APRIL 16, 2024

Count on us.

CITY OF SUPERIOR, WI

ERP Software Selection Advisory Services Proposal

plante moran | Audit. Tax. Consulting. Wealth Management. | 100 years

Plante & Moran, PLLC
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plantemoran.com

April 16, 2024

Mr. Nicholas Rhinehart
Finance Director
1316 North 14th Street, 2nd floor
Superior, WI 54880

Dear Nicholas,

Thank you for the opportunity to submit our proposal for Enterprise Resource Planning (ERP) software selection advisory services to the City of Superior ("The City.") We understand the City is looking for an experienced partner to support the selection and implementation of an updated ERP solution. **As one of the largest national consulting and accounting firms, with more than 1,500 public sector clients,** our team of public sector ERP experts at Plante Moran will assess your current environment and processes and work with you to develop a strategy that fits your current and future needs. This, along with the factors listed below, describe why Plante Moran is the ideal partner for the City.

- **Vendor independence.** We are completely independent from all public sector ERP software providers. Our recommendations are designed to **best meet the needs of the City**.

- **Industry-leading ERP vendor solution knowledge.** We have significant experience working with clients who have **assessed and/or replaced NaviLine**, and/or selected solutions that will likely be considered by the City, such as **BS&A, Tyler Munis, Workday, Infor, SAP, Oracle Fusion or NetSuite, and others.** Through our Vendor Liaison Program, we maintain ongoing dialogue with the major ERP software and integrator vendors to understand their latest product and service offerings.

- **An experienced team that works with our Wisconsin and City clients on ERP projects.** Our proposed team has achieved success for clients like the City on many similar projects within the past five years including **City of Wauwatosa WI, Milwaukee Metropolitan Sewerage District, Milwaukee County WI, Ramsey County MN, County of Anoka MN, County of Scott MN, City of Pflugerville TX, City of Bend OR City of O'Fallon MO, City of Georgetown TX, City of Johns Creek GA, and more.**

- **Our "one-firm" firm philosophy.** This philosophy is a **unifying structure that prioritizes client service over maximizing profits**, allowing you to receive the expertise you need regardless of location. Our project team can bring all necessary resources to the City's ERP project, including but not limited to finance, human resource, and other government process and policy review, chart of accounts redesign, cloud readiness, data analytics design, cybersecurity, data conversion strategy, change management, implementation project and program management, and more.

- **Proven Methodology and Approach**. Plante Moran has developed **a proven methodology and approach based on over 40 years of ERP experience with our public sector clients.** We bring a large depth and range of experience in facilitating current state assessments for our clients allowing them to successfully optimize core business processes and realize the benefits of system integration.

- **A Strong Project Team with Project Management and ERP Expertise.** Our Plante Moran project team members are selected for their **significant experience in the needs assessment, selection, and implementation of municipal ERP systems** as well as their expertise in related public sector operations. Our proposed Project Team staff have worked closely with numerous clients on similar projects at selecting a suitable ERP replacement, which we are assisting them in implementing today.
- **Full Software Lifecycle Involvement.** We have significant experience in leading clients through the complete transition to a new software environment **including business process transformation, feasibility studies, software selection, contract negotiations, implementation planning and management assistance**. We have recently and successfully assisted clients in negotiating strong contracts with all software vendors that you will likely be considering. We have been able to save our clients significant costs and include important protections in the contract.

I certify that all material, supervision, and personnel will be provided as proposed, at no additional cost to the proposal price. If you have any questions concerning this proposal or need to contact any of the project team members, please call me at 248-223-3799 or email me at mark.warner@plantemoran.com.

Sincerely,
Plante & Moran, PLLC

Mark Warner
Engagement Partner

plante
moran

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Firm Overview

RFP question responses

4.1 **State the name, address, and a company profile, including size, qualifications, technical capabilities, etc.**

Corporate office

Through our "one-firm" firm philosophy, we are able to seamlessly serve clients with a depth of expertise from any combination of our 23 office locations. However, our primary business address is:

3000 Town Center, Suite 100
Southfield, MI 48075
Phone: 248-352-2500
Website: plantemoran.com

Firm overview

We are the 15th largest certified public accounting and management consulting firm in the nation. We specialize in financial, human capital, operations, strategic planning, and technology services.

Fast facts

1924	3,800+	360+	24	50	100+	45+	25+
Year founded	Staff	Partners	Offices worldwide	States with clients	Countries with clients	Services available	Industries served

A better approach to client service, 100 years in the making.

Plante Moran's founders had a vision:

"to create a people firm disguised as an accounting firm."

Now, 100 years later, we're fully invested in taking that legacy into the future with our clients. When you work with our team, you can count on us to deliver.

Learn about our story at plantemoran.com/count-on-us

Public sector expertise

Successfully managing the life cycle of enterprise technology systems is crucial to the essential role you play in the communities you serve. And while customer demands are increasing — for enhanced quality, efficiency, transparency, and accountability — so too is the sophistication of your enterprise systems.

Our IT consultants bring years of experience serving public sector clients like you.

Working side by side with your team, we'll uncover the nuances of your technology vision and operations, goals, and specific functional requirements. Then, we'll review your processes and recommend changes to align with best practices and avoid costly customizations and workarounds.

What our practice looks like

Our dedicated public sector team specializes in serving municipalities, as well as other public sector entities of all sizes and complexities. With expertise in your sector, we're well-positioned to exceed expectations.

500+ Public sector clients we've performed enterprise system selections and implementations

75+ Years serving government entities

Broad experience serving public sector and governmental clients, by the numbers

1,700+ Public sector clients served

250+ Professionals who specialize in government, including 25 partners

Firm service capabilities

Whether you need a single, specific function or comprehensive service, we have the knowledge, experience, and resources to meet your goals.

Assurance & Tax

- Financial statement audit, review, & compilation
- Employee benefit plan audit
- International audit
- SEC surprise audit
- Single audit
- Tax planning and preparation
  * These services are provided by affiliates of Plante Moran.

Consulting

- Commercial real estate advisory*
- Cost & margin intelligence
- Cybersecurity
- Data analytics
- Employee benefits consulting
- ERP consulting
- ESG strategy & reporting
- Finance & accounting solutions
- Forensic accounting
- Group benefits & brokerage services*

- International services
- Investment banking*
- Real estate investment advisory*
- Restructuring & transformation
- Risk management
- Strategy
- Supply chain & operations
- Talent
- Technology consulting
- Transaction advisory services
- Valuation services

ERP organization capabilities

As one of the largest consulting and accounting firms nationally, we have extensive experience in serving the public sector; our book of over 200 clients have established Plante Moran as a leader in the public sector industry. Additionally, Plante Moran's proposed project team brings to this engagement extensive knowledge and experience gained in working with local municipalities, counties, States, agencies and authorities in conducting ERP needs assessments, system selections and implementation of ERP solutions. The enterprise resource planning (ERP) system specialists on your Plante Moran technology consulting team are independent, unbiased advisors who assess your situation and develop a plan that fits your unique situation. Our ERP team can help you select and implement ERP systems that unite strategies, people, and processes.

The Plante Moran Difference: One Stop Shop for ERP Implementation Success

We pride ourselves on our ability provide a one stop shop for governmental ERP resource service needs to include:

- Knowledge of ERP systems
- Deep bench of accounting, human resource, utility billing, and government process experts
- Cybersecurity team on call to provide updated guidance
- Infrastructure experts to advise on cloud readiness
- Risk and Controls team to ensure appropriate segregation of duties
- Contract negotiations and implementation experience

Process overview

ERP Assessment/ Readiness → ERP Selection → ERP Implementation → Post Implementation Assessment → ERP Optimization
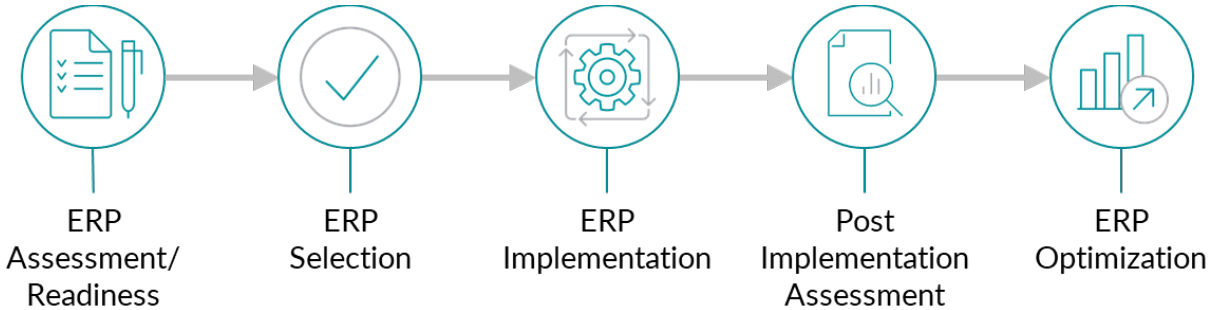
Assessment and readiness

When conducting an assessment, our ERP specialists inventory your technology, people, process needs and objectives. This analysis enables us to determine where you are getting the most out of your current system and what gaps exist. Based on this assessment, our team will help you build a case of improvement alternatives available to satisfy your needs in the short and long term.

Selection

The independence of our ERP specialists is invaluable in cutting through the noise of vendors vying for your business. Our technology consultants are experienced in developing RFP's that reflects our client's needs, as well as incorporating the scale of solution (tier I vs II) sought and

deployment methods (on premise vs cloud) that are viable. Our team will then review the completed proposals to measure how well they align with your requirements. Our independence and experience also enable us to evaluate and negotiate contracts without bias to reduce your cost and risk.

Implementation

Whether you are implementing a new system or upgrading your current system, our ERP implementation specialists can help you through each phase of the process. Our team brings deep application software and infrastructure expertise to every implementation. They use a project management methodology that systematically defines the scope of the project and the roles of everyone involved along with a timeline and checkpoints to ensure the implementation is completed on time and within budget.

Post implementation assessment

ERP providers are continually upgrading their systems and delivery methods. You can collaborate with our ERP system specialists to make sure that your solution is providing the highest level of reliability and cost savings.

Optimization

As ERP systems introduce more and more improvements, they demand more and more from your IT infrastructure. Our ERP solutions team can examine the full range of your IT architecture and make recommendations if upgrades are needed.

Change management execution assistance

All the ERP projects we are involved with include some element of formal or informal change management activities. These activities are more critical with those clients who are migrating from technologies and processes that date back several years or have an organizational culture that is more resistant to change. For a recent client, we started on an ERP selection and implementation project in which the client had embedded technologies and business processes that had been around for a number of years. Overall concern was expressed about the acceptance of a new ERP system and what significant changes that were going to entail particularly around the roles and responsibilities of many of the staff members involved in working with the system.

> The three pillars of process, people, and technology must always be aligned. Plante Moran's experience shows that people and process have far greater impacts on influencing outcomes than reliance on technology alone.

Our change management assistance services help drive success and minimize risks associated with change by designing a program to enable your organization to successfully lead change with support and knowledge provided by Plante Moran. We help drive adoption of the change by executing a customized management plan to align with your project goals. We work together and often through regular check-ins with your team to ensure planned tasks are performed on time, providing best practices when necessary. In addition, we work closely with the project team to

ensure timing, alignment, and consistent messaging. During the selection phase of the project, we worked closely with their Readiness team that had responsibilities for Communications, Change Management and Training to strategize on ways in which to facilitate the client's transition to a new ERP environment. A number of methods were used to include the following:

- Educational outreach was provided through the establishment of a Microsoft Office SharePoint site that had an internal focus to client staff involved on the project as well as an external focus to all client staff who would be affected by the new system. The externally focused site allowed any staff person to obtain information about the project that included a glossary of terms, presentations regarding the project, frequently asked questions, project timelines and other pertinent information on the project.

- Project teams consisted of both process owners and process end-users from the client departments such that they would take ownership of the new system and the new processes.

- A Project Risk Assessment was conducted to identify project risks and mitigation strategies that included a number centered on communications and change management.

- During the implementation phase of the project, the selected ERP vendor provided a change management resource to work with the client's Project Management Office (PMO) and Readiness Team to facilitate additional change management and communications activities. The Readiness Team included a Readiness Coordinator and staff to work with the Readiness Coordinator and Coaches that existed within each of the departments. These Readiness Coaches were assigned specific project responsibilities that also included being the "eyes and ears" within the department and acting as a conduit of information between the project and the departments.

Business process improvement services

We're committed to improving the efficiency and effectiveness of the public sector. For nearly forty years, we have provided state and local governments with project management, business analysis, and business process improvement services. Business process and change management services can support the implementation of a new strategic set of goals and objectives. Process change initiatives are critical to transition an organization, and the people, to a new future state. Our business process optimization involves the redesign or validation of existing business processes to:

✓ **Align with organizational goals**

✓ **Improve productivity**

✓ **Effectively leverage the functionality of available technology**

Using a Lean Six Sigma approach to support an ERP implementation can lead to overall success and user acceptance across the organization. The resulting improvements using this approach will result in increased productivity, efficiency, and service delivery to strengthen accountability and help to mitigate risk. Using the lean approach throughout the project can:

- Provide an understanding of the ERP environment, including how other systems used by the City could be replaced or integrated within the overall system.
- Start the change management process early and provide tools to continue the change and communication process throughout the project.
- Define key business process outcomes early and allow for the City to design an overall business model to operate within.
- Assist in defining role-based security and workflow processes through the definition of future roles and responsibilities.
- Identify variances within a process that must be addressed in the solution.
- Support configuration of the software and provide thorough knowledge transfer.
- Provide business process documentation that can be used to configure rules, security and workflow set-up, testing, change communication, user documentation, and training.

The key is to incorporate Lean Six Sigma throughout the phases of the ERP project and to leverage the deliverables as tools to communicate and facilitate the evolution to the new business environment. Additionally, we're able to conduct business process workshops to:

- Facilitate and document key business processes and recommending process improvement.
- Document issues and opportunities with the existing processes in the issues and opportunities matrix.
- Document the gap analysis between the current and future business processes in the needs assessment document.

Analytics services

When it comes to analytics and business intelligence, data is only one piece of a complicated puzzle. We go beyond the numbers to take a holistic view of your organization, drawing on the collective power of our firm to assemble the best team for your specific analytics needs. We offer numerous services to assist with your analytic needs including advisory, operations, data management and governance, business intelligence, data analytics, and performance analytics. See below for additional information on the services we provide under these areas:

Analytics advisory

- Strategy and roadmap
- Analytics assessment
- Solution architecture
- Software selection and implementation
- Project and change management

Analytics operations

- Technical and end-user training
- Support and maintenance
- Software optimization
- Upgrades
- Renewals

Data management

- System integration
- Data migration/conversion
- Data warehouses and repositories
- Master data management

Data governance

- Data quality
- Metadata management
- Data catalogs
- Business glossaries

Business intelligence

- Data discovery and visualization
- Report development
- Reporting services transformation
- KPI dashboards and benchmarking

Data analytics

- Advanced analytics
- Data science
- Industry-specific solutions

Performance analytics

- Industry-specific accelerators
- Integrated business planning and forecasting
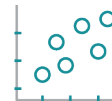- Financial and operational decision support modeling

Project Team

4.2 **Include a list of the key personnel assigned to this project. Provide a summary of the project team, field staff, and their capabilities and experience. Describe the applicable skills and accomplishments of the project manager including experience negotiating ERP contracts, knowledge of Governmental Accounting Standards and knowledge of Wisconsin laws and practices. Describe project methodology experience and any applicable certifications. Describe how project management, coordination and communications with the City will be accomplished. Indicate what resources are available if additional support is requested. Also note their ability to meet the project workload within the timelines established.**

Plante Moran project team

We have identified the following staff who will be assigned to this project as part of the core project team that will be supplemented by additional staff with specific subject matter expertise. Our staffing approach is designed to assign personnel to areas of the project where their expertise is required. Many of the proposed team members have worked together on previous projects. Specifically, our project-staffing plan is carefully tailored to assure that project team members are assigned tasks closely aligned to their experience and capabilities. The table below identifies the key staff that will be assigned to the project in which Key Staff is defined as those individuals having a lead role in certain areas of the project. Additional staff from Plante Moran will be leveraged on the project as well.

Plante Moran will deliver all services for all engagement phases remotely, with the exception of project kick-off and executive stakeholder interviews, unless specified and mutually agreed upon in the project plan and detailed schedule. The City can request on-site activities. All on-site work activity will be confirmed at least two weeks prior to the agreed upon travel date. All on-site work will occur between Monday and Thursday unless an alternative working schedule is mutually agreed. This team will be available to perform the scope of work outlined in this proposal within the timeframe and assumptions provided in Section 4.4.

Team member	Project role
Mark Warner **Partner**	**Engagement Partner** Mark will have overall responsibility for all project resources ensuring that all Plante Moran services are completed within schedule and budget. His focus will be on the City's satisfaction with the work of our consulting team. My primary goal is to make sure we are applying the right resources of the firm to look out for your interests proactively, respond to your questions promptly, meet all deadlines, ensure no surprises, and value your time.
Natalie Schwarz **Principal**	**Project Director** Natalie will oversee all members of the team, ensuring that each person receives the preparation materials and instruction necessary to fulfill the City's needs. Natalie will meet with City leadership to understand desired outcomes, as well as discuss project progress. Natalie will also share expertise from numerous other WI ERP projects.

Team member	Project role
Dave Kragenbrink Manager	**Project Manager / Technical Lead** Dave is a WI resident and worked in the WI government industry for many years before coming to Plante Moran. He will work with numerous team members within the firm to bring knowledge of Governmental Accounting standards and WI laws and practices to the project. Dave will collaborate with the City's Manager to facilitate execution of the project workplan and schedule, while managing the Plante Moran project team. This includes facilitation of interviews, preparation and review of project deliverables, and ensuring schedule compliance. Dave will also support the technical aspects of the project through all phases. He will directly work the City's technical team and advise on matters related to cyber security, system access, system performance and system stabilization.
Mike Grossman Manager	**Financials Expert** Mike G. will assist with project activities, including conducting interviews and creating deliverables to focus on Finance and Procurement.
Mike Blickhahn Senior Manager	**HR/Payroll Expert** Mike B. will assist with project activities, including conducting interviews and creating deliverables to focus on HCM, Payroll and Time & Labor.
Kris Morton Senior Consultant	**Project Consultant** Kris will assist with all phases of the project including needs assessment, RFP development and system selection. She has experience in developing ROI and TCO, requirements validation, and system selections for government entities.

Mark Warner

Partner, Management Consulting

Summary of experience

Marks spends all of his time working with public sector clients, with a significant majority of them state and local government organizations. His clients appreciate his no-nonsense approach, which helps them meet deadlines while staying current on operational best practices and industry insights throughout the year. Mark has over 20 years of experience in financial accounting, process improvement, pre-packaged ERP system selection and implementation, and project management experience.

