERVICES

<b>Roles and Responsibilities Matrix</b>					
<b>Activity</b>	<b>City Involvement</b>	<b>Plante Moran (PM) Involvement</b>	<b>Deliverable(s)</b>	<b>Hours</b>	<b>Fees</b>
3. Schedule and Conduct Vendor Demonstrations	<ul style="list-style-type: none"> <li>• Determine location and reserve for vendor demonstrations</li> <li>• Schedule vendor demonstrations with vendors</li> <li>• Distribute vendor demonstration agenda and materials to vendors</li> <li>• Communicate to staff time of vendor demonstrations</li> <li>• Provide scoring sheets to staff attending vendor demonstrations</li> <li>• Selection Committee members to attend all vendor demonstrations</li> <li>• City to tabulate and document vendor demonstration results including scoring and comments</li> </ul>	<ul style="list-style-type: none"> <li>• Attend initial vendor demonstration (assumed 4 days/vendor)</li> <li>• Perform debrief with City Project Steering Committee after each vendor demonstration</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitated Vendor Demonstrations</li> <li>• Compiled Vendor Demonstration Results</li> </ul>	40	\$8,800
4. Conduct Additional Due Diligence Activities	<ul style="list-style-type: none"> <li>• Prepare and distribute questions to remaining vendors</li> <li>• Review vendor responses to questions</li> <li>• Conduct reference checking against appropriate vendor sites</li> <li>• Conduct site visits against appropriate vendor sites</li> <li>• Conduct corporate visits to finalist vendor locations</li> <li>• Identify issues and perform due diligence adequate to allow for internal vendor decision</li> </ul>	<ul style="list-style-type: none"> <li>• Provide site visit and reference checking forms to City</li> <li>• Review responses to questions submitted to vendors</li> </ul>	<ul style="list-style-type: none"> <li>• Site Visit Template</li> <li>• Reference Checking Template</li> <li>• Vendor Response to Submitted Questions</li> </ul>	8	\$1,760
5. Assist in the Selection of a Preferred Vendor	<ul style="list-style-type: none"> <li>• Provide due diligence results to PM for review</li> <li>• Selection committee members to score vendors in their established area of scoring</li> <li>• Selection committee members to attend meeting(s) to discuss and conclude on selected vendor</li> <li>• Conclude on scope of software license and vendor services</li> <li>• Work with project team in identifying other costs to be considered and develop an overall project budget including one-time and on-going operational costs</li> <li>• Assist in presentation of recommendation to the City Council</li> </ul>	<ul style="list-style-type: none"> <li>• Review due diligence results conducted by selection committee members</li> <li>• Attend meetings with the selection committee members to discuss, score and conclude on a selected vendor</li> <li>• Prepare and present a synopsis of the selection process to support recommendation to City Council</li> </ul>	<ul style="list-style-type: none"> <li>• Recommended Vendor</li> <li>• Selection Process Synopsis</li> </ul>	20	\$4,400
<b>Phase 3: ERP Solution Selection Subtotal</b>				<b>156</b>	<b>\$34,320</b>

Roles and Responsibilities Matrix					
Activity	City Involvement	Plante Moran (PM) Involvement	Deliverable(s)	Hours	Fees
<b>Phase 4: Contract Negotiations / Statement of Work (SOW) Development</b>					
1. Support the City's Contract Negotiations including Developing the SOW	<ul style="list-style-type: none"> <li>• Assist in the development of the Statement of Work</li> <li>• Attend a meeting to discuss the contract negotiation strategy</li> <li>• Determine who from City needs to be involved in the contract negotiations</li> <li>• Identify the critical needs for inclusion in the contract</li> <li>• Conclude on the specific scope of software, hardware and services purchase from the vendor(s)</li> <li>• Determine particulars about the proposed vendor's solution that need to be considered in the negotiated contract (e.g., phasing)</li> <li>• Finalize vendor statement of work</li> <li>• Assist in negotiating the final contract</li> <li>• Present the final contract to the appropriate committees and to the Board for approval</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in development of the statement of work</li> <li>• Attend a meeting to discuss the contract negotiation strategy</li> <li>• Review finalist vendor's contract and propose recommended changes for City staff to negotiate</li> <li>• Discuss particulars about the proposed vendor's solution that need to be considered in the negotiated contract (e.g., phasing)</li> <li>• Assist City with negotiation strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Statement of Work</li> <li>• Negotiated Vendor Contracts</li> </ul>	76	\$16,720
<b>Phase 4: Contract Negotiations / Statement of Work (SOW) Development Subtotal</b>				<b>76</b>	<b>\$16,720</b>