Selected key clients

- Calhoun County, MI
- Gwinnett County, GA
- Ingham County, MI
- Kent County, MI
- Lake County, IL
- Macomb County, MI
- Midland County, MI
- Muskegon County, MI
- Oakland County, MI
- St. Louis County, MO
- Livingston County, MI
- Coldwater Board of Public Utilities, MI
- Community Shelter Board, Columbus, OH
- Cuyahoga County Public Library
- Great Lakes Water Authority

- City of Asheville, NC
- City of Cleveland, OH
- City of Delaware, OH
- City of Farmington Hills, MI
- City of Grand Rapids, MI
- City of Greeley, CO
- City of Greenville, NC
- City of Hamtramck, MI
- City of Lapeer, MI
- City of Monroe, MI
- City of Livonia, MI
- City of New Orleans, LA
- City of Roswell, GA
- City of St. Joseph, MO
- City of Wayne, MI
- Huron Clinton Metropolitan Authority, MI
- Southeast Michigan Council of Governments

Education

Bachelor of Arts in accounting

Hillsdale College

Professional training and affiliations

Government Finance Officers Association Government Finance Officers Association

Michigan Government Finance Officers Association – Board of Directors (2018-2020) and Technology Resource Committee

Ohio GFOA

Michigan Government Information Management Sciences (MiGMIS)

Colorado GFOA

Selected presentations and articles

Emerging Technologies: CGFOA (2020)

MGFOA Virtual Fall Institute 9/28/2020 – Chair of the Conference Committee

Need to stretch your budget? Try robotic process automation (2020)

Software replacement plans canceled? Optimize your existing enterprise system (2020)

CGFOA Replace or Optimize your Government ERP (2022)

Natalie Schwarz, PMP

Principal, Management Consulting

Summary of experience

Natalie is a certified Project Management Professional (PMP) with over 13 years of professional service experience consulting and implementing systems for a wide range of clients and industries nation-wide. Natalie has been leading our Chicago and national practice for over seven years in the information technology management consulting government group. She specializes in assisting public sector entities assess, plan for, select, and implement enabling technologies within the public sector. Her areas of expertise include business process optimization specifically within financial process areas, large-scale project management, and software needs assessments, selections, and implementations. She has experience in developing software needs assessments, identifying current state gaps and best-fit solutions, software requirements, business process reviews, and has successfully guided dozens of clients through development of RFPs, solution selection, vendor contract negotiations, and implementations initiatives. Prior to Plante Moran, Natalie worked for a big four accounting firm focusing on practice and process development as well as large-scale project management for software implementations. Since coming to Plante Moran, Natalie has focused on servicing governmental clients only and is a member of the national and local Government Finance Officers Association (GFOA). Natalie's clients have included a wide range of local municipalities, counties, and special authorities.

Selected key clients

- City of Plymouth, MN
- Village of Glencoe, IL
- City of St. Charles, IL
- City of Lake Forest, IL
- City of Peoria, IL
- Milwaukee County, WI
- Milwaukee County Parks/Zoo
- Scott County, MN
- Ramsey County, MN
- City of Wauwatosa, WI
- St. Louis County, MO
- Boone County, MO
- City of O'Fallon, MO
- City of Kirkwood, MO
- Three Rivers Parks, MN
- City of Philadelphia, PA
- Gwinnett County, GA
- Nassau County, NY
- Centre County, PA
- Town of Little Elm, TX
- City of Pflugerville, TX
- City of Georgetown, TX
- Montgomery County, TX
- Jefferson County, CO
- Town of Cary Parks, NC
- Town of Natick, MA
- City of Santa Monica, CA
- Solid Waste Authority of Central Ohio
- Baton Rouge Parks Commission
- Milwaukee Metropolitan Sewage District
- North Texas Metropolitan Water District

Education

Bachelor of Finance in accountancy

Illinois State University

Professional certifications and affiliations

Certified Project Management Professional (PMP)

Member of Project Management Institute (PMI)

Member of Illinois Government Finance Officers Association (IGFOA)

Member of Government Finance Officers Association (GFOA)

David S. Kragenbrink

Manager, Management Consulting

Summary of experience

High performing versatile executive with 3 decades of IT leadership experience. Skilled motivator of teams and team building in all aspects of information technology. Master innovator of business processes and process efficiencies. Expert strategist, excelling in transforming plans into executable deliverables while meeting or exceeding deliverable goals and benchmarks. Industry recognized as a Technology Evangelist with in-depth understanding of emerging technologies and how they can be integrated into existing solutions with a minimum of disruption while allowing for maximizing the ROI and customer satisfaction for both internal and external customers. Extensive management of ERP Implementation projects covering both financial and human resources business applications. Extensive management of integration solutions across all business lines. Experience with redesign of internet presence to allow for online revenue stream creation and full featured communication path to external customers. Experience implementing Business Intelligence solutions including data warehousing, reporting, dashboarding and analytics. Establishment of a holistic agile project management strategy for internal application development. Implemented a real-time in-house customer issue tracking and resolution portal for transparency and communication efficiencies. Implementation of a SharePoint Enterprise Content Management (ECM) solution, increasing efficiencies and effective retention policies

Selected key clients

- City of Cape Coral, FL
- Town of Cary, NC
- Solid Waste Authority of Central Ohio
- Eastern Municipal Water District, CA
- Village of Arlington Heights, IL
- Seminole County, FL
- Prisma Healthcare
- Contra Costa Water District, CA
- City of Concord, CA
- City of Rock Island, IL
- City of Boston, MA
- Las Vegas Convention and Visitors Authority, NV
- Michigan Legislative Services Bureau, MI
- City of Livonia, MI
- Hospitality Training Institute of Michigan
- Marin County, CA

Education

Bachelor's degree in administrative management

UW-Oshkosh, Oshkosh, WI

Bachelor of Business Administration in administrative management with emphasis in management information systems

UW-Oshkosh, Oshkosh, WI

Professional training and affiliations

Presenter on Justifying Change at Ascend 17 (EPiServer world conference)

Presenter on Customer Journey at Ascend 16 (EPiServer world conference)

Presenter on User Experience at Ascend 15 (EPiServer world conference)

Presenter on Enterprise Web UX Strategies (Wisconsin Digital Summit/ Wisconsin Tech Symposium)

Presenter/Teacher of Social Media Strategies (for Waukesha County, City of Waukesha and Local Businesses)

Regular speaker at the Wisconsin Digital Summit (yearly event) – UX, Team Building, Mobile Strategies, Web Development

Regular speaker at the SE Wisconsin Technology Symposium (yearly event)

Guest Speaker WCTC Social Media Symposium

Presenter UX for Internal Development – NOREX

Mike Grossman

Manager
Management Consulting

Summary of experience

Mike has over seven years of experience in Plante Moran's IT consulting practice. He has worked on a variety of projects, including enterprise software assessments, software selections, software implementations, IT assessments, and IT strategic plans.

Project experience includes interviewing users, business process mapping, documenting functional requirements, and identifying gaps and opportunities for improvement in the current solution and business processes. He has created total cost of ownership estimates based on the client's size and scope of the project, led RFP development, led proposal analysis of the vendors' RFP responses, facilitated vendor demonstrations, and coordinated contract and statement of work negotiations between clients and vendors.

Mike's experience in implementation projects includes participating in the project management office (PMO) by monitoring issues and risks, creating status updates, creating project plans, and supporting testing and training. This includes activities such as identifying and prioritizing test scenarios, creating UAT test scripts, monitoring the outcome of tests, and developing end-user training materials.

Education

Bachelor of Science in business administration, information systems and finance specializations

The Ohio State University

Selected key clients

- Charlotte County Clerk of the Courts, FL
- County of Anoka, MN
- City of Fort Walton Beach, FL
- City of Kalamazoo, MI
- City of Georgetown, TX
- City of Kirkwood, MO
- American Health Information Management Association, Chicago IL
- City of Santa Maria, CA
- County of Kent, MI
- County of Monterey, CA
- State of Wyoming
- Regional Transportation Authority, Chicago IL
- City of O'Fallon, MO

- City of San Mateo, CA
- City of Roswell, GA
- City of Sunnyvale, CA
- Las Vegas Visitors and Convention Authority
- County of Ramsey, MN
- Maricopa Association of Governments, AZ
- Anoka County, MN
- Toho Water Authority, FL
- County of Boone, MO
- County of Yakima, WA
- Golden Gate Bridge Highway and Transportation District
- Pennsylvania General Assembly

Mike Blickhahn

Senior Manager, Service Line Lead for Human Resources, Payroll & Timekeeping
Management Consulting

Summary of experience

Mike has over 25 years' experience leading various human resource and payroll operational functions in healthcare, government, and retail pharmacy. Mike has human resources leadership and operational experience at employers ranging from 500 to 200,000 employees. Mike has significant experience in employee compensation, benefits, and the administration of human resource systems. Including several years at a fortune fifty company overseeing all aspects of human resources for mergers, acquisitions and divestitures. Mike has led human resource teams through systems assessments at all levels, including overseeing the selection, data conversion and training programs needed for new HRIS and Payroll/Timekeeping systems. Mike is well versed in the design of post implementation human resource processes and team structures, including the change management techniques to ensure user acceptance. Mike has extensive management experience and operational knowledge of all areas of Human Resources including: HRIS and Payroll and Timekeeping administration, Compensation and Benefits Plan Design and Administration, Talent Acquisition, Employee Onboarding, Human Resources and Policies and Procedures. Mike began his career as a Benefits and Compensation analyst and has several years' experience overseeing benefits plans, pay practices, timekeeping administration and related policy and processes. Including operational and leadership efforts in due diligence, human resource system data conversion and integration, all aspects of post transaction organizational design, and leading related staff onboarding and training initiatives.

Selected key clients

- Milwaukee County, WI
- Jefferson County, CO
- Kent County, MI
- City of Baton Rouge, LA
- Baton Rouge Recreational Authority, LA
- Miami Dade County, FL
- Great Lakes Water Authority, MI
- Gwinnett County, GA
- Cape Coral, Fl
- Hampton Roads Transit, VA
- City of St. Louis, MO
- Broward County, FL
- West Palm Beach, FL
- Elk Grove Village, IL
- Southwest Ohio Waste Management Authority, OH
- Shelby County, TN
- City of Pflugerville, TX
- Town of Little Elm, TX
- Cuyahoga County Public Library, OH

Education

Bachelor of Science, University of Illinois

Professional training & affiliations

Society for Human Resource Management (SHRM)

International Public Management Association (IPMA)

Kris Morton

Senior Consultant
Management Consulting

Summary of experience

Kris has eight years of experience leading software implementations in both the private and public sectors. She has experience as a software trainer, implementation consultant, and in software support. She has also worked extensively with data conversions, testing, and validations. Kris has worked extensively with financial management, utility billing, asset management, and work orders in addition to custom reporting solutions. She has hands-on experience leading local governments and special districts through software conversions and working to streamline the process and improve functionality for staff and citizens.

Selected key clients

- Lee County Tax Collector's Office, FL
- County of Centre, PA
- City of Doral, FL
- City of Panama City Beach, FL
- City of West Palm Beach, FL
- County of Seminole, FL
- County of St. Lucie, FL
- County of St. Johns, FL
- County of Shelby, TN
- County of Guilford, NC
- Eastern Municipal Water District, CA
- City of Kalamazoo, MI
- State of Vermont

Education

Master of Education
University of Michigan
Bachelor of Arts in Criminal Justice
Michigan State University

Experience

4.3 Provide examples of related experience performed by the firm during the previous five (5) years (projects with services similar to those outlined in the Section 5, General Scope of Services). Include information on the size of projects, time duration of projects, municipality, ERP software systems implemented, and current contact information for each example. The firm and key personnel must have no less than five (5) years actual business experience in the services to be provided.

A sample of our national consulting experience

Plante Moran has completed over 150 ERP evaluation/selection projects in the public sector, most of which were with municipalities. The following table provides a **partial listing** of governmental clients for which we have provided ERP consulting services **over the last five years**.

Client name	State	Project title	Needs assessment	RFP Development	Solution selection	Contract negotiations	Implementation assistance
Anoka County	MN	Financial system assessment, business process improvement, system selection	✓	✓	✓	✓	✓
Baton Rouge Parks and Recreation East Commission (BREC)	LA	ERP Consulting Services	✓	✓	✓	✓	
Boone County	MO	ERP Consulting Services	✓	✓	✓	✓	
Borough of State College	PA	GIS Assessment and Strategy	✓				
Cheyenne's Board of Public Utilities	WY	ERP Consulting Services	✓	✓	✓	✓	✓
City of Baton Rouge	LA	ERP Consulting Services	✓	✓	✓	✓	✓
City of Bend	OR	Community Development Consulting Services					✓
City of Centerville	OH	ERP Consulting Services	✓	✓	✓	✓	
City of Charlotte	NC	ERP Consulting Services	✓	✓	✓	✓	
City of DeLand	FL	ERP Consulting Services	✓	✓	✓	✓	
City of Delaware	OH	ERP Consulting Services	✓	✓	✓	✓	
City of Fernandina Beach	FL	ERP Consulting Services					✓
City of Georgetown	TX	ERP Consulting Services	✓	✓	✓	✓	
City of Wauwatosa	WI	ERP Replacement Project	✓	✓	✓	✓	✓
City of Greeley	CO	CIS Consulting Services	✓	✓	✓	✓	
City of Independence	MO	CIS Consulting Services	✓	✓	✓	✓	✓
City of Kirkwood	MO	ERP Consulting Services	✓	✓	✓		

Client name	State	Project title	Needs assessment	RFP Development	Solution selection	Contract negotiations	Implementation assistance
City of Longview	TX	ERP Consulting Services	✓	✓	✓	✓	
City of Miami	FL	ERP Consulting Services	✓				
City of Milford	DE	ERP Consulting Services	✓	✓	✓	✓	
City of North Miami Beach	FL	ERP Consulting Services	✓	✓	✓	✓	✓
City of O'Fallon	MO	ERP Consulting Services	✓	✓	✓	✓	✓
City of Paducah	KY	EnerGov Implementation Assistance					✓
City of Palo Alto	CA	CIS Consulting Services	✓	✓	✓	✓	
City of Palo Alto	CA	ERP Consulting Services	✓	✓	✓	✓	
City of Panama City Beach	FL	ERP Consulting Services	✓	✓	✓	✓	
City of Peoria	IL	Tyler Implementation Management Assistance					✓
City of Pinellas Park	FL	ERP Consulting Services	✓	✓	✓	✓	✓
City of Santa Barbara	CA	Website Replacement Project Management Services		✓	✓	✓	
City of Santa Monica	CA	Recreation Management System (RMS) Assessment	✓				
City of Solon	OH	ERP Consulting Services	✓	✓		✓	
City of St. Louis	MO	ERP Consulting Services	✓	✓	✓	✓	
City of Sunnyvale	CA	ERP Implementation Management Assistance					✓
City of Sunnyvale	CA	Permitting System Consulting Services	✓	✓	✓	✓	
City of West Palm Beach	FL	Oracle Optimization Study					
Clark County Public Transit	WA	ERP Consulting Services	✓	✓	✓		
Columbus Regional Airport Authority (CRAA)	OH	ERP Assessment Services	✓				
DuPage County	IL	Tax System Consulting Services	✓	✓			
Eastern Municipal Water District	CA	CIS Project Quality Assurance & Oversight					✓
Gulf Coast Water Authority	TX	Financial and Capital Consulting Services	✓				
Horry County	SC	CAMA Consulting Services	✓	✓	✓		
Jefferson County	CO	ERP Consulting Services	✓				
Kent County	MI	ERP Consulting Services					✓
King County Library System	WA	ADP Optimization Study	✓				

Client name	State	Project title	Needs assessment	RFP Development	Solution selection	Contract negotiations	Implementation assistance
Las Vegas Convention and Visitor's Authority (LVCVA)	NV	Venue Management System Selection	✓	✓	✓		
Las Vegas Convention and Visitor's Authority (LVCVA)	NV	ERP Consulting Services				✓	
Lee County Tax Collector	FL	ERP Assessment and RFP Development	✓	✓			
Maricopa Association of Governments	AZ	Business Process & ERP Advisory Services	✓	✓	✓	✓	
Miami-Dade County	FL	ERP Consulting Services		✓	✓	✓	
Milwaukee County	WI	ERP Consulting Services	✓	✓	✓	✓	✓
Montgomery County	TX	Financial System Consulting Services	✓	✓	✓	✓	✓
San Mateo County Transit	CA	EAM System Selection	✓	✓	✓	✓	
Santa Cruz Metropolitan Transit District	CA	ERP Assessment and Selection	✓	✓	✓	✓	
Santa Margarita Water District	CA	Technology Enterprise Replacement Program – Including ERP, CIS, GIS	✓	✓	✓	✓	✓
Solid Waste Authority of Palm Beach County	FL	ERP Consulting Services	✓				
Southeast Michigan Council of Governments (SEMCOG)	MI	ERP Consulting Services		✓	✓	✓	✓
St. Tammany Parish	LA	ERP Consulting Services					✓
State of Nebraska, DOT	NE	ERP Selection Support Services		✓			
State of Nevada	NV	COA, DOT implementation Support					✓
State of Wyoming	WY	Chart of Accounts Redesign	✓		✓	✓	✓
Toho Water Authority	FL	Customer Service Automation	✓	✓	✓		
Town of Natick	MA	EDMS/ERP Assessment	✓				
Town of Pembroke Park	FL	ERP Consulting Services	✓	✓			
Valley Metro	AZ	ERP Consulting Services	✓	✓	✓	✓	✓
Village of Elk Grove	IL	Utility Billing Consulting Services	✓	✓	✓	✓	✓
Village of Wellington	FL	ERP Consulting Services	✓	✓	✓	✓	✓
Wyoming Game and Fish	WY	Budget System Selection	✓	✓	✓		
Wyoming Game and Fish	WY	Document Management System Selection	✓	✓	✓		
Yakima County	WA	ERP Selection Support Services	✓		✓		

References

City of Wauwatosa, WI

Mr. John Ruggini
Finance Director
7725 W. North Avenue
Wauwatosa, WI 53213
414-479-8962 ext. 5661
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ERP needs assessment, system selection, contract negotiations, and implementation

Plante Moran conducted a comprehensive ERP needs assessment and selection project for the City to replace their legacy ERP System. This project included contract negotiations and statement of work development with the selected ERP vendor, Tyler. Our team also providing implementation planning and project management services for the Tyler implementation.

Project Timeline: 2016 - 2021

Village of Glencoe, IL

Sharon Tanner
Assistant Village Manager
675 Village Court
Glencoe, IL 60022
847-461-1103
stanner@villageofglencoe.org

ERP needs assessment, system selection, ERP implementation management, and IT assessment

Plante Moran assisted the Village with a comprehensive IT Assessment, which subsequently lead to our assistance with an Enterprise Resource Planning (ERP) needs assessment, development of RFP, and system selection to replace their legacy ERP system. We then assisted the Village in development of the Statement of Work (SOW) and contract negotiations with the selected vendor. We are currently assisting the Village with their Tyler Incode and EnerGov implementation in an advisory role.

Project Timeline: 2016 - 2021

City of Pflugerville, TX

Cody Collins
IT Director
100 E. Main Street
Pflugerville, TX 78660
512-990-6125
codyc@pflugervilletx.gov

ERP Selection and Implementation Project

Plante Moran assisted the City of Pflugerville with an ERP System Selection. We assisted with ERP requirement development, RFP development and distribution, proposal analysis, vendor demonstration facilitation, due diligence assistance, and are currently assisting with contract negotiations and statement of work development. Financials, Utility Billing, Payroll, and Human Resources was in scope. We've been assisting the City with their multi-phase Tyler implementation to include Munis Financials, HCM, and Utility Billing.

Project Timeline: October 2020 - present

City of Farmington Hills, MI

Ms. Michelle Aranowski
Director of Central Services
City of Farmington Hills
31555 W. Eleven Mile Road
Farmington Hills, MI 48336
248-871-2426

ERP Consulting Services

Assisted the City with the replacement of their legacy ERP system, Tyler Eden and BS&A. Plante Moran developed an RFP, assisted with the proposal review and evaluation activities, and provided contract negotiation assistance to the City. The City has retained Plante Moran for assistance with the implementation of their chosen systems.

Project Timeline: February 2022 – Present

Solid Waste Authority of Central Ohio

Bernie Davis
Technology Solutions Manager
4239 London Groveport Road
Grove City, OH 43123
614-801-6416

ERP Systems Selection and Implementation Project

Currently providing system selection and implementation support to replace the Authority's ERP software applications and interfaced systems supporting core financial, human capital, work/asset management, and payroll management activities. These activities were performed using a patchwork of resources including paper, spreadsheets, single-user databases, and Microsoft Dynamics SL facing end-of-life support. The Authority is working with Plante Moran to evaluate managed payroll services providers along with evaluating ways to manage time and attendance system to manage its financial performance. It also using Plante Moran's insights to fully integrate its procurement and inventory management processes with its work order and asset management system.

Project Timeline: August 2020-Present

Statement of Services

4.4 Provide a statement of the services to be provided including a detailed explanation of how the services are to be provided and managed. Indicate how important each service is to successful project completion. Identify the expected involvement by City staff for each major activity in the project. A project schedule with stated milestones should be included in this section.

Project understanding

We understand that the City wishes to engage a firm to conduct a review of their current enterprise systems and existing business processes to identify needs for replacement their outdated and aging NaviLine system. Having performed similar ERP assessment, selection, and implementation projects for many cities, counties, and other governmental entities over 40 years, Plante Moran's project consultants have developed and refined a proven methodology and set of related tools that provide outstanding and valued service to our clients by leveraging best practices while incorporating the unique needs of our clients. Our approach consists of engaging a qualified project team to develop, refine and execute a proven project plan to meet the City's objectives.

Proposed statement of services

The below workplan lists each phase and its respective activities. The activities listed include details of how and why the activities are performed. Additionally, some activities listed include sample deliverables to support the understanding of what's conducted in the activities.

Phase 0: Project planning and management

The purpose of this phase is to provide leadership for the duration of the project. Throughout the project, we will conduct activities that are relevant to managing the project. The major tasks to be performed are as follows:

- Conduct project initiation activities.

- Develop a project organizational and governance structure that defines staff roles, expectations, key performance indicators, and communication strategy.

- Develop a project charter that provides a framework from which the project will progress.

- Develop a detailed project plan identifying the activities, responsibilities, and timing of tasks necessary to complete the project.

- Establish a project collaboration environment to act as a repository for project information.

- Develop a project issues and action items list to track any issues and resolutions throughout the duration of the engagement.

- Conduct periodic status meetings to monitor project progress.

- Develop a project management plan.

- Conduct a project kickoff meeting with relevant City staff.

Measurable objective	Deliverables/milestones
Manage the defined project to successful completion within budget and on schedule while meeting project goals and objectives.	• Project kickoff • Project organizational and governance structure • Project charter • Detailed project plan • Project collaboration center • Project issues and action items list • Project meeting minutes

1. Conduct project initiation activities

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, communication plan, detailed project plan, and regularly scheduled progress meetings. These steps are described below.

2. Define project organizational and governance structure

One of the key critical success factors on an enterprise-wide project such as an ERP replacement initiative is the formation of an appropriate and effective project governance structure. An effective governance structure is the key to integrating the people, process, and technology elements to achieve the organizational goals of an ERP initiative. As such, project governance on an ERP project provides the following:

- A visual depiction of the project organizational structure and hierarchy

- A framework in which project decisions are made

- A detailed understanding of the roles and responsibilities of the individuals and groups on the project

- A framework in which project management related tasks are organized and managed around key elements, including budget management, change control, issues resolution, risk management, status reporting, etc.

Our understanding and knowledge of implementing effective governance on large-scale ERP projects is significant. In fact, **we authored a chapter in Public Technology Institute's book titled, "CIO Leadership for Cities and Counties: Emerging Trends and Practices,"** on information technology governance. Our approach to establishing a governance structure with the City will consist of the following activities.

- We will tailor the ERP governance structure implementation based on the needs and existing structures in place at the City.

- We will review and confirm the identification of City entities that will be involved and affected by the project.

- We will work with the City to identify existing governance structures that are already in place that relate to the business processes that are being considered within the scope of the project.

These governance structures will include both business and technical committees that are currently in existence.

- We will obtain background information on governance material and discussions that have already occurred related to the project.

- Using this baseline material, we will collectively draft a proposed project governance structure for the assessment phase of the project that visually depicts the various individuals and groups that will be part of that structure.

We envision that the roles and responsibilities that would need to be included as part of this ERP replacement project would be as follows:

Project role	Individual(s)	Responsibility
Executive sponsor	Senior-level business staff person	• Maintain the project vision • Act as the project champion • Energize the project leadership and teams • Be visibly committed to the project • Provide a strategic perspective when defining the needs for a future ERP and associated processes • Remove project roadblocks • Secure alignment across departments • Coach the project leadership
Project steering committee	Senior-level City staff	Enterprise system projects require executive-level support from all organizational areas significantly impacted by a new system. The project steering committee should provide incentives to City staff to view the project as a top priority. To the extent possible, the project steering committee comprises senior-level managers who can make the decisions regarding changes in organizational policy and procedures. • Steer the project managers • Address issues presented by the project manager • Clear roadblocks that jeopardize project success • Create the conditions to make the project managers successful in their role • Review and decide on proposed changes to organizational policies and procedures that will be impacted by the project • Review and provide feedback on the consultant's report • Review and approve release of the ERP RFP documents • Review significant project recommendations (e.g., recommended vendor solution)
Software selection committee	Selected City executives	• Review vendor responses • Conduct initial ranking of vendor responses • Participate in vendor demonstrations/oral presentations • Review additional fact-finding information collected • Conduct ranking of finalist vendor solutions
Project manager	City project management individual (could	It's critical that the project manager is at the center of all project communications and activities as they must be current

Project role	Individual(s)	Responsibility
	be a technical or businessperson)	on the status of the project. All communications and questions about the project shall be directed to the project manager. • Ensure that prompt and clear communications to City department staff is conducted • Act as the focal point for collection of needed documentation for review by the consultant • Manage project milestones and activities • Manage the project budget • Communicate project status, issues, and risks to the appropriate stakeholders • Document and track to resolve project issues and decisions • Escalate issues in a timely manner to the project steering committee or executive sponsor as appropriate • Oversee planning activities associated with project • Ensure that project deliverables are reviewed by appropriate City staff • Provide progress updates to City management, project steering committee, and other interested stakeholders • Manage the configuration of the SharePoint site • Work with team leads in communicating decisions that need to be brought to the project steering committee for review and resolution
Project administrator	Administrative staff person(s)	• Schedule necessary project-related meetings • Ensure availability of appropriate resources for project meetings • Take minutes at meetings, as needed • Ensure project communications are distributed • Assist in coordination of vendor demonstration activities
Module leads	Process owners of the various ERP areas	• Participate in stakeholder interview sessions • Participate in the development, review, and finalization of the RFP functional requirements to include reports, interfaces, conversions, forms, and workflows within their area of responsibility • Review and provide feedback on appropriate sections of vendor responses • Develop vendor scripts to be used during vendor demonstration activities • Participate in vendor demonstrations • Provide feedback on demonstration and due diligence activities • Participate in the development of the appropriate sections of the SOW document
Non-process-owning departments	TBD	• Participate on project teams, as requested • Provide input from an end-user perspective related to various processes that are executed in their department
Technical team	TBD	• Provide information on the City's current IT infrastructure

Project role	Individual(s)	Responsibility
		• Assist in the development, review, and finalization of the RFP technical requirements
		• Review and provide feedback on the technical components of vendor responses
		• Conduct due diligence on technical aspects of the vendors' solutions
		• Assess the impact of vendor solutions on the City's IT infrastructure
		• Participate in the technical sessions associated with the vendor demonstrations
		• Participate in the Statement of Work (SOW) development for those elements that are of a technical nature
Outside consultant	Plante Moran	• Support the planning and procurement phase of the project
		• Apprise the project manager of current and potential project risks and discusses means of mitigating these risks
		• Provide leadership and guidance to the City throughout the project
		• Develop project deliverables

We will review this material with the City to elicit feedback on the structure and initiate discussions about specific staff who would be candidates for these roles. We would expect the City to then work with the proposed staff and their respective management team to solicit their involvement on the project.

Once the project governance structure and project management plan has been finalized, we will conduct a project kickoff meeting to introduce the project, the project governance structure, and other aspects of the project to the City project team and affected stakeholders.

Deliverable: Project organizational and governance structure

3. Develop project charter

We will develop a draft project charter that provides a framework for the following areas of focus:

- Project overview
- Vision statement
- Project objectives
- Business drivers

- Project stakeholders
- Project influences
- Project constraints
- Project guiding principles

- Scope plan (both in- & out-of-scope items)
- Project milestones & deliverables
- Project staffing

The project charter will be provided to the City for review and approval prior to commencing with significant project activities. A significant component of developing the project charter is the identification of guiding principles that will drive many of the project decisions. More specifically, **many of the decisions to be made relate to the leveraging of best practices within existing or new software versus customizing the software to support existing business processes**. A sample of these principles is as follows:

- We will embrace process improvement strategies and implementation of new and best business practices as opposed to implementing new technology to support business processes that are not efficient and are outdated.

- We will focus on modifying our business processes first versus customizing the software to satisfy business processes.

- We will focus on the outcomes versus how those outcomes are achieved when reviewing business processes and software.

- Information is a City asset to the extent that it is not confidential or private.

- We will establish common processes and practices across the City.

- We will focus on process and transaction quality and build quality at the source.

- We will provide relevant, timely, and consistent management information.

- We will minimize resources allocated to transactional activities and focus more on information to sustain the business.

- The project steering committee shall be composed of City leadership staff that is committed to dedicating appropriate staff resources to ensure the success of the project.

- The City shall embrace vendor system best practices, wherever possible.

- Decisions related to project activities and system implementation shall be developed for the betterment of the entire City organization.

- Department needs shall be given adequate consideration in the development of project policies and activities.

- The project steering committee maintains communication throughout the project.

- The City's critical IT architecture and standards shall be followed while other standards may be open to modification.

- Investments in technology shall improve capacity, efficiency, and reduce cost.

- The City is committed to providing staff training to be proficient in their functions.

See the sample project charter below:

ERP NEEDS ASSESSMENT AND SELECTION PROJECT | PROJECT CHARTER

Sample Client

MISSION STATEMENT

The ERP Needs Assessment and Selection Project will provide an integrated enterprise system that will support the Client staff in the delivery of Government services and activities, take advantage of best practices, significantly improve the efficiency and effectiveness of the Client's business processes, and be flexible enough to encompass other functions, modules, and features, as needed, both now and in the future.

PROJECT OVERVIEW

The Client will conduct an ERP system needs assessment that will recommend a future direction for the Client, and will select a vendor to best meet the Client's long-term objectives. The Client's goal is to procure a solution, either in the form of a single software suite or combination of two integrated systems, which provides advanced capabilities in financial management, procurement, human resources and payroll.

PROJECT OBJECTIVES

1. Identify challenges including people, process and technology with current Client business processes in-scope
2. Identify opportunities for process improvements without and with new technology
3. Identify system needs for a new systems environment

BUSINESS DRIVERS

1. Increase data accuracy and accessibility. Eliminate conflicting information and shadow systems (spreadsheets, multiple systems with the same basic functionality, etc.)
2. Increase the ease of reporting on the Client's data
3. Enhance internal controls and provide segregation of duties

PROJECT INFLUENCES

1. Existing processes have been in existence for an extended period of time that are paper based and based on existing technology with limitations
2. Inertia/resistance to change
3. Resource availability - budgetary challenges, staff shortages, tools and training
4. Legal or regulatory constraints

Deliverable: Project charter

4. Develop detailed project plan

We will work with the City to incorporate the following into a detailed Microsoft Project™ plan:

- Major phases and milestones
- Work tasks and their due dates with assigned responsibility

We will work with the City during this activity to design a project plan for the contracted project phases, which is appropriate and meets the City's overall priorities.

Deliverable: Detailed project plan

5. Establish project collaboration center

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, midsize, and large-scale projects. These environments can serve a variety of purposes, including acting as a repository for documentation developed during an engagement. The SharePoint site can be established in a cloud space to allow all stakeholders to access all the relevant documents.

As a firm, Plante Moran requires that all client engagements are managed through a Plante Moran hosted project collaboration center using Microsoft SharePoint site. During this activity, we will work with the City in establishing this site to include design, structure, security, training, and content that will be hosted and maintained by Plante Moran.

Deliverable: Project collaboration center

6. Manage the project schedule and moderate project status meetings

Our success in being able to execute highly effective ERP feasibility studies and selection projects is due to our strong project management approach supported by a set of highly effective project management tools and templates. While the project governance structure is being developed, we will be working with the Project Management Office (PMO) to define the various project management and communication procedures and associated tools and templates that will be used during the project. Examples of these are as follows:

- Issues and action items log
- Management and updating of the project plan
- Risk log
- Protocols in the use of the SharePoint (e.g., access, check in/check out, using links versus attachments in emails, etc.)
- Response from external entities as to the status of the project, specifically from software vendors and integrators who are wanting information on the project
- Method in which project stakeholder are kept apprised as to project status and progress

This information will be presented, as appropriate, to the project participants during the project kickoff meeting(s).

Deliverable: Project issues and action items list; project meeting minutes

Phase 1: Needs assessment

The purpose of this phase is to develop an understanding as to how City departments currently use the existing ERP systems for purposes of defining functional and technical requirements for a new ERP. The major activities to be performed are as follows:

- Obtain and review relevant City documents to obtain background information on the current and desired ERP environment
- Assess the City's current technology infrastructure and ERP environment
- Conduct interviews with key stakeholders
- Conduct as-is business process mapping
- Prepare issues and opportunities matrix
- Develop application migration table

- Define and develop estimate for future system)

- Develop ERP needs assessment report

- Update and finalize ERP needs assessment report

Measurable objective	Deliverables/milestones
Address the City's needs for a new ERP system.	- Infrastructure assessment - Stakeholder interviews - As-is process maps - Issues and opportunities matrix - Application migration table - Estimated cost for replacement system(s) - ERP needs assessment report (draft and final)

1. Collect and review documents

Plante Moran will review any available existing documentation gathered and provided by the City to gain a comprehensive understanding of City-related operations and current technologies. An example listing of documents to be reviewed includes the following:

- Organizational charts

- Previous studies that are relevant to the project

- Relevant process and function descriptions/handbooks, master IT and operation plans, activity/program offerings

- Preexisting workflow documentation/flowcharts, such as those that have already been developed

- Relevant hardware, software, and network diagrams, and/or other documents, illustrating the layout, networking, etc.

- City standards for hardware, software, network operating systems, configurations, and protocols, etc.

- Existing "desk manuals" and system documentation

- Listing of existing systems supporting the various business processes that will be evaluated for potential replacement or interfacing to a new ERP system

- Listing of additional "shadow systems" and nonintegrated systems

- Critical systems to be interfaced with new ERP software

- Outstanding enhancement requests on current ERP system and relevant system(s)

Deliverable: Items to collect list

2. Conduct project kickoff meeting

We will conduct a kickoff meeting with City stakeholders to introduce them to the project, discuss our project approach, provide an overall timeline, and outline their roles. We will develop this kickoff presentation with feedback and involvement from City stakeholders. Often, we will include live polling to gather feedback from staff in real-time during the presentation on goals, concerns, etc. The kickoff meeting can be conducted in person in Superior or remotely if the City prefers.

Deliverable: Kickoff presentation

3. Conduct infrastructure review

We will use a combination of first-hand discovery and technical questionnaires to evaluate the readiness and capabilities of the City's current technical environment to efficiently and effectively support an ERP solution. We will issue the questionnaires for the City's completion and conduct interviews with staff directly involved with supporting the City's current technical environment. Example areas of the assessment include:

- Overall architecture of infrastructure systems (ISP, WAN, LAN, WLAN, server, virtualization, storage, etc.)
- System availability and resiliency
- System performance capabilities
- System redundancy
- Data and system backup approaches, including data retention
- Disaster recovery requirements, including recovery point objectives, recovery time objectives, and recovery prioritization
- Anticipated information and technology needs over the next five years (emerging technologies)
- Procedures related to administration and management of IT systems
- System currency (frequency in which components are updated or replaced)
- Capital and operational costs
- Cloud readiness

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 an ERP RFP as well as identify preliminary high-level general recommendations related to supporting technologies that must be implemented well in advance of obtaining more detailed technical environment requirements from software vendors.

Deliverable: Infrastructure assessment

4. Conduct departmental and cross functional interviews

After reviewing the documentation collected, Plante Moran will conduct interviews with key stakeholders and department teams directly involved with the City's enterprise management processes and systems.

Plante Moran will interview key staff individually in order to understand roles and responsibilities. In addition to understanding individual roles and responsibilities, we hope to gauge the extent to which departments comply with the process, common complaints, opportunities for improvement, and issues with existing technology. This step may also include additional data collection, in addition to existing performance data, as needed to validate customer perceptions.

We will distribute an interview guide in advance to prepare interviewees to discuss:

- High-level objectives and expectations for new systems
- Inventory and use of existing business processes and systems
- Existing processes and workflows
- Identification of shadow systems that have been developed
- Integration requirements between applications and technologies
- Requirements for data sharing, including interactions across the state as well as with customers and other governmental agencies
- Key reporting requirements
- Organizational limitations and barriers to change that may hinder the implementation of process redesigns and new or enhanced technologies
- Concerns regarding process inefficiencies, paper dependencies, and data-handling redundancies
- Concerns regarding the support of legacy processes and technologies
- In-progress and planned process and technology enhancement initiatives
- High-level issues and opportunities for process improvements

Our team's approach to the interviews in this and subsequent workplan tasks will be both educational and investigative.

- Educational:
  - Provide an understanding of the advantages and disadvantages of redesigning City business processes
  - Gain an understanding of City-wide reporting needs
  - Discuss opportunities for potential improvements to business process and reporting
  - Provide an understanding and benefits of industry best practices and system capabilities available in the ERP marketplace

- Investigative:
  - Identify gaps in the current business applications and processes
  - Identify functional improvements that are desired in existing systems
  - Identify staff concerns regarding current operations, data-handling redundancies, etc.,
  - Discuss proposed business process redesign opportunities that staff believe will benefit their department's operations and to the quality of citizen services

During these interviews, we will identify specific issues and opportunities for improvement. These improvements opportunities fall into short-, medium-, and long-term categories and will be categorized into process, policy, and technological areas. The following illustrates a sample excerpt from an issues and opportunities matrix for General Ledger, Accounts Payable, and Bank Reconciliation. It identifies opportunities that can be addressed both with policy and business process changes before system implementation as well as enhancements to be achieved through automation during system implementation.

In addition to the individual departmental interview sessions, we will conduct cross-functional sessions involving process owners and process end-users reviewing for the purpose of discussing issues and opportunities related to business processes that span multiple departments or the entire City to include areas such as:

- Purchasing
- Budgeting
- Grants

- Billing, AR, & collections
- Contract management
- Time & attendance

These sessions will be performed after the departmental interview sessions. We will work with the PMO group to determine which cross-functional sessions are appropriate to be scheduled and then determine the individuals that should participate in those sessions. We find these sessions to be extremely beneficial from a change management and educational perspective for staff.

Deliverable: Stakeholder interviews

5. Conduct business process mapping and review

We will assess specified business processes for a more detailed review that will document the existing as-is process, including the identification of issues and opportunities with the existing process. Using Business Process and Model Notation standards, we will define process steps and the owners of each task identified. Process maps will be updated by Plante Moran based on feedback from the respective teams involved in the development of these maps. Based on the City's RFP and addendum, we would anticipate mapping the following three processes:

- Payroll
- Accounts Payable
- Accounts Receivable

If the City desires, Plante Moran can provide future state mapping as an *optional* add-on service. If this option is selected, we would:

- Document a high-level to-be process based on opportunities to redesign the process to achieve overall improved efficiencies and effectiveness in how the process is performed.

- Potentially include these redesigned process maps in a future ERP RFP to allow vendors to respond as to how they would be able to support these processes with their product and to also use as the basis for vendor demonstration scripts for the finalist vendors.

Deliverable: As-is process maps

6. Detail issues and opportunities findings

The results of our time with the City will be summarized in a supporting issues and opportunities presentation. The "issues" will be areas for improvement and desired enhancements (e.g., redundant steps, functional deficiencies, "shadow" systems [ledgers, spreadsheets, word processing files, forms] that staff use in parallel with the legacy system, processes that are time and paper intensive, etc.). The "opportunities" will be the results of our benchmarking the "issues" with our knowledge of industry best practices and experience with other governmental clients.

The following illustrates a sample issues and opportunities matrix for core financial and HR process areas, which identifies existing process and system strengths and gaps by functional area and provides suggestions/opportunities for each issue.

Grant Management Findings

Area	Findings
System Functionality	• No notifications are available for grant mil… • Expense eligibility requirements can't be t… • Some grants are tracked in the Projects mo… funding sources, these are not broken out…
Process	• The SEFA is produced manually because th… system • Departments handle most reporting, but t… in charge of tracking the grants
Application Environment	• Grants are mostly tracked on spreadsheet…
Data	• The Contracts module is used to store som… doesn't track the grant progress or financi… • There is limited reporting as grant data is r…

Grant Management Opportunities

Area	Opportunities
System Functionality	• Most modern ERP systems include grant management modules that will allow for more complex tracking and milestone notifications that will meet the City's current needs
Process	• Many systems can generate SEFA reports, and most will provide the data needed, even if it is in a different format • The City should enact a policy defining who is responsible for internal tracking and reporting and ensure that users involved are trained on the Grant Management module deployed
Application Environment	• The City should include requirements for Grant Management functionality in its RFP for a new ERP environment
Data	• Procuring a new ERP that includes Grant Management functionality will allow grants to be tracked with more precision and greater access to data via reports and dashboard modules within the system

Deliverable: Issues and opportunities findings

7. Develop application migration table

During our initial discussions, we will inventory all systems, applications, and interfaces used throughout the City's ERP environment. This will be delivered in the final RFP as an application migration table, providing recommendations for future use, using the legend below:

Legend code		Description
R	Replacement	The City intends to replace this application with the selected solution.
C	Consider	The City is considering replacing this application with the selected solution, based on the strength of the finalist vendor offering and cost/benefit of the replacement.
M	Maintain	The City intends to retain the application, not replace it during this effort.
I	Interface	The City intends to keep the application and interface it with the selected solution.

The application migration table will be refined with the City using the following information:

- A preliminary listing of suggested interfaces between City systems and a new ERP system. Listing will be refined with City staff through the RFP development phase.

- Existing setup of the City's technical infrastructure and identified gaps that will need to be addressed prior to implementing a new system.

- The existing systems' strengths and weaknesses.

- Technical requirements including security and other relevant areas.

Please see the following page for a sample migration table.

Sample application migration table:

1.3 Current Application Environment

*Legend for Current Applications

Legend Code		Description
R	Replacement	The City is intending on replacing this application with the selected solution.
C	Consider	The City is considering replacing this application with the selected solution, based on the strength of the finalist Vendor offering and cost / benefit of the replacement module
M	Maintain	The City is intending on retaining the application, not replacing it thru this effort
I	Interface	The City is intending on keeping the application and interfacing/integrating it with the selected solution.

Current ERP Application	Application Notes/Description	Departmental Owner	Preliminary Migration Plan	Expected ERP Module
1099 Pro	ACA IRS reporting 1095c	HR	M	N/A
ACR System	Work orders and service requests	Engineering Support	M/I	N/A
Active Directory	System single sign on	Multiple	I	N/A
Apollo	Library management system	Library	M	N/A
ArcMap, ArcGIS, ArcGIS Online	GIS desktop software, GIS server software, GIS web mapping platform geocoding / graphic representation of agreements, city assets, projects, etc.	Development Services	M/I	N/A
Authorize.net/Evalon	Online and credit card meter to cash payments. Will terminate after Dec. 2017 CIS Go-Live	GUS	M	N/A
AVFuel	Airport credit card payments	Airport	I/C	Cash Receipting
Benetrac	3rd party online benefits enrollment	HR	I/C	N/A
Brazos	Tickets and warrants	Municipal Court	M	N/A
Cartegraph	Pavement management information system	Technical Services & Engineering Support	M	N/A
Checkfree, Metavante, Princeton	3rd party online payment processing (meter to cash)	Customer Care	M	N/A
Cisco	CIS pop up screens via phone system, Customer Interactive Voice Response System, Automatic Call Distribution	IT	M	N/A
Cry Wolf	False alarm payments	Police	M/I	Cash Receipting

Deliverable: Application migration table

8. Prepare ERP needs assessment report

We will prepare an ERP needs assessment report encompassing each of the process areas identifying potential areas for improvement. The analysis will include:

- An executive summary for the City that details the options available and which option the experts believe is the best course of action to be followed.

- Overview of how City departments utilize the existing legacy applications to meet their business requirements.

- Issues and Opportunities matrix where the "issues" will be areas for improvement (e.g., redundant steps, functional deficiencies, "shadow" systems [ledgers, spreadsheets, word processing files, forms] that staff use in parallel with the legacy ERP, processes that are time- and paper-intensive, etc.) The "opportunities" will be the results of our benchmarking the "issues" with our knowledge of best practices and experience with other governmental clients.

- Strengths and limitations of the current system and processing environment to include gaps, identification of areas for improvement and desired enhancements for each functional area system environment and opportunities to address each issue.

- Staffing recommendations and sample project roles.

- Suggested implementation timeframe based on proposed project scope, current, and future organizational initiatives.

- A system selection strategy and application migration plan documenting the current systems to be replaced, considered for replacement, or interfaced to the new business system. Plante Moran will include a recommendation on a selection approach (fully integrated versus best-of-breed) as well as deployment strategy.

Our recommendations will fall into short- and long-term categories and will be categorized into people, process, and technology areas. The short-term recommendations will focus on high-value, limited technology-involved processes to be addressed in the near term. The long-term recommendations will focus on medium- to high-impact processes with greater technology and/or capital outlay requirements beyond just the new ERP implementation.

We anticipate evaluating the potential alternatives that will be further described in the Study preliminarily based on functional requirements, technology requirements, usability, one-time and ongoing costs, assessment of the ERP marketplace, and the City resource investment. The results of the options analysis will include advantages and disadvantages of the options, identification of key risks, and cost estimates based on local governments across the country of similar size and complexity.

Finally, we will provide recommendations for the system selection phase activities and, for planning purposes, provide general recommendations of the implementation effort and an estimated cost-benefit analysis considering ALL potential costs associated with system implementation.

Deliverable: ERP needs assessment report — draft

9. Finalize and present ERP needs assessment report

After we have prepared the draft ERP needs assessment report, we will provide City administration and the City project manager with a draft copy of the report for their review. We will then formally present the findings and recommendations in person.

Deliverable: ERP needs assessment report — final

Phase 2: Request for Proposal (RFP) development

The purpose of this phase is to develop a Request for Proposal (RFP) document that completely and accurately reflects the City's needs for a new ERP Solution. The major activities to be performed are as follows:

- Develop and prioritize functional and technical requirements.
- 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 a Request for Proposal (RFP) that will be distributed to providers of ERP software and services.
- Prepare a distribution list of potential ERP software vendors and system integrators.
- Coordinate, plan, and lead a pre-proposal meeting.
- Assist the City in responding to vendor questions and developing associated addenda that are received at the pre-proposal meeting and through emails.

Measurable objective	Deliverables/milestones
Draft a Request for Proposal (RFP) document that reflects the needs of the City.	• Functional and technical requirements • Solution selection criteria and weighing factors • Decision-making process • Request for proposal (RFP) • Proposal distribution list • Pre-proposal meeting and associated materials • Vendor questions and City responses

1. Develop functional and technical requirements

As a basis for the development of software requirements, we will leverage existing best-practice software and technical requirements that we have developed for government clients with similar size/complexity along with critical and unique requirements and interfaces that were defined in previous work steps. These requirements, when combined with the City's unique requirements, will form the basis of the City's technical and functional requirements (both current and future state requirements).

The requirements will then be distributed to City departments involved in the interview process for review and feedback. Several cross-functional requirement meetings will be held to collect feedback/edits from the departments via web meeting. Final edits, additions, and deletions to the requirements will be incorporated for use in the RFP. This activity ensures that feedback is continually sought from the users and entrenches their engagement in the process.

Vendors will be asked to review the requirement forms in the RFP and respond accordingly. The vendors' responses will be entered under the Availability column on the forms as follows:

Y   If requirement/report is available as a standard feature of the software

R   If functionality is available through reports, generated using proposed Reporting Tools

M   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

F   If functionality is not available now but will be available in a future release of the software within one year

N   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 requirement/report. An impact column and gap column will be completed to quantify the relative impact of each requirement and the level of improvement from the current state (i.e., gap).

The following shows the format of these requirements and includes sample Accounts Payable requirements.

General and technical requirements:

Vendor Name	ID	Functional Area	Use Case	Requirement	Impact	Gap
Enter Vendor Name in Instructions Tab	79	Accounts Payable	Void Check and Reissue Process	Ability to void a check in a different fiscal year then when it was written.	4	3
Enter Vendor Name in Instructions Tab	80	Accounts Payable	Void Check and Reissue Process	Ability to prompt the user if the Purchase Order should be reinstated, when performing a check void.	4	2
Enter Vendor Name in Instructions Tab	81	Accounts Payable	Void Check and Reissue Process	Ability to provide security measures by allowing only certain authorized personnel to reissue checks.	5	3
Enter Vendor Name in Instructions Tab	82	Accounts Payable	Void Check and Reissue Process	Ability to void and replace checks by: individual check, block of checks or entire check run.	3	4
Enter Vendor Name in Instructions Tab	83	Accounts Payable	Void Check and Reissue Process	Ability for system to ensure that a Voided Check shows up in the current Payee Positive Pay run with the actual dollar amount.	4	5
Enter Vendor Name in Instructions Tab	84	Accounts Payable	Void Check and Reissue Process	Ability to void a check and have the transaction automatically reflected throughout the financial accounting system.	5	5
Enter Vendor Name in Instructions Tab	85	Accounts Payable	Void Check and Reissue Process	Ability to mark in the outstanding check file when a check has been returned and not yet voided.	2	5
Enter Vendor Name in Instructions Tab	86	Accounts Payable	1099 Processing	System must comply with IRS reporting requirements for tracking vendor payments that are subject to 1099 reporting.	5	1
Enter Vendor Name in Instructions Tab	87	Accounts Payable	1099 Processing	System must calculate and deduct backup withholding for vendors that are subject to backup withholding.	1	1
Enter Vendor Name in Instructions Tab	88	Accounts Payable	1099 Processing	Updates to annual 1099 forms, IRS file formats, etc. should be provided with the annual software maintenance agreement.	4	1

Deliverable: Functional and technical requirements

2.   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 steering committee should meet to delineate the

selection criteria and weighting factors to use to analyze RFP responses and additional analysis for the finalist vendors. The following list illustrates sample criteria and weighting factors we use to select software solutions for government clients. We will work with the 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:
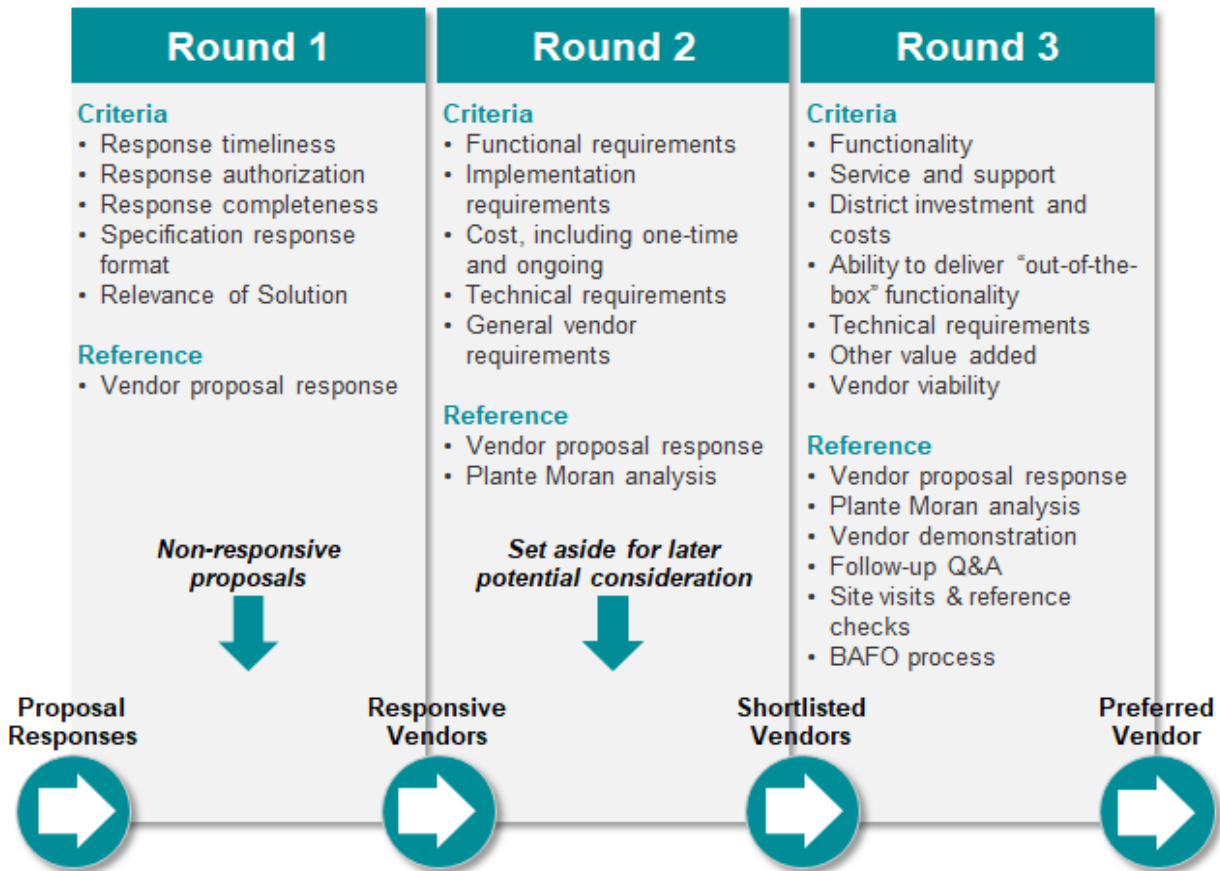
Criterion: Software specification compliance

- Response weightings (see section "Develop ERP Software Specifications" below for further detail) are used to calculate an overall weighted specification compliance percentage for each specification/application module subsection

- Relative weightings of specification/application module subsections 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 ongoing support costs are tallied
- Summarized costs of each vendor are compared

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 order 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 doesn't 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 sites
- Potential site visits
- Other due diligence activities (e.g., vendor research, knowledge of vendor in marketplace as noted by other clients or industry analysts)

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:

Criteria	Ranking
General vendor	30%
Functional requirements	35%
Technical requirements	15%
Other vendor(s)	15%
Cost	5%

An Excel template we have used on many client assignments 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's 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 describe the detailed evaluation process in the RFP such that the vendors understand how they're being evaluated.

Deliverable: Solution selection criteria and weighting factors; decision-making process

3. Develop request for proposal

Our team has developed a detailed RFP template specifically designed for large ERP governmental system procurement projects that can be leveraged, or we can utilize the City's own desired template. During the early stages of developing the RFP document, we will review our RFP checklist with City procurement that has been developed over the last several years that covers various aspects of the client's procurement process such that we understand the nuances of the procurement process and, more specifically, elements of the RFP document itself. As such, we expect to have ongoing dialogue with the City's procurement function throughout this phase of the project versus having a specific work session with City procurement to review the draft RFP. The RFP will be tailored to the City's requirements based on the project activities performed, but is 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 ERP 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
- ◆ Ongoing 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

The following illustrates excerpts from a sample request for proposals. It highlights our forms-based approach for ease of evaluation as well as our terms and conditions compliance checklist.

Deliverable: Request for proposal (RFP)

4. Prepare proposal distribution list

Our team will provide 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's project manager and selection committee regarding the ERP marketplace and appropriate distribution protocols, including advertising, bid services, and other methods to solicit responses. We will also provide the City a list of contacts at software vendors and implementors that we commonly see bid on projects of this type so that the City can directly notify them of the RFP's release.

Deliverable: Proposal distribution list

5. Prepare for and facilitate pre-proposal meeting

Based on City procurement guidelines, we will assist in the planning for and conducting of a vendor pre-proposal meeting to communicate the intent of the City's RFP. Logistics associated with the pre-proposal meeting will be provided in the RFP document. We would anticipate preparing a presentation that summarizes the RFP document and work with the City's procurement function to conduct the meeting itself.

Deliverable: Pre-proposal meeting and associated materials

6. Assist in responding to vendor questions

We anticipate that the City's procurement policy would, as is common with many public sector organizations, require that City staff be the formal key point of vendor contact for the RFP. As such, and in accordance with typical municipal procurement practices for RFPs, 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's compiled list of vendor questions and prepare any RFP Addendum(s). 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 PMO 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 the City purchasing staff either directly or via the bid services based upon methods described in the RFP.

Deliverable: Vendor questions and City responses

Phase 3: Solution selection

The purpose of this phase is to conduct due diligence activities associated with respondents to the RFP and to assist the City in conducting due diligence activities to reach a selected Solution decision. The major activities to be performed are as follows:

- Assist in the preparation of evaluation activities.

- Provide guidance in the development of demonstration and oral presentation materials.

- Analyze proposals and determine semifinalist vendors.

- Conduct additional fact-finding activities based on information obtained during the procurement process (i.e., vendor demonstrations, reference checking, site visits, etc.).

- Conclude on selected vendor.

Measurable objective	Deliverables/milestones
Vendor is selected based on a consensus decision.	- Evaluation team training - Demonstration scripts / agenda / feedback forms - Proposal analysis - Proposal scoring and associated vendor shortlist - Vendor demonstration & reference checking feedback - Additional vendor questions and responses - Finalist vendor - System selection synopsis - Negotiated contract(s) and SOW(s) - Contract negotiation strategy - Negotiations kickoff meeting material - Committee and full board presentations

1. Assist in the preparation for evaluation activities

In preparation of receiving vendor responses to the RFP, we will work with the PMO and the City's procurement team to finalize logistics of due diligence activities to be performed to include:

- Responsiveness review
- Proposal analysis (technical and price) for initial evaluation and post-oral presentation/demonstrations
- Presentation of facts to the various City committees
- Preparation of questions and demonstration scripts for oral presentations
- Participation in oral presentations/process demonstrations
- Lab sessions, if deemed appropriate and needed
- Reference checking
- Any potential site visit(s)
- Preparation of recommendation request to negotiate and any supporting documentation

Each of these activities will be supported by a set of tools, templates, and methods to ensure they are performed in the most efficient and effective manner. We anticipate conducting training sessions for relevant City staff related to the following activities at the appropriate times in the process:

- Proposal analysis review process
- Demonstration and oral presentation script development process
- Completion of feedback forms during Vendor demonstrations and oral presentations
- Fact-finding methodology and approach

Further details on preparation activities for the City in each of these areas are described in subsequent work steps.

Deliverable: Evaluation team training

2. Guide the development of vendor demonstration materials

We will provide guidance to the City in the development of demonstration and oral presentation materials that are intended to direct the vendor demonstrations and presentations toward the needs of the City. There are three general sets of script material that we will work with the City to develop as follows:

- **Process scripts** that demonstrate the ability of the software to support City business and the vendor's understanding as to how the needs of the City can be satisfied with the proposed software.
- **Technical scripts** that provide the ability for the City to obtain a deeper understanding of the technical aspects of the vendor's solution and technologies to be used during system implementation.
- **Implementation services scripts** that are used to allow responding vendors to describe the way they will implement the vendor's solution.

These scripts are intended to have the vendors demonstrate their solution according to the needs and interests of the City. Furthermore, these scripts allow for a more standardized process from which to compare the vendors. Specifically, we will:

- Provide the City with a baseline set of scripts, drawing on our existing library of scripts and scenarios we have developed through years of experience working with similar entities on ERP system selection engagements.
- Provide a training session for City module leads so they can tailor the baseline set of scripts by incorporating unique script requirements and scenarios for each of the functional areas to be demonstrated.
- Review and provide feedback on the scripts developed by City module leads.
- Deploy rules for breakout lab environments where individuals can ask questions of the system functionality for items that have been demonstrated up to that point.

- Deploy rules for a potential overflow of items that have not been fully covered or missed in a demonstration session.

These specific activities will result in a final set of requirements, scripts, and scenarios for the vendors to demonstrate. Additionally, we will assist the City in the development of material and training of staff related to vendor demonstrations and oral presentations activities to include:

- Vendor demonstration agenda
- Vendor demonstration logistics document to be provided to vendors that outlines the protocol around vendor demonstrations and oral presentations
- Vendor demonstration script development guidelines that provide guidance to the City on the development of vendor demonstration scripts
- Vendor demonstration best practices and guidelines that provides guidance on the facilitation of the vendor demonstration sessions
- Fact-finding forms to provide feedback on information reviewed during the demonstrations
- Other demonstration related tools and templates

We expect that the demonstration scripts will be completed prior to receipt of proposal responses in order to ensure the integrity of the process. An example demonstration script is provided below:

Deliverable: Demonstration scripts, demonstration agenda, demonstration feedback form

3. Conduct proposal analysis activities

Vendors will be instructed to complete the forms in the RFP and return them with their proposals. Proposal responses received will be significantly large documents that will be composed of a number of different sections. Additionally, the ability for a single stakeholder group to conduct an effective evaluation of the entire document will not be possible. As a result, we are proposing the following steps to prepare the City for conducting a thorough review of the proposals:

- We will work with the City to finalize a proposal review section assignment document that we have used with other clients. This document is a grid that identifies the various sections of the proposal response and who is assigned to conduct a review of each section.

- We will work with the City to finalize the evaluation form that will be used by the proposal reviewers to review their assigned sections of the proposal responses. This form, that has been used on other similar client engagements, provides the ability to document the following for each vendor proposal:

  - Strengths

  - Concerns

  - General observations and comments

  - Follow-up questions

  - Areas that require review by other reviewers

  - We will review with the City the reports that will be generated from our analysis to include:

    - Set of initial reports that will be provided to the appropriate review teams within the first couple of days after the proposals have been received to assist them in their analysis activities related to the vendor's response to the functional specifications.

    - Analysis that will be presented at the initial evaluation meeting.

- We will review and confirm with the City the process in which scoring will be performed by the selection committee as part of the initial evaluation meeting.

- We will review and confirm with the City the logistics for storing the evaluation forms that are being completed by the various review teams.

- We will review and confirm the steps that the various review teams need to undertake to properly review their assigned sections of the proposals.

- Once all of the decisions have been made on the activities to be performed and tools used, we will conduct a meeting with the various City staff who will be involved in the evaluation process to walk through the steps and supporting tools that will be used to evaluate the proposals. At this meeting, we will also review and discuss, at a high-level, subsequent due diligence activities to occur after the initial evaluation meeting to set expectations as to activities that will be performed, their expected level of involvement and timing.

Once the proposals are received, the City will conduct a responsiveness determination prior to disseminating the proposals for review. Only those proposals that have been deemed responsive will be subject to review.

The proposal analysis to be performed is very integrated to the RFP templates that vendors will use to respond to the RFP. Through a semiautomated process, we will tabulate responses to the application specifications included in Attachment 1 of the RFP. A percent compliance will be calculated and incorporated into a proposal comparison template we have developed. The templates will also allow the City to measure each vendor on:

- Conformance with the specifications

- Software licensing costs and hardware purchase costs

- Implementation, training, conversion, and modification services costs

- Ongoing 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, etc.)

Fact-finding information related to the implementation services provided by the vendors will also be compiled into comparative matrices as well. Although the City will be very specific as to the identification of their needs in the RFP, vendors will likely have varying assumptions that will directly impact their proposal price. We will conduct an initial pricing analysis to normalize each vendor's solution to completely satisfy all requirements and needs requested in the City's RFP. During the course of the due diligence process, this pricing analysis will be updated as further clarification of the vendor's proposals are obtained.

The following excerpts are from a sample proposal analysis. It highlights our analysis tools that aggregate vendor responses related to cost, system specifications, etc., in an easily digestible format for the selection committee to consider during solution. Our analysis is on a per module basis, as well as the level of compliance to the request for proposal the vendor's solution meets.
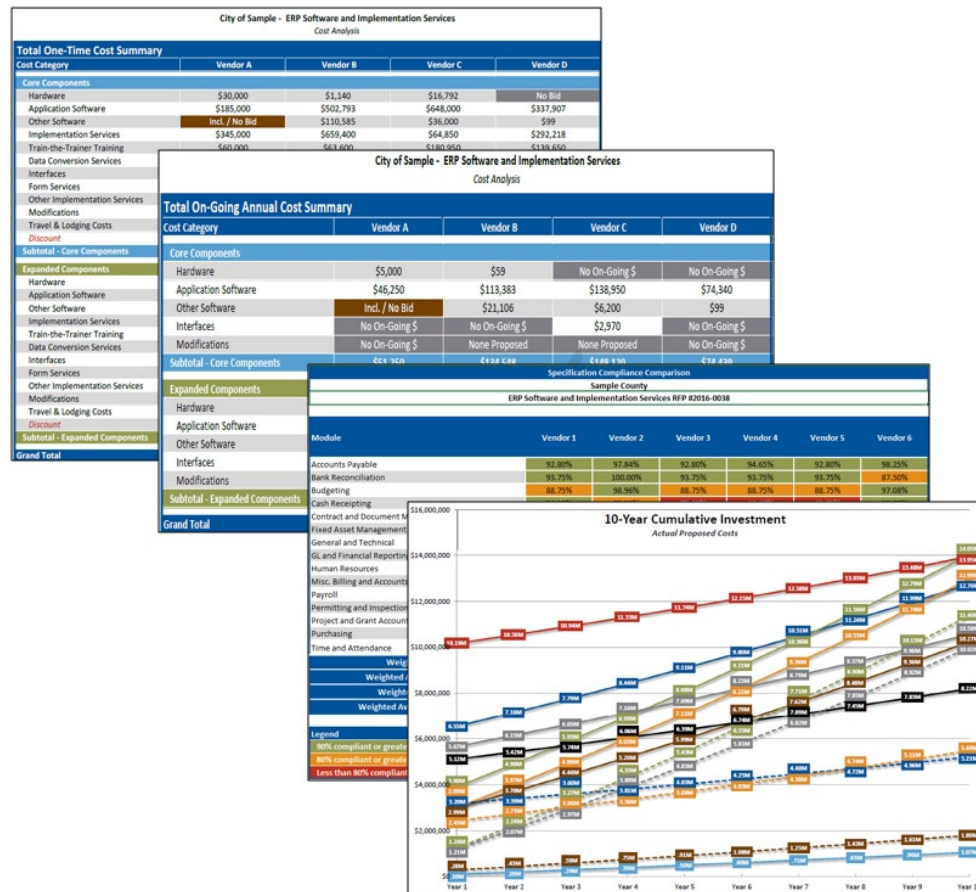
Deliverable: Proposal analysis

4. Conduct proposal analysis and shortlist meeting

The proposal analysis that we will prepare, when combined with the analysis to be performed by City reviewers, will form the basis of information to be used by the selection committee in the proposal analysis and shortlist meeting in which scoring and ranking of the proposals will occur for purposes of determining which proposers continue on in the evaluation process. We will assist the City in preparing the required documentation and other activities relative to the meeting to include a summary presentation of the initial proposal analysis report. An example of an overall evaluation flow that we have used with past clients is depicted below.
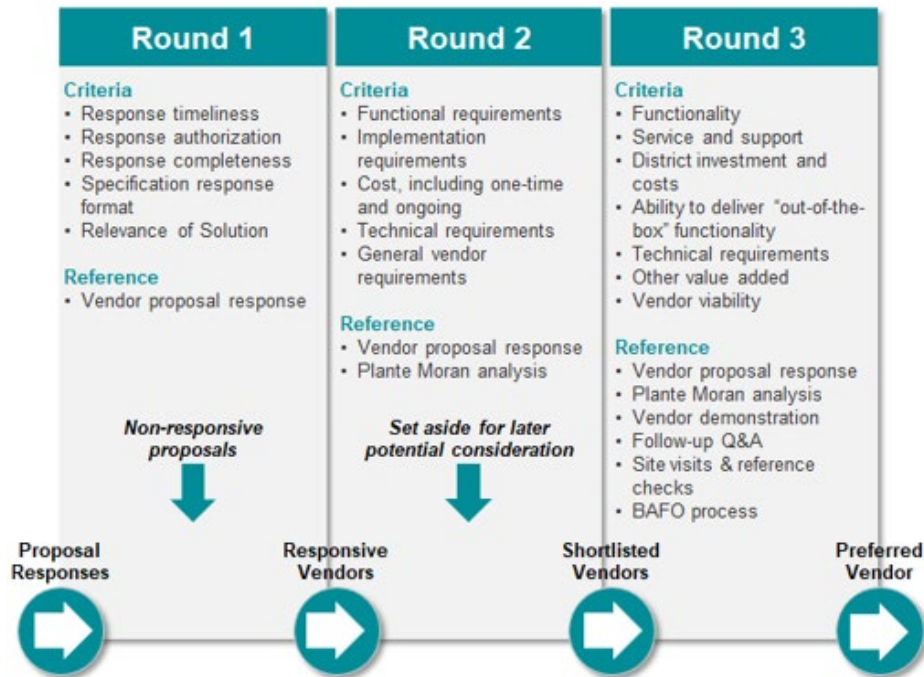
A preconfigured analysis tool will be used to record the above scores and calculations, allowing for a numerical ranking of the proposed solutions to be calculated. We feel it is important to establish this scoring prior to release of the RFP such that it removes as much bias as possible from the selection process. Additionally, we will describe the detailed evaluation process in the RFP itself such that the vendors understand how their solution is being evaluated.

Sample Round 1 (responsiveness) scoring:

Minimum Criteria	Vendor 1	Vendor 2	Vendor 3
Response Timeliness: RFP response is submitted by the due date and time.			
Response Authorization: The RFP response contains an original signature signed by a company officer on the Proposal Signature Form.			
Compliance With Federal And State Laws: The Offeror shall certify in its Proposal that, as of the Proposal submission date, Offeror is compliant with the American with Disabilities Act, the Immigration Reform and Control Act of 1986, the Drug Free Workplace Act of 1989, the prohibition against having scrutinized business operations in Sudan or Iran, and section 6(j) of the Federal Export Administration Act. Offeror further agrees to comply with the Legal Sample Workers Act, as applicable, if selected for award. Finally, Offeror's response shall certify that any agreement resulting from this solicitation will include these requirements.			
City's Standard Master Agreement: The Offeror shall negotiate in good faith with the City to finalize the Master Agreement (Section 4) if selected for award.			
Security Clearance: Offeror shall comply with City's policy on security clearances, which states the City shall have final authority to determine when security clearance of Contractor Personnel (employees, subcontractors, or other agents) is required, as well as to determine the nature of the security clearance, up to and including fingerprinting Contractor Personnel.			
Vendor Budget: The City has established a $6M budget for the entire project to include all hardware, software and services required to implement the ERP solution. Vendor proposals whose one-time costs exceed $7.2M for Required Application Software and Required Services as defined in section 1.7 will be deemed as budget-exceeds and will not be considered for further evaluation.			
Warranty: Offeror shall provide a warranty to the City of Sample, which shall commence on the date the City begins using the System for production purposes. Date to be determined with contract. Offerors shall submit detailed descriptions of their software and system warranties.			

Sample Round 2 (proposal scoring):

Round 2 Evaluation Criteria	Weight	Average Scores								Evaluation Source / Reference
		Vendor 1	Vendor 2	Vendor 3	Vendor 4	Vendor 5	Vendor 6	Vendor 7	Vendor 8	
Functional Requirements	25	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	*Section 9: Specifications* *Plante Moran's Analysis*
Implementation Requirements, Plan and Timeline	20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	*Section 3: Application Software* *Section 6: Implementation Plan* *Section 7: Staffing Plan*
Cost including both one-time and on-going	25	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	*Section 15: Cost Proposal* *Consider scope of solution based on modules bid*
Technical Requirements	20	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	*Section 4: Technical Infrastructure* *Section 5: Vendor Hosted Option (if applicable)* *Section 8: Ongoing Support Services*
General Vendor Requirements	10	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	*Section 2: Company Background* *Section 10: Client References* *Overall: completeness & quality of proposal response.*
Weighted Score:	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Rank:		1	1	1	1	1	1	1	1	

Scoring Definitions
(1) Does not satisfy this criteria
(2) Minimally satisfies this criteria
(3) Satisfies this criteria
(4) More than satisfies this criteria
(5) Achieves significant satisfaction with this criteria

Round 2 - Summary

Deliverable: Proposal scoring and associated vendor shortlist

5. Assist with vendor demonstration activities

We would anticipate that vendor demonstrations will be held at the City and should include a cross-section of staff from the City. We will work with the City to assist in management of the demonstrations and presentations by providing logistics advice, tools, agendas, and demonstration scripts as well as training for staff that will participate in the vendor demonstrations and conduct demonstration scoring. Much of the planning activities will occur while the RFP is out for review such that the City can be expedient on executing vendor demonstration activities subsequent to

the initial evaluation meeting. Activities that will occur relative to vendor demonstrations and oral presentations are as follows:

Planning activities:

- We will work with the City to develop a demonstration agenda that focuses on the following three areas:
  - Application software
  - Technical
  - Implementation and project management services
- Many decisions will be discussed with the City relative to the demonstration agenda to include:
  - Amount of time for each session
  - Anticipated City attendees at each session
  - Identification of who will be able to "score" the demonstrations
  - Whether multiple sessions can be running at one time
  - Identification of particular vendor staff that will be required to attend the demonstration sessions (e.g., project manager, key leads in each of the areas)
  - Logistical requirements for the demonstration areas (i.e., internet access, phone access, projection unit, etc.)
  - Consideration of lab environments for City staff to use for follow-up questions
  - Consideration of session overflow in case demonstration sessions are not completed in the allotted time
  - Determination of interviewing the key vendor leads themselves by a select group of City staff
  - Other items
- We will work with the City to discuss the logistics of managing the demonstrations themselves to include:
  - Facilitation guidelines that are documented on a vendor demonstration session best practices and guidelines tool we have used with past clients
  - Coordination with vendors on session set-up
  - Provision of feedback forms to staff attending the demonstrations that will be based on the developed demonstration scripts
  - Collection of feedback forms and compiling the results
  - Debrief discussions to discuss any methods for improving the management of the demonstration session themselves
  - Securing the necessary conference rooms and meeting areas based on the number of anticipated attendees and the likely time frame for the demonstration sessions

- We would anticipate working with the City project manager and City purchasing to initiate contact with the vendors to determine proposed demonstration dates. Certain decisions related to vendor demonstration timing will be discussed in advance of these calls as follows:
  - Will preference in terms of demonstration order be provided to the vendor that scored the most points as part of the initial evaluation?
  - Will provision of demonstration scripts to each Vendor be provided such that each vendor has the same amount of time in order to prepare for the demonstration session?
- Once vendor demonstration timing and order has been determined as well as finalization of other critical decisions that are important to the vendors as part of the demonstration activities, that information will be compiled into a vendor demonstration logistics document that will be provided to each of the vendors that provides guidance on how the demonstrations will be executed. Additionally, we will provide the finalized agenda and demonstration scripts for vendors to use in preparing for their session. It's likely that there will be dialogue with the vendors in terms of the documents that we provide, and we will work with the vendor and City in discussing. Additionally, we would anticipate that the City would ensure that the necessary demonstration and lab areas have are secured and scheduled.
- We would anticipate conducting a training session in advance of the first demonstration session with those individuals that will be scoring the sessions to:
  - Review and discuss how to complete the demonstration feedback form.
  - Discuss the logistics of the how the sessions will be conducted.
  - Discuss how the results of the demonstration sessions will be compiled and used in the evaluation process.

Demonstration debriefs:
- At the conclusion of each vendor demonstration, we will conduct the following items:
  - We will debrief with the team leads to discuss the results of that vendor session. The anticipated outcomes of this meeting would be as follows:
    - Have a compiled set of follow-up questions for the Vendor.
    - Identification of any major concerns or gaps that may require follow-up questions or a follow-up demonstration.

We then distribute follow-up questions to the vendor by City purchasing with the responses to these questions distributed back to the teams for review.

Facilitate vendor demonstrations (Optional)

At the City's request, we can facilitate vendor demonstrations as described in the steps above. This includes providing an introduction at the start of each day, managing the timeline and schedule to ensure all material is covered fairly, tracking follow-up items, and service as the point of contact for any questions. Plante Moran will participate in up to 9 days of on-site vendor demonstration activities.

Deliverable: Vendor demonstration feedback

6. Assist with reference checking and site visit activities

In addition to vendor demonstrations, we would anticipate that the City would conduct reference checking and potential site visits. Our anticipated assistance to the City would be as follows:

- We will work with the City to determine what areas of reference checking should be performed that may include the following areas of each vendor solution:
  - Software
  - Technical
  - Hosting
  - Staffing (e.g., leads, project manager)
- Based on the vendor's proposed response, we will review their proposed references and determine if they are appropriate or whether additional references are required.
- We would anticipate that, based on City procedure, a single City individual would provide the initial contact to the reference site to indicate that they would like to have other City staff contact their peers at that site who had been identified by the vendor as a reference.
- We would work with the City to modify existing reference checking forms that we have developed for other clients and use these as the basis for collecting reference checking from peer organizations.
- We would anticipate that these forms would be provided to the reference site in advance of the reference check and that City staff would conduct the reference call themselves with the results compiled on these forms.
- We would anticipate that a debrief session would be performed with all leads at the conclusion of each reference check to discuss the results.
- Similar to reference checking activities, the City may conclude to conduct site visits either to the reference site and/or potentially to the vendor themselves. The process for executing these activities would be somewhat similar to the reference checking activities to be performed.

Deliverable: Reference checking feedback

7. Assist in the selection of a preferred vendor

In our experience, due diligence activities conducted after vendors have responded to an RFP provide further understanding for the client as to what's 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 semifinalist 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 the activities performed and material collected to date, we will review and discuss the semifinalist vendors' overall solutions and facilitate one meeting with the selection committee to proceed forward with deciding on a finalist vendor using the decision-making

process developed previously. At the City's request, we will develop a synopsis of the entire system selection process.

Deliverable: Finalist vendor, system selection synopsis

8. Negotiate contract and 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 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 nonperformance 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, ongoing 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 determine the specific scope of software, services, and optional items, which it will purchase from the finalist vendor(s). As part of this activity, we will participate in the development of the SOW with the selected solution provider(s).

Deliverable: Negotiated contract(s) and SOW(s)

Phase 4: Implementation assistance

The collective experience of our firm brings extensive knowledge of best practices subsequently enabling the project team to navigate the management, issues, and risks that are a part of projects of this size. This, paired with our experience working with the City on the selection project, has set us up for a successful implementation with the City. Through our commitment to structured reporting and communication, this level of thoroughness has led to minimal change order activity during the implementation resulting in the achievement of project budgets and timeframes for implementation. *Ultimately, it is our job to advocate that both the City and the ERP vendor are fulfilling their project roles and commitments to successfully implement the ERP solution on time and within budget and offer assistance in areas where we add the most value to the project and City.*

Our approach is complementary to software vendor/integrator implementation methodology and our independence is important to be objective in representing project performance through the accurate, timely, and complete representation of overall project status. As an experienced and independent management consulting practitioner, we develop strong relationships with the client resources, the software vendor, the vendor's solution integrators, and any third-party project managers to maintain open communications. We are not influenced by incentives vendors and solution integrators may offer. Plante Moran can offer the City a team of staff who will provide assistance while working seamlessly with the City staff at a level of effort identified by the City. Using this approach, we can provide the City with the following benefits:

- The City will have **project management expertise** including full access to Plante Moran staff when needed. In fact, the coverage is better than being reliant on one individual (who may be ill, on vacation, or otherwise unavailable).

- The City requires **a broad bench of subject matter experts that complement the project manager and PMO**. Our approach recognizes and provides these resources for better coverage which will include:

    - Project Management
    - Finance Subject Matter Expertise
    - HR Subject Matter Expertise
    - Change Management Expertise
    - Technical Team Support Expertise
- We will **advise the City** on all aspects of the ERP implementations with the goal to transform the City's business processes in a managed way while reducing risk to the project.

- **Knowledge transfer** is possibly the greatest benefit to the City. Plante Moran will leverage experience, skills, and templates from previous projects. As a result, as staff build their skills, the City will realize a measurable improvement in understanding and capabilities by the project's end.

We believe that our team and approach will provide the City with significant value in terms of the ability to implement the proposed solution on time and within budget, as well as minimize the

overall risk to the organization. The proposed approach outlined below will allow us to help the City successfully complete the implementation phase of its ERP project.

The approach for these core and optional activities is outlined below.

Measurable objective	Deliverables/milestones
Selected software is implemented successfully	• Project plan • Change management plan • Overall project timeline • Budget tracking tools • Project organizational and governance structure feedback • City begins live operations on new software solution(s) • Contract closeout

1. Assist with project initiation activities

We will provide assistance with project initiation activities during the start of the implementation. Establishing a strong foundation for the implementation is critical to project success and we will support this through the following activities:

- Development of implementation project charter that will act as a comprehensive action plan to provide guidance and set goals for project. This document, signed by business champions, may include the following: project title and description, vision, scope and objectives, key milestones, project organization and responsibilities, and project considerations such as assumptions, risks, and constraints.

- Establish a project governance structure to facilitate decision-making and provides a clearly defined process for escalating issues and action items for the project steering committee.

- Provide input on vendor project management documents including:

  ◆ Project plan/schedule

  ◆ Project management plan that incorporates recommendations for implementation phasing and prioritization

  ◆ Status reporting and activities

  ◆ Change management and communication plan

  ◆ Overall project timeline

  ◆ Budget tracking tools

The level of implementation management effort can vary significantly based upon the level of client involvement and participation as well as the level of services being provided by the enterprise system vendor. We anticipate that we will reevaluate the required level of effort at the conclusion of contract negotiations to best meet the needs of the City.

We would envision working with the City and the selected vendor throughout these project initiation activities to conclude on the roles and responsibilities of all parties based on the scope of our consulting hours allocation.

In addition, we have a variety of progress reporting templates we will offer to the City for use during the implementation, including:

- Weekly PMO status report
- Plante Moran PMQA health check report
- Project issues and action items status
- Options analysis and decision-making tool (advantages/disadvantages and cost of each)

- Monthly executive steering committee reports
- Risk register and reporting
- Key decision log and status
- Change order reporting
- Others

Below, we have provided a handful of standard reports we traditionally deploy in an implementation project for the City's review:

Sample: Issues and action items log

Sample: Vendor payment tracking schedule

Module	Reference	Description/notes	Total Cost	Invoice Date	Invoice #	Invoice Amt	Amount Approved	Invoice Date	Invoice #	Invoice Amt	Amount Approved
		Round 1 - Modifications	**$26,500**								
GL	Bank Rec #1	Auto match daily debits and credits	$3,000	6/28/08	132073	$3,000	$3,000				
PURCH	Procurement #1	Attach files in VSS	$0	Not required since Purchasing 3rd Party Sofwatre							
PURCH	Procurement #2	Auto renewal of contracts	$0	Removed per Vendor Amendment #7							
PURCH	Procurement #3	Electronic solicitations	$0	See Procurement #4 - part of that							
PURCH	Procurement #4	5-digit NIGP support (3rd Party Vendor)	$5,000	9/12/08	136330	$5,000	$5,000				
PURCH	Procurement #5	Auto assignment of priority codes on reqs	$0	Removed per Vendor Amendment #5							
PURCH	Procurement #6	Bid Tabulation (3rd Party Vendor)	$0	COMPLETE							
PURCH	Procurement #7	Email addresses for sourcing vendors (3rd Party Vendor)	$3,500	9/12/08	136330	$3,500	$3,500				
PURCH	Procurement #8	Contract Management award integration	$15,000	9/12/08	136330	$7,000	$7,000				
		Round 2 - Modifications	**$11,000**								
BILLING	Billing #1	Additional charge codes for invoices lines	$0	Removed per Vendor Amendment #7							
BUDGET	Budget #1	Move detail between accounts	$0	COMPLETE							
BUDGET	Budget #2	Schedule reports to be emailed	$0	Removed per Vendor Amendment #9							
CR	Cash Receipts #1	Check Image Capture	$0	COMPLETE							
CR	Cash Receipts #2	Cash Denomination Validation	$6,000	3/30/2009	148096	$3,000	$3,000	6/27/2009	152003	$3,000	$3,000
CR	Cash Receipts #3	Remote deposit capture	$0								
FA	Fixed Assets #1	Red Flag Warning	$0	COMPLETE							
GL	GL #1	Favorite GL Fund	$0	Removed per Vendor Amendment #8							
HR	HR #3	Change bank enrollment	$0	COMPLETE							
HR	HR #7	Authenticate ESS using AD	$0	COMPLETE							

Sample: Risk register

Risk #	Risk Description	Probability[1]	Impact[2]	Prob / Impact Score	Category	Impact on Project if Risk Occurs	Date Identified	Risk Owner	Team	Response Strategy[3] / Plan (Avoid, Transfer, Mitigate, Accept)	Status
26	The current technical environment does not support requirements of system (including network performance, desktop hardware, operating systems, and internet browser) causing performance and accessibility issues and diverting project resources from other technical implementation tasks.	5	5	25	Technical	City staff are unable to access system and project is delayed until upgrades are completed.	9/13/2013	Void	Tyler	Accept/Mitigate. Evaluate all options and prioritize resolution efforts. Stress test early in the implementation process and perform the "Verification Tests" on multiple PC configurations.	Closed
27	Frequent unknown technology improvements are identified throughout the project.	5	4	20	Technical	Frequent distractions and requests for additional funding/time to address technology upgrades portray the overall project in poor light amount key City stakeholders and management.	9/13/2013	Void	Tyler	Mitigate. Perform a comprehensive evaluation of the overall technical environment and new system requirements to identify a complete understanding of gaps early in the project.	Priority
56	The Kronos project plan is not able to be aligned with the Munis payroll implementation to support appropriate development of pay codes and interface testing	4	5	20	Project Mgmt	The City is unable to develop the appropriate Munis payroll configuration functions due to unknown status of Kronos.	5/23/2014	Void	Tyler	Accept/Mitigate. Escalate Kronos project issues with the Kronos management and ensure proactive communication with the Munis team. Confirm the approach to move forward as soon as possible and develop contingency approach to configure OT tables in Munis.	Closed

Deliverables: Project plan, change management plan, overall project timeline, budget tracking tools

2. Review project organizational and governance structure

One of the key critical success factors on an enterprise-wide project such as an ERP replacement initiative is the formation of an appropriate and effective project governance structure. An effective governance structure is the key to integrating the people, process, and technology elements to achieve the organizational goals of an ERP initiative. As such, project governance on an ERP project provides the following:

- A visual depiction of the project organizational structure and hierarchy

- A framework in which project decisions are made

- A detailed understanding of the roles, responsibilities, and time commitments required of the individuals and groups on the project
- A framework in which project management related tasks are organized and managed around key elements including budget management, change control, issues resolution, risk management, status reporting, etc.

Our understanding and knowledge of implementing effective governance on large-scale ERP projects is significant. **In fact, we authored a chapter in Public Technology Institute's book titled, "CIO Leadership for Cities and Counties: Emerging Trends and Practices," on information technology governance.** Our approach to establishing a governance structure with the City will consist of the following activities:

- We will blend our past experience in implementing ERP governance structures that will be tailored based on the needs and existing structures in place at the City.

- We will review and confirm the identification of City entities that will be involved and affected by the project.

- We will work with the City to identify existing governance structures that are already in place that relate to the business processes that are being considered within the scope of the project. These governance structures will include both business and technical committees that are currently in existence.

- We will obtain background information on governance material and discussions that have already occurred related to the project.

- Using this baseline material, we will collectively draft a proposed project governance structure for the assessment phase of the project that visually depicts the various individuals and groups that will be part of that structure.

- We envision that the roles and responsibilities that would need to be included as part of this ERP Replacement project would be as follows:

PROJECT ROLE	INDIVIDUAL(S)	RESPONSIBILITY
Executive sponsor	Senior-level business staff person	- Maintain the project vision - Act as the project champion - Energize the project leadership and teams - Be visibly committed to the project - Provide a strategic perspective when defining the needs for a future ERP and associated processes - Remove project roadblocks - Secure alignment across departments - Coach the project leadership
Project steering committee	Senior-level City staff	Enterprise system projects require executive-level support from all organizational areas significantly impacted by a new system. The project steering committee should provide incentives to Citywide staff to view the project as a top priority. To the extent possible, the project steering committee comprises senior-level managers who have the ability to make the

PROJECT ROLE	INDIVIDUAL(S)	RESPONSIBILITY
		decisions regarding changes in organizational policy and procedures. • Steer the project managers • Address issues presented by the project manager • Clear roadblocks that jeopardize project success • Create the conditions to make the project managers successful in their role • Review and decide on proposed changes to organizational policies and procedures that will be impacted by the project • Review and provide feedback on the consultant's report • Review and approve release of the ERP RFP documents • Review significant project recommendations (e.g., recommended vendor solution)
Software selection committee	Selected City Executives	• Review vendor responses • Conduct initial ranking of vendor responses • Participate in vendor demonstrations/oral presentations • Review additional fact-finding information collected • Conduct ranking of finalist vendor solutions
Project manager	City Project Management Individual (could be a technical or businessperson)	It's critical that the project manager is at the center of all project communications and activities as they must be current on the status of the project. All communications and questions about the project shall be directed to the project manager. • Ensure that prompt and clear communications to City department staff is conducted • Act as the focal point for collection of needed documentation for review by the consultant • Manage project milestones and activities • Manage the project budget • Communicate project status, issues, and risks to the appropriate stakeholders • Document and track to resolution project issues and decisions • Escalate issues in a timely manner to the project steering committee or executive sponsor as appropriate • Oversee planning activities associated with project • Ensure that project deliverables are reviewed by appropriate City staff • Provide progress updates to City management, project steering committee, and other interested stakeholders • Manage the configuration of the SharePoint site • Work with the team leads in communicating decisions that need to be brought to the project steering committee for review and resolution
Project administrator	Administrative staff person(s)	• Schedule necessary project-related meetings • Ensure availability of appropriate resources to support project meetings • Take minutes at meetings, as needed

PROJECT ROLE	INDIVIDUAL(S)	RESPONSIBILITY
		• Ensure project communications are distributed • Assist in coordination of vendor demonstration activities
Module leads	Process owners of the various ERP areas	• Participate in stakeholder interview sessions • Participate in the development, review, and finalization of the RFP functional requirements to include reports, interfaces, conversions, forms, and workflows within their area of responsibility • Review and provide feedback on appropriate sections of Vendor responses • Develop vendor scripts to be used during vendor demonstration activities • Participate in vendor demonstrations • Provide feedback on demonstration and due diligence activities • Participate in the development of the appropriate sections of the SOW document
Non-process-owning departments	TBD	• Participate on project teams, as requested • Provide input from an end-user perspective related to various processes that are executed in their department
Technical team	TBD	• Provide information on the City's current IT infrastructure • Assist in the development, review, and finalization of the RFP technical requirements • Review and provide feedback on the technical components of Vendor responses • Conduct due diligence on technical aspects of the vendors' solutions • Assess the impact of Vendor solutions on the City's IT infrastructure • Participate in the technical sessions associated with the vendor demonstrations • Participate in the SOW development for those elements that are of a technical nature
Outside Consultant	Plante Moran	• Support the planning and procurement phase of the project • Apprise the project manager of current and potential project risks and discusses means of mitigating these risks • Provide leadership and guidance to the City throughout the project • Develop project deliverables

We will review this material with the City to elicit feedback on the structure and initiate discussions about specific staff who would be candidates for these roles. We would expect the City to then work with the proposed staff and their respective management team to solicit their involvement on the project.

Once the project governance structure and project management plan has been finalized, we will conduct one or more project kickoff meetings to introduce the project, the project governance structure and other aspects of the project to the City project team and affected stakeholders.

Deliverable: Project organizational and governance structure feedback

3. Provide subject matter expertise support

We will provide subject matter expertise for functional and technical areas relevant to the software vendor phase scope. The proposed subject matter expert for each phase will serve as the translator and mediator between the City and the vendor to help with the delivery of requests and reduce repeat activities. This support will include the following activities:

- Validation of vendor resources to ensure subject-matter expertise
- Participate in status and steering committee meetings with the vendor and the City to report on activities below
- Participation in configuration sessions with the vendor and the City to assist with the below activities:
    o Documentation of risks, issues, and action items
    o Testing support, including the development of error-tracking logs, scripts, and schedules
    o Technical support, such as change control support and technical advisory services for the vendor
    o Change management support to provide education and communication around the changes
    o Review of the vendor training proposal to ensure it encompasses all training needs
    o Assistance in the development of a training plan and schedule to prepare for training delivery

4. Provide project management assistance

The project team must understand what to do, how to do it, why they must do it, when it must be done, how long it will take, and what the final deliverable should look like. *We will bring our tools and templates based on the Project Management Book of Knowledge (PMBOK) methodology and in partnership with you, we will ensure that we manage the project professionally, transparently, and efficiently.* Plante Moran's seasoned project managers and consultants are familiar with the types of risks in IT projects conducted in organizations of this size and complexity. Our team has developed and refined an approach and set of supporting tools intended to mitigate our clients' risk by leveraging best practices and addressing any unique needs. Through our best practice approach, we present the specific tasks to be completed and provide a detailed timeline for their completion, highlighting the key project milestones. The following provides a listing of the project management-related activities we expect our project manager to lead, with the assistance of the City and the selected software vendor.

Project team	Who
Techniques	How
Activities	What
Tools	With what
Deliverables	Results

We will consistently apply the project management structure and framework as shown below.

Activity	Description
Project management plan	Our success in being able to execute highly effective IT projects is heavily influenced by our strong project management approach—credentialed project team leaders utilize a set of project management tools and templates aligned with the PMBOK. We anticipate working with the City to establish the various project management and communication procedures, including associated tools and templates used during the project. Examples of these tools are as follows: • Issues, action items, and risk log • A project management plan defining project governing criteria • Project work plan with schedule and milestones (see sample in the following section of an MS project workplan and level of detail) • Protocols for using collaboration tools (e.g., access, check in/check out, using links versus attachments in emails) • Stakeholder management plan defining the process to keep stakeholders apprised of project status, progress, and risks This information will be presented, as appropriate, to the project participants during the project kickoff meeting and documented in a project management plan.
Resource management	Plante Moran will develop a resource management plan to review and approve qualifications, expected work schedules, and commitments and responsibilities for project team members, including any external vendor staff.

Activity	Description
Issue and action management	We will use our results-focused issue and action management log to track and report the status of issues and actions. Progress on issues and actions will be assigned a status, priority, and expected completion date and are reported in project status reports. Our Issue and Action Log helps our project managers diligently track issues while avoiding unnecessary escalations, but they will escalate a task to the steering committee when necessary to keep the project on track and within budget.
Risk log	We start risk management planning at the start of a project to ensure we can develop realistic and actionable strategies to enhance and exploit opportunities or avoid and mitigate negative risks. Risks are ranked by probability and impact, and high-ranking risks are reported in the project status report.
Decision facilitation	In many IT projects, critical decisions need to be made. Specifically, in projects that require configuration to meet business process requirements, there can be multiple ways to address the need. We will use our decision log and decision papers to facilitate decision-making. These will be documented and presented to the stakeholders to allow for an informed decision to be made.
Document management and collaboration	Collaboration environments, such as Microsoft SharePoint or Google Drive, are increasingly viable tools to support project teamwork for small, mid-size, and large-scale projects. These environments, available 24/7 to team members, can serve a variety of purposes, including acting as a repository for documentation developed during the engagement. Plante Moran can provide a SharePoint collaboration site as a part of our engagement to allow all stakeholders to access all the relevant documents. During this activity, we will confirm the setup and protocols for using a Project Collaboration Center including design, structure, security, and content.
Status reporting	As a part of our management of the project, we will prepare and present periodic (typically weekly) status reports to include mutually agreed upon content that pulls from our tracking tools, such as budget, schedule, and implementation considerations, including the following; Achievements for the month, Documents /deliverables reviewed, Next period activities, Schedule status, Open/closed Issues, Risks/concerns identification and tracking, Action items, Findings of deficiencies and recommendations for remediation, Issue analysis, Risk analysis, Scope analysis, Schedule analysis, and Quality analysis.

5. Oversee organizational change management

Plante Moran includes some element of formal or informal organizational change management (OCM) activities in all IT projects. The business case for adopting new systems rarely addresses the human side, which results in a feeling of culture shock for the staff who are faced with leading the transition. In general, for any organization, the driving needs to shift to new technology are based on many factors including aging systems that companies will no longer support, a shift to cloud adoption and the resulting savings in internal infrastructure management, and/or a desire to

achieve the efficiencies promised by tighter integrations. New technologies introduce predefined processes and workflows that will challenge the culture in place today — a culture with inefficient processes and workflows driven by outdated technology. Organizational change management (OCM) applies tools designed to assess, manage, and reinforce the impacts of replacing systems; redesign processes; and prepare the workforce for the new systems.

As we conduct work on the project, staff will become aware of potential changes. Therefore, Plante Moran treats OCM as a program operating inside the project, keeping a pulse on capacity for staff to accept change, with a goal of preparing staff for the new knowledge, skills and abilities required to adopt new systems and be successful in their career with your organization. **To manage change means to manage the human side of the project** — the range of emotions occurring between expectation and reality — a change management program seeks to reduce that gap. The desired change can only occur when the people who are responsible for executing the day-to-day processes implement the new way of accomplishing the work.

The role of the change management program is to support an organizational transformation by surfacing the emotions in order to apply the appropriate support. A change management program must be present, visible, and responsive. It must support the overall project goals —steps cannot be skipped, and mistakes can slow progress. Process improvements create upheaval and disruption. This is particularly true when the proposed changes affect multiple organizational units, requiring new working relationships or processes while maintaining current production or performance levels. Ensuring an organization meets these critical success factors is the primary role of leadership in large-scale change initiatives. We will help leadership prepare staff for the changes through the development of the following:

- The case for change: a concise and compelling case to help staff understand, "What's in it for me?"

- A change vision: The vision carries the case forward with a view of what is ahead for staff. We will help your organization define and describe this vision in terms familiar to staff.

- A change strategy: The actual steps for executing the change, including communication and outreach.

- Critical success factors: Identify critical success factors in our project risk log and develop risk mitigation strategies.

- Monitoring and feedback: Tools to monitor when corrective action is required and to identify times to celebrate success.

The best technical implementation and design of any IT initiative doesn't matter unless your end users are prepared to adopt the solution at go-live. The City will need to make sure end users are trained, have access to resources, and are prepared to embrace change. Through system adoption, we provide change management execution assistance, customized training, and customized end-user documentation.

Our change management assistance services help drive success and minimize risks associated with change by designing a program to enable your organization to successfully lead change with support and knowledge provided by Plante Moran. We help drive adoption of the change by executing a customized management plan to align with your project goals. We work together and often through regular check-ins with your team to ensure planned tasks are performed on time,

providing best practices when necessary. In addition, we work closely with the project team to ensure timing, alignment, and consistent messaging.

While project management and change management are two distinct disciplines, our methodology uses parallel yet integrated paths to ensure that people, process, and technology remain balanced and in sync from a project perspective. As we adhere to the PMBOK approach to managing projects, we advocate and promote change in alignment with that approach using the Association for Change Management Professionals (ACMP) phases and activities. The following activities and deliverables may be developed if requested by the City.

Activity	Description
Define and assess change	We have survey tools, such as a change readiness awareness assessment, to deploy and measure the capacity for change across the organization.
Stakeholder analysis	In the evaluate phase, we perform a stakeholder analysis to provide the City with: - Insight about key stakeholders who can influence success - Insight to be able to identify tailored change activities to support the needs of stakeholders - Actions that are aimed to positively influence stakeholder attitudes - Assessment of how stakeholder attitudes develop throughout the project - A means to validate and check that ownership and commitment levels are aligned with the current stage of change Sample stakeholder engagement activities can include: - Coaching - Periodic open house meetings open to all stakeholders - Key stakeholders will be identified and engaged to project messages as part of key communication/engagement activities - Continuous stakeholder feedback channels to ensure stakeholder feedback is heard and expectations captured, and actionable activities identified
Change network	As the project work plan is formulated, we will identify staff champions across the City who can serve as a change network to extend the reach of the change management leaders. For the specific project, a member of the change network may need to commit two or three hours per month to the project, but this member is a key channel of communication back to the OCM team. A change network member: - Is an advocate of the project - Represents a user population or group - Understands the business need for the change - Helps communicate the excitement, possibilities, and details about the change to his or her peer group - Listens for concerns about the change and provides feedback to the OCM leader - Has good interpersonal communication skills with peers

Activity	Description
	Our goal is to build a change network that represents all facilities and/or natural work groups. The change network will receive training to prepare them for their role.
Readiness touchpoints	Readiness touchpoints are the larger outreach efforts to communicate project requirements. Touchpoints are in-person activities to open dialogue about the nature of the project. These activities are supported by the communications plan but focus on the interpersonal side of change, including Roadshows around different departments or functional groups, agency-wide events, Listening stations.
Communications plan	Successful project communications are based on solid foundations—they are targeted to the right audience; they are open and honest and use redundant channels. A detailed communications plan will be developed with the goals to build project awareness, understanding, knowledge, and acceptance of the changes that will occur from the implementation of any IT software. The communications plan is built using five key steps: • Identify the target audiences • Identify key messages at each phase of the project • Determine content, timing, packaging, delivery method, frequency, and sender • Use a communications plan template to complete the planning. We will use all appropriate communications channels, which may include newsletters, briefings, SharePoint, email, posters, flyers and system demonstrations • Present the communications plan to the Sponsor, project team and other critical stakeholders The communications plan will include: • Why (purpose, goals and objectives of the communications) • Target (Target audience) • Who (develops content) • What (the content of the message) • When (when will these messages be delivered) • Where (where will the messages be delivered) • How (what media or channel will be used) As part of the communications plan, change readiness surveys will be conducted to measure the City's end-user readiness for the changes that will be brought about by the project. The surveys will also assess end users' perceptions about the effectiveness of the communications. Results of the surveys will allow the Change Management Lead to make any needed adjustments to the communications or change management plan.
Learning support	If requested by the City, Plante Moran's OCM lead can oversee the development of a training strategy, training plan, training materials, and training assessments. The components of the training plan would include the process to execute the following tasks: Conduct training needs analysis, Review vendor training plans, develop a training curriculum, establish training capability, both internal and external, create a training

Activity	Description
	schedule and plan for delivery, establish training records to track completions, and Assess training effectiveness.
People risk management	Using the risk log as part of our project management tools, we will participate in the City project team review of the risk log to track risks related to readiness and project acceptance by the stakeholders and end users. Risks identified related to the human side of the project will have risk mitigation plans tied to change management products defined in this table.

6. Conduct project closing and post-implementation support activities

Upon completion of the project, the project will transition to a support phase in which much of the time will be spent on resolving post-go-live issues and transitioning from an implementation to an ongoing operational state of the system. We would anticipate the following activities being performed in this phase of the project:

	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.	
4.	Transition City from implementation to support.	
5.	Develop a transition plan from the vendor to the client.	Transition plan
6.	Develop and document ongoing system support procedures.	Ongoing system support procedures
7.	Develop and execute a script of activities to prepare for and conduct year-end fiscal cutover.	Year-end cutover checklist
8.	Determine who will maintain issues log for each of the teams and at a project management level.	
9.	Determine who will be monitoring error logs for the system on a regular basis.	
10.	Finalize the ongoing support structure, including roles and responsibilities of the different stakeholders.	
11.	Become involved in the vendor's user group.	
12.	Close-out all contracts.	
13.	Conduct debriefing sessions on the product and services portion of the project.	
14.	Conduct a process audit (six to nine months after implementation).	Process audit

Deliverables

Phase	Deliverables/milestones
Phase 0: Project planning and management	• Project organizational and governance structure • Project charter • Detailed project plan • Project collaboration center • Project issues and action items list • Project meeting minutes
Phase 1: Needs assessment	• Items to collect list • Kickoff presentation • Infrastructure assessment • Stakeholder interviews • As-is process maps • Future state process maps (optional) • Issues and opportunities findings • Application migration table • ERP needs assessment report (draft and final)
Phase 2: Request for proposal development	• Functional and technical requirements • Solution selection criteria and weighing factors • Decision-making process • Request for proposal (RFP) • Proposal distribution list • Pre-proposal meeting and associated materials • Vendor questions and City responses
Phase 3: Solution selection	• Evaluation team training • Demonstration scripts • Demonstration agenda • Demonstration feedback form • Proposal analysis • Proposal scoring and associated vendor shortlist • Vendor demonstration feedback • Reference checking feedback • Finalist vendor • System selection synopsis • Negotiated contract(s) and statement(s) of work
Phase 4: Implementation assistance	• Project plan • Change management plan • Overall project timeline • Budget tracking tools • Project organizational and governance structure feedback

City staff involvement

The following table identifies the expected approximate City staff involvement for each major activity of the project. We understand the City may have considerations for staff engagement that may not be reflected in our assumptions represented below. We welcome the opportunity to discuss project staffing options and alternatives, including how we can tailor our work plan and level of effort to best meet the needs of the City.

Project activity	City responsibilities	Primary city role	Est. Hours Per Person
Phase 0: Project governance			
1. Conduct project initiation activities	• Participate in project planning meetings	Project manager	8
2. Define project organizational and governance structure	• Assist in the development of the project governance structure • Review and approve the governance structure • Attend project kickoff meeting	Project manager	4
3. Develop project charter	• Assist in the development of the project charter • Review and approve the project charter	Project manager	12
	• Assist in the development of the communication plan • Review and approve the proposed communication plan	Steering committee	10
4. Develop detailed project plan	• Assist in the development of the project plan • Review and approve the proposed project workplan	Project manager	6
5. Establish project collaboration center	• Assist in determining what should be included in the collaboration environment • Assist in establishing guidelines around the use of the collaboration environment • Identify who should be granted access rights to the site	Project manager	1
6. Moderate the project schedule and moderate bi-weekly project status meetings	• Participate in status updates	Project manager	1 per meeting
Phase 1: Needs assessment			
1. Collect and review documents	• Compile and upload requested documents to the SharePoint collaboration site	Project manager SMEs	4 2

Project activity	City responsibilities	Primary city role	Est. Hours Per Person
2. Conduct kickoff meeting	• Participate in kickoff session • Provide specific business outcomes	Project manager	2
		Executive committee	2
		Process owners/ departmental SMEs	1
3. Conduct infrastructure review	• Complete the technical questionnaire • Participate in follow-up interviews as needed	Technical SMEs	8
4. Conduct departmental and cross functional interviews	• Participate in scheduled interviews • Identify all supporting side or "shadow" systems and the required system interfaces • Identify any unique City departmental requirements • Identify current and future-state use cases reflecting key target outcomes	Project manager	24
		Process owners	12
		SMEs and/or other stakeholders	12
5. Conduct detailed business process mapping and review	• Participate in sessions to define current-state workflows • Review current-state and future-state process maps • Review and identify any unique City departmental requirements	Project manager	21
		Process owners	11
		SMEs and key stakeholders	11
6. Prepare issues and opportunities matrix	• Review and provide feedback for the issues and opportunities matrix • Participate in follow-up interviews as needed	Project manager	8
		12	11
		SMEs and key stakeholders	5
7. Develop application migration table	• Review and provide feedback for application migration table	Technical SMEs	2
		Project manager	2
8. Define implementation and ongoing costs	• Review and provide feedback for cost estimates	Project manager	2
9. Prepare ERP needs assessment report	• Review and provide feedback for the needs assessment report draft	Project manager	6
		Process owners	6
		Project manager	5

Project activity	City responsibilities	Primary city role	Est. Hours Per Person
10. Finalize and present the ERP needs assessment report	• Follow internal procedures to place the report on the Council's agenda • Assist in presentation of needs assessment findings	Steering committee	2
Phase 2: Request for Proposal (RFP) development			
1. Develop functional and technical requirements	• Schedule requirements prioritization sessions • Review draft specifications and prioritize based on evaluation process in advance of review meeting • Participate in requirements consolidation review meetings	Project manager	4
		Steering committee/ selection team	6
		Process owners/ departmental SMEs	6
2. Develop solution selection criteria and define decision-making process	• Identify vendor solution and weighting criteria to apply to future RFP • Determine process for scoring each review round • Determine how and when solution costs will be evaluated • Define how evaluation criteria will be measured	Project manager	6
		Steering committee/ selection team	6
		Procurement officer	6
		Evaluation and advisory team members	6
3. Develop request for proposal	• Provide required City templates to be included in the RFP • Review and provide feedback on the base set of minimal terms and conditions • Review other sections of the draft RFP provided by Plante Moran • Approve the final RFP document • Distribute the final RFP	Project manager	12
		Procurement officer	12
		Steering committee/ selection team	6
		City legal counsel	TBD
4. Prepare proposal distribution list	• Review distribution list • Distribute RFP document	Procurement officer	2

Project activity	City responsibilities	Primary city role	Est. Hours Per Person
5. Prepare for and facilitate pre-proposal meeting	• Establish meeting date/time for pre-proposal conference • Coordinate logistics for pre-proposal conference • Facilitate pre-proposal conference	Project manager	3
		Steering committee	2
6. Assist in responding to vendor questions	• Serve as single point of contact for vendor questions and communications • Work with Plante Moran to develop answers to vendor questions • Post and/or distribute RFP addenda	Procurement officer	4
		Project manager	4
		Steering committee	4
Phase 3: Solution selection			
1. Assist in the preparation for evaluation activities	• Participate in training for the evaluation team • Finalize weightings and scoring procedures	Project manager	2
		Steering committee/ selection team	2
2. Guide the development of vendor demonstration materials	• Work with Plante Moran on development of demonstration agendas • Develop vendor demonstration scripts based on provided templates • Review and approve demonstration scripts	Project manager	8
		Steering committee/ selection team/SMEs	8
3. Conduct proposal analysis activities	• Facilitate proposal opening • Determine vendors that did not meet minimum criteria and distribute appropriate communications • Review proposals • Review Plante Moran's comparative proposal analysis • Identify any vendor clarification questions and distribute to vendors • Score vendor proposals • Communicate results of bid analysis to rejected and remaining vendors	Project manager	4–8 per proposal
		Procurement officer	2 + 1 per proposal
		Steering committee/ selection team	4–8 per proposal
		Functional and technical SMEs	4–6 per proposal

Project activity	City responsibilities	Primary city role	Est. Hours Per Person
4. Conduct proposal analysis and shortlist meeting	• Review proposals • Attend short-list evaluation meeting • Decide on semi-finalist vendors	Steering committee/ selection team	4
		SMEs	8
5. Assist in vendor demonstration activities	• Coordinate demonstration logistics (e.g., reserve location) • Schedule demonstrations and interviews with vendors • Distribute vendor demonstration agenda and scripts to vendors • Communicate demonstration schedule to staff • Provide scoring sheets to selection team and staff • Attend and score vendor demonstrations • Compile vendor demonstration scores	Project manager	6 + 16–24 per vendor
		Steering committee/ selection team	16–24 per vendor
		SMEs	16–24 per vendor
6. Assist in reference checking and site visit activities	• Participate in additional due diligence according to the procurement plan • Provide due diligence results to Plante Moran for review • Assist in identifying other costs to be considered as part of the overall project budget including one time and ongoing operational costs • Score vendors • Participate in selection meeting(s) and decide on preferred vendor	Project manager	6
		Steering committee/ selection team	4–12 per vendor
		SMEs	4–12 per vendor
7. Assist in the selection of a preferred vendor	• Review and provide comments on draft solution selection summary memo • Finalize summary memo and submit for council review	Project manager	4
		Steering committee/ selection team	2
8. Negotiate contract and statement of work (SOW)	• Assist in defining the negotiating strategy and associated roles • Negotiate vendor contracts • Determine who from the City will be involved in the contract negotiations • Identify the critical needs for inclusion in the contract	Project manager	20
		Steering committee/ selection team	2
		Procurement officer	5

Project activity	City responsibilities	Primary city role	Est. Hours Per Person
	• Determine details about the proposed vendor's solution that should considered in the negotiated contract (e.g., phasing)	City legal counsel	20
	• Conclude on the scope of technology and services to license/procure from the finalist vendor • Assist in the development of the SOW • Assist in negotiating the final contract • Present the final contract to the appropriate committees and to the City Council for approval	SMEs and/or other stakeholders (optional)	5
Phase 4: Implementation assistance			
1. Assist with project initiation activities	• Ongoing participation in implementation activities defined in Phase 4: Implementation assistance	All project stakeholders	TBD
2. Review project organizational and governance structure	• Ongoing participation in implementation activities defined in Phase 4: Implementation assistance	All project stakeholders	TBD
3. Provide subject matter expertise support	• Ongoing participation in implementation activities defined in Phase 4: Implementation assistance	All project stakeholders	TBD
4. Provide project management assistance	• Ongoing participation in implementation activities defined in Phase 4: Implementation assistance	All project stakeholders	TBD
5. Oversee organizational change management	• Ongoing participation in implementation activities defined in Phase 4: Implementation assistance	All project stakeholders	TBD
6. Conduct project closing and post-implementation support activities	• Ongoing participation in implementation activities defined in Phase 4: Implementation assistance	All project stakeholders	TBD

As previously stated, the role and level of effort of City staff can vary significantly based upon the level of services being provided by the enterprise system vendor. We anticipate that we will reevaluate the required level of effort at the beginning of Phase 4 and detailed a detailed staffing plan in conjunction with the selected vendor.

Example project plan/schedule

The following is an example schedule to perform the work required through feasibility study, request for proposal (RFP) development, vendor selection and contract negotiations based on our recent experience in conducting similar projects for other City governments. Overall, we estimate that the timeline for proposed Phases 1-3 for an ERP needs assessment and selection will traditionally range anywhere from nine to 12 months, depending on City staff availability and vendor capacity to participate in the various activities. **This entire schedule will be refined based on the specific needs of the City and the availability of City staff to meet your desired timeframe for system selection and implementation.**

Task name	Start	Finish
ERP consulting services	**6/3/24**	**7/7/26**
Phase 0: Project planning and management	**6/3/24**	**7/7/26**
Conduct project initiation activities	6/3/24	6/7/24
Develop project organizational and governance structure	6/3/24	6/7/24
Develop project charter	6/3/24	6/7/24
Develop detailed project plan	6/3/24	6/7/24
Manage the project schedule and moderate project status meetings	6/10/24	7/7/26
Phase 1: Needs assessment	**6/10/24**	**8/7/24**
Collect and review documents	6/10/24	6/21/24
Conduct project kickoff meeting	6/10/24	6/10/24
Conduct infrastructure review	6/10/24	6/28/24
Conduct departmental and cross-functional interviews	6/10/24	6/28/24
Conduct business process mapping and review	6/10/24	6/28/24
Prepare issues and opportunities findings	7/1/24	7/12/24
Develop application migration table	7/1/24	7/12/24
Prepare ERP needs assessment report	7/8/24	7/26/24
Finalize and present ERP needs assessment report	8/5/24	8/7/24
Phase 2: Request for Proposal development	**8/8/24**	**10/3/24**
Develop functional and technical requirements	8/8/24	8/21/24
Develop solution selection criteria and define decision-making process	8/8/24	8/21/24
Develop Request for Proposal (RFP)	8/8/24	9/4/24

Task name	Start	Finish
Prepare proposal distribution list	9/2/24	9/4/24
Prepare for and facilitate pre-proposal meeting	9/20/24	9/20/24
Assist in responding to vendor questions	9/5/24	10/3/24
Phase 3: Solution selection	**9/6/24**	**2/11/25**
Assist in the preparation of evaluation activities	9/6/24	10/11/24
Guide the development of vendor demonstration materials	9/6/24	9/12/24
Conduct proposal analysis activities	10/14/24	11/1/24
Conduct proposal analysis and shortlist meeting	11/4/24	11/4/24
Assist with vendor demonstration activities	11/5/24	12/13/24
Assist in reference checking and site visit activities	12/16/24	12/30/24
Assist in the selection of a preferred vendor	12/31/24	12/31/24
Negotiate contract and statement of work (SOW)	1/2/25	2/11/25
Phase 4: Implementation assistance	**2/12/25**	**7/7/26**
Assist with project initiation activities	2/12/25	3/11/25
Review project organizational and governance structure	2/12/25	2/25/25
Provide subject matter expertise support	2/12/25	6/9/26
Provide project management assistance	2/12/25	6/9/26
Oversee organizational change management	2/12/25	6/9/26
Provide training advisory services (optional)	7/14/25	1/30/26
Conduct project closing and post-implementation activities	6/10/26	7/7/26

Fee Summary

4.5 Fee proposal. Provide a detailed firm, fixed total price for each phase of the services. This price shall include any and all costs to perform the services to the City's satisfaction, including but not limited to all costs for materials, labor, travel, supplies, permits, licenses, other typical reimbursable expenses, and indirect costs.

Provide a detailed breakdown of the total price for the services, per phase, for the entire term. Please provide a specific, line-item accounting for the cost of each and every task and/or deliverable outlined in the Scope of Services. The City reserves the right to select the phases to award.

Provide a schedule of billing rates by category of employee and job title to be used during the term of the agreement. This fee schedule will be firm for at least one (1) year from the date of the agreement. The fee schedule will be used as a basis for determining fees should additional services be necessary. A fee schedule for sub-consultants, if used, shall be included.

Fee summary

We are proposing a **not to exceed total fee of $319,890 (three hundred nineteen thousand eight hundred and ninety dollars)** encompassing all activities detailed in the table below for Phases 0-4. The blended rate for this project is $290 which is reflected below. This rate is effective through the projected project end date of Phase 0-3, March 2025. Thereafter, PM's hourly rate will adjust by the US Consumer Price Index for Professional Services or market-based increases will be applied. The calculation will be based upon the difference in the annual CPI between the start date and end date. CPI adjustments will be made semi-annually based upon the required duration following the end date. The deliverable pricing stated above will be adjusted based on changes to the rate schedule.

For phase 0-3, we anticipate billing the City based on the payment schedule provided below. This professional services fee is predicated on the division of roles and responsibilities between the City and Plante Moran staff. The fees for Phase 4 implementation advisory services are an estimate, and we intend to finalize the fees once the overall implementation scope and timeframe have been defined. We would like to emphasize that our cost and work plan are flexible, and the County is only billed as services are incurred. The table below includes pricing by proposed work plan milestones.

Payment schedule:

Task	Hours	Cost
Conduct project initiation activities	8	$2,320
Define project organizational and governance structure	6	$1,740
Develop project charter	4	$1,160
Develop detailed project plan	6	$1,740
Establish project collaboration center	2	$580
Manage the project schedule and moderate project status meetings	50	$14,500
Phase 0 Total	**76**	**$22,040**

Task	Hours	Cost
Collect and review documents	8	$2,320
Conduct project kickoff meeting	8	$2,320
Conduct infrastructure review	8	$2,320
Conduct departmental and cross-functional interviews	80	$23,200
Conduct business process mapping and review	22	$6,380
Prepare issues and opportunities findings	20	$5,800
Develop application migration table	10	$2,900
Prepare ERP needs assessment report	30	$8,700
Finalize and present ERP needs assessment report	8	$2,320
Phase 1 Total	214	$62,060
Develop functional and technical requirements	30	$8,700
Develop solution selection criteria and define decision making process	7	$2,030
Develop RFP	40	$11,600
Prepare proposal distribution list	4	$1,160
Prepare for and facilitate pre-proposal meeting	4	$1,160
Assist in responding to vendor questions	6	$1,740
Phase 2 Total	91	$26,390
Assist in preparation for evaluation activities	10	$2,900
Guide the development of vendor demonstration materials	24	$6,960
Conduct proposal analysis activities	40	$11,600
Conduct proposal analysis and shortlist meeting	4	$1,160
Assist with vendor demonstration activities	24	$6,960
Assist with reference checking and site visit activities	8	$2,320
Assist in the selection of the preferred vendor	5	$1,450
Negotiate contract and statement of work	30	$8,700
Phase 3 Total	145	$42,050
Assist with project initiation activities	45	$13,050
Review project organizational and governance structure	19	$5,510
Provide subject matter expertise support	66	$19,140
Provide project management assistance	350	$101,500
Oversee organizational change management	24	$6,960
Conduct project closing and post-implementation activities	51	$14,790
Phase 4 total	**555**	**$160,950**
Total for all phases	**1,081**	**$313,490**
Travel estimate for 4 on-site visits		$6,400
Total proposed cost		**$319,890**

Optional services	
Future state business process mapping	$3,480
Facilitate vendor demonstrations	$11,600

Fee assumptions

Plante Moran's fees for the engagement described in the project approach section are based upon the assumptions listed below. Should these assumptions change, we would adjust our professional fees accordingly, in consultation with the City.

Project resources and governance

1   Plante Moran will work with the City during project initiation to further define the City's project governance structure, including key responsibilities for the City's project sponsor, project manager administrative support, and other significant project roles. The City will assign appropriate qualified staff to key project roles and maintain consistency of its resources during all phases of the engagement.

2   The City will assign a project manager for all phases that will work directly with Plante Moran staff.

3   The professional services fees are predicated on the division of roles and responsibilities between the City and Plante Moran staff.

4   City executive sponsorship represents all business areas and actively serves the needs of the project throughout its duration.

5   Project risks are immediately documented with proactive mitigation strategies.

6   City data and information will be provided to Plante Moran in a reasonable format and timeframe requested.

7   City staff are available for interviews as scheduled by Plante Moran and City's project manager.

8   Project status meetings will be conducted remotely and occur no more than bi-weekly with City's project manager.

9   Project decisions will be made by the City in a timely manner so as not to delay the adopted, detailed project plan and schedule.

10   Project activities will be initiated by June 2024.

11   All project activities will progress according to the final accepted, detailed project plan and schedule, unless both parties mutually approve changes.

12   Plante Moran will deliver all services for all engagement phases remotely, with the exception of the project kick-off and executive stakeholder interviews, unless specified and mutually agreed upon in the project plan and detailed schedule.

   (a)   City reserves the right to request on-site activities. Any on-site work will be performed only in accordance with government regulations as well as Plante Moran's and the City's on-site work policies.

   (b)   Should any travel be agreed upon by Plante Moran' and City's project managers, travel fees and expenses will be invoiced to City based on actual cost without markup. These

additional travel costs will be over and above the fees/amounts listed in our professional services fees table.

(c) All on-site work activity will be confirmed at least two weeks prior to the agreed upon travel date; any travel change fees incurred after such date will be expensed to City.

(d) All on-site work will occur between Monday and Thursday unless an alternative working schedule is mutually agreed upon.

13 Our findings and observations are derived from the documents reviewed and interviews conducted. Our reporting is solely based on the information obtained through this process and will not be validated by other means.

14 There will be a single draft-to-final process for each deliverable.

15 The City will have ten working days or other number of days as mutually agreed upon in the project schedule to approve or provide comments on all interim, draft, and final deliverables; all resulting delays may affect project schedule and fees.

16 We anticipate billing the City on a monthly basis for services rendered in the prior month.

17 The blended hourly rate of $290 is effective through March 2025. Thereafter, PM's hourly rate will adjust by the US Consumer Price Index for Professional Services or market-based increases/ will be applied. Plante Moran utilizes a blended rate, and not a rate card for fixed free engagements.

18 For proposed Phase #1 and #2 our pricing assumes:

(a) Up to Five (5) days of stakeholder interviews with City stakeholders, facilitated remotely. The total number and duration of interviews shall be according to the approved project plan and schedule.

(b) Specification validation sessions will be conducted via web conference.

(c) We will develop one (1) RFP for software services. The City will utilize specific RFP files/tools in the format provided as it impacts our ability to perform the proposal analysis deliverable.

19 The fee estimate for Phase 4 implementation assistance is an estimate and will need to be revisited when the final vendor is selected, and overall implementation scope and timeline is confirmed.

Required Forms

ERP Software Selection Advisory Services form

9. <u>Enterprise Resource Planning Software Selection Advisory Services</u>

Date: <u>4.12.2024</u>

City of Superior, Wisconsin

I/we, the undersigned, being familiar with all the factors and other conditions affecting the work, are hereto attaching the following documents:

1)   Subcontractors List
2)   Addenda Acknowledgment
3)   Qualification & Evaluation Checklist
4)   References

I/we, the undersigned, hereby propose to furnish all labor, tools, materials, skills, equipment and all else necessary to execute the work, in accordance with the specifications and are hereby submitting the following proposal:

Total Cost (Not-to-Exceed): <u>$319,890</u>

Amount in written figures: <u>three hundred nineteen thousand eight hundred and ninety dollars</u>

Completion Date: December 2024 for selection, TBD for implementation (date)

Interested firms may, at their discretion, suggest additional services not explicitly requested by this RFP. Proposals should include line-item costs for additional services. Please note that additional services may or may not be awarded by the City and that costs for additional services are excluded from the base proposal.

SIGNATURE _____ Date <u>April 11, 2024</u>

Print Name <u>Mark Warner</u>

Name of Company <u>Plante & Moran, PLLC</u>

Address <u>3000 Town Center, Suite 100, Southfield Michigan 48075</u>

Phone <u>248-223-3799</u>   Fax <u>248-233-8587</u>

E-mail Address <u>mark.warner@plantemoran.com</u>

Subcontractors Listing

10. <u>Subcontractors Listing</u> (Must be submitted with proposal.)

<u>Enterprise Resource Planning Software Selection Advisory Services</u>

The undersigned agrees to employ the following listed **subcontractors** for the following enumerated classes of work and not to alter or add to such list without the written consent of the City of Superior, WI. Use separate sheet as necessary.

	<u>SUBCONTRACTOR</u>	<u>CLASS OF WORK</u>
1)	N/A	
2)		
3)		
4)		
5)		

Submitted by: COMPANY <u>Plante & Moran, PLLC</u>

ADDRESS <u>3000 Town Center, Suite 100, Southfield, MI 48075</u>

COMPANY REPRESENTATIVE <u>Mark Warner</u>

Addenda Acknowledgement

11. **Addenda Acknowledgement** (Must be submitted with Proposal)

Enterprise Resource Planning Software Selection Advisory Services

I/we hereby acknowledge receipt of the following addenda(s):

Addendum No. 1 <u>4.10.2024</u>   Dated

Addendum No. _____ Dated

Addendum No. _____ Dated

Addendum No. _____   Dated

I/we further certify that no agreement has been entered into to prevent competition for said work and that I/we carefully examined the site where the work is to take place, and the plans, specifications, form of contract and all other contract documents.

I/we further agree to enter into the contract, as provided in the contract documents, under all the terms, conditions and requirements of those documents.

* If no addenda were issued, the consultant/firm shall so indicate and sign this document.

<u>Plante & Moran, PLLC</u>
Company

_____
Representative Signature

Qualification Evaluation Checklist

4.7 **Complete the Qualification Evaluation Checklist. Reporting false, inaccurate, or misleading information shall be sufficient grounds for disqualification or contract termination. When in doubt, attach a detailed answer or call for clarification.**

4.8 **The respondent shall include a statement that he/she made their own examination, investigation and research regarding the method of doing the work, all conditions affecting the work to be done, the labor, equipment and materials, and the quantity of the work to be performed. The Proposer agrees that it has satisfied itself by Proposer's own investigation and research regarding all of such conditions, and that Proposer's conclusion to enter into the Service Agreement and based upon such investigation and research, and that Proposer shall make no claim against the City because of any of the estimates, statements or interpretations made by any officer or agent of the City which may prove to be erroneous in any respect.**

Plante Moran has examined the City's RFP and addendum provided and investigated / researched the methods of performing the work and will conduct it in accordance with the services described in the proposal.

12. Qualification Evaluation Checklist

Owner: Plante Moran

Contact Person: Mark Warner

Address: 3000 Town Center, Suite 100

City: Southfield   State: MI

Zip: 48075

Telephone: 248-223-3799

Instructions:

1. When filling out the checklist check "YES" only to those services provided "in-house" by your firm (or prior experience of key personnel anticipated to perform a substantial amount of the project work) and check "SUB" for services you intend to subcontract out. List the subcontracting firm in the "Comments/Explanation" area.
2. Respondents are encouraged to add comments and to attach more detailed information where appropriate in response to checklist items. Such clarification can greatly assist the evaluation process. Firms may include other information as they deem appropriate.
3. Attach to this checklist any appropriate licenses, certification, degrees, or appropriate training that will assist in qualifying your firm for these services.
4. Consultant qualifications will be determined using this checklist along with the

   information provided as outlined in the "Requirements for Statement of Qualifications".
5. Firms are expected to answer "YES" to some of the checklist items, but not all of them.
6. False, inaccurate or misleading information shall be grounds for disqualification at any time during and after the selection process. When in doubt attach a detailed answer or call for clarification.

Yes	Sub	No	#	Question
			1.	How many years has your firm been engaged in the consulting business under the present firm name? 74 years
☒	☐	☐	2.	Has your firm ever failed to complete any work awarded to you? Comment/Explanation: **We take great pride in the quality of services we provide for our clients. Our client satisfaction scores demonstrate a consistent and long-standing pattern of satisfying clients. While any firm with the history, technical depth, and national reach of Plante Moran will have to terminate a contract from time to time, Plante Moran's experience with terminations is exceedingly rare. Plante Moran believes that the infrequency of claims against the firm reflects Plante Moran's commitment to quality and doing the right thing for its clients and staff.**

Yes	Sub	No	#	Question
☐	☐	☒	3.	Has your firm ever defaulted on a contract? Comment/Explanation:
☒	☐	☐	4.	Has your firm ever had claims filed for errors and omissions or been sued for services you provided? Comment/Explanation: **We take great pride in the quality of services we provide for our clients. Our client satisfaction scores demonstrate a consistent and**

				long-standing pattern of satisfying clients. While any firm with the history, technical depth, and national reach of Plante Moran will become involved in litigation from time to time, Plante Moran's experience with litigation is exceedingly rare. Plante Moran believes that the infrequency of claims against the firm reflects Plante Moran's commitment to quality and doing the right thing for its clients and staff.
☒	☐	☐	5.	Is your firm willing to provide (at no cost to the City) an on-site presentation to the City regarding your firm's qualifications? Comment/Explanation:
☒ **however, see exceptions on next page**	☐	☐	6.	Have you reviewed the example of the service contract attached and are willing to sign a similar agreement? Comment/Explanation: **See exceptions on next page.**

Plante Moran has contracted with hundreds of local governments based on their procurement ordinances and related unique local requirements. We have reviewed the Sample Agreement in the City of Superior RFP and have identified the following list of items which we would take exception to without having an interactive discussion with the City so both parties can obtain a mutual understanding. Should Plante Moran be fortunate enough to be elevated to a preferred finalist consultant in the City's selection process under this RFP, we would expect to address these items with the City's contracting team.

PAGE	SECTION / REFERENCE	PROPOSED EXCEPTION	RATIONALE
24	5	*Please Modify as Follows:* **Legal Relations.** ~~Recommendations, policies, procedures and other communications provided by the Consultant under this agreement will comply with all applicable laws, ordinances, rules and regulations promulgated and enforced by the City and any other proper authority having jurisdiction over the conduct of the operations of the City.~~ The Consultant shall comply with and observe federal, state and local laws ~~that may be applicable to the project~~ to the extent applicable to the Consultant. In carrying out provisions of this Agreement or exercising power or authority granted to the Consultant thereby, there shall be no personal liability to the City, it being understood that in such matters the City acts as representatives of the State. The Consultant is not an agent of the State.	Plante Moran can agree to comply with laws to the extent applicable to it.
24	7	*Please Modify as Follows:* **Claims.** Claims, disputes and other matters in question arising from the performance of this contract shall be brought to the Director of Finance for review and mutual resolution before pursuing litigation. If the parties cannot mutually resolve the matters in question, the ~~parties shall endeavor to settle disputes by mediation~~ aggrieved party may pursue litigation and any other remedies available to it under this Agreement or law. ~~A demand for mediation shall be filed, in writing, within a reasonable period of time after a claim, dispute, or other matter in question has arisen. In no event shall a demand for mediation be made after the date when the institution of legal or equitable proceedings, based upon such a claim, dispute, or other matter in question would have been barred by an applicable statute of limitations.~~	Plante Moran does not agree to alternative dispute resolution such as mediation.
24	9	*Please Modify as Follows:* **Indemnifications.** Consultant hereby agrees to indemnify, defend and hold harmless the City its elected and appointed officials, officers, employees, agents, representatives and volunteers, and each of them, from and against any and all suits, actions, legal or administrative proceedings, claims, demands, damages, liabilities, interest, reasonable attorneys' fees, costs, and expenses, in each case to the extent caused by the gross negligence or willful misconduct ~~of whatsoever kind or nature in any manner directly or indirectly caused, occasioned, or contributed to in whole or in part or claimed to be caused, occasioned, or contributed to in whole or in part, by reason of any act, omission, fault, or negligence, whether active or passive,~~ of Consultant or of	Plante Moran can agree to indemnify the City in proportion to Plante Moran's fault, if any.

anyone acting under its direction or control or on its behalf in the performance of the services under this Agreement, even if liability is also sought to be imposed on the City, its elected and appointed officials, officers, employees, agents, representatives and volunteers.

The obligation to indemnify, defend and hold harmless the City, its elected and appointed officials, officers, employees, agents, representatives and volunteers, and each of them, shall be applicable unless liability results from the sole negligence acts or omissions of the City, its elected and appointed officials, officers