<b>Roles and Responsibilities Matrix</b>					
<b>Activity</b>	<b>City Involvement</b>	<b>Plante Moran (PM) Involvement</b>	<b>Deliverable(s)</b>	<b>Hours</b>	<b>Fees</b>
<b>Phase 5: Implementation Management Assistance (Optional)</b>					
1. Project Initiation and Planning	<ul style="list-style-type: none"> <li>• Work with PM and the selected vendor in project initiation activities</li> <li>• Project leadership to participate in a project expectation alignment session</li> <li>• Project leadership to participate in a risk management session</li> <li>• Project leadership to review and approve tools to be used to manage the project</li> <li>• Establish collaboration environment for the implementation phase of the project</li> <li>• Review project management procedures that have been established</li> </ul>	<ul style="list-style-type: none"> <li>• Work with City and selected vendors in project start-up activities</li> <li>• Conduct a project expectation alignment session with City staff</li> <li>• Facilitate a risk management session with City staff and the selected vendor</li> <li>• Develop appropriate tools for managing the project</li> <li>• Work with City in establishing a collaboration environment for the implementation phase of the project</li> <li>• Participate in up-front analysis and consulting sessions conducted by the selected vendor</li> </ul>	<ul style="list-style-type: none"> <li>• Sample Deliverables Include: Project Risk Listing</li> <li>• Projected Project Cash Flow</li> <li>• Other Project Supporting Tools</li> <li>• Project Management Procedures</li> </ul>	TBD	TBD
2. Project Execution and Controlling	<ul style="list-style-type: none"> <li>• Participate in meetings</li> <li>• Monitor project risks</li> <li>• Team leads to manage their team activities</li> <li>• Update City management as to project progress</li> <li>• Other executing and controlling project activities</li> <li>• Monitor the overall project budget</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor project timeline progress as updated by the selected vendor</li> <li>• Work with team leads and steering committee members to stay on task</li> <li>• Manage the issues/actions item list</li> <li>• Monitor project risks</li> <li>• Facilitate project steering committee meetings</li> <li>• Facilitate project lead meetings</li> <li>• Review project change orders</li> <li>• Review project invoices</li> <li>• Review and comment on project deliverables</li> <li>• Monitor vendor compliance to the negotiated contract</li> <li>• Provide acceptance testing guidance</li> <li>• Review and comment on project progress</li> <li>• Facilitate resolution to project issues</li> <li>• Participate in ad-hoc meetings as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Invoice Reviews</li> <li>• Project Deliverables</li> <li>• Others</li> </ul>	TBD	TBD
3. Project Closing and Post-Implementation Support	<ul style="list-style-type: none"> <li>• Review and approve Project Close-Out Report</li> </ul>	<ul style="list-style-type: none"> <li>• Provide post implementation support assistance</li> <li>• Develop Project Close-Out Report</li> </ul>		TBD	TBD
<b>Phase 5: Implementation Management Assistance (Optional) Subtotal</b>				<b>TBD</b>	<b>TBD</b>



## 4 Appendix: Terms and Conditions

### ENGAGEMENT AGREEMENT

This agreement is made between Plante Moran, PLLC (P&M), 27400 Northwestern Highway, Southfield, Michigan 48034 and the City of Hollywood, FL ("Hollywood "), 2600 Hollywood Blvd. P.O. Box 229045, Hollywood, FL 33022-9045.

#### Scope of Services

This agreement and the accompanying Professional Services Agreement, which is hereby incorporated as part of this agreement is to confirm our understanding of the nature and limitations of the services Plante Moran, PLLC (PM) will provide and the terms of our engagement with Hollywood to provide these services.

This agreement also incorporates by reference the following sections of the Proposal to provide Enterprise Resource Planning (ERP) Consulting Services to the City of Hollywood, FL dated December 9, 2015:

- Detailed Proposal and Approach
- Cost Proposal

#### Fees and Payment Terms

As you probably realize, our primary cost is salaries that are paid currently. Accordingly, our invoices, which will be rendered as services are provided are due when received. In the event an invoice is not paid timely, a late charge in the amount of 1.25 percent per month will be added, beginning 30 days after the date of the invoice.



**Agreed and Accepted**

We accept this Agreement and proposal which set forth the entire agreement between the City of Hollywood, FL and Plante Moran, PLLC with respect to the services specified in the "Description of Scope and Methodology". The terms and conditions for this Agreement will be piggybacking upon and include the attached terms and conditions negotiated between Plante Moran, PLLC and the City of Columbia, MO for similar ERP services performed as applicable to this proposal. This Agreement may be amended by written agreement between Plante Moran, PLLC and the City of Hollywood, FL.

Plante Moran, PLLC

E. Scott Eiler

\_\_\_\_\_  
Partner

\_\_\_\_\_  
Date

City of Hollywood, FL

\_\_\_\_\_  
Mr. Raheem Seecharan  
Information Technology Director

\_\_\_\_\_  
Date

14<sup>th</sup>

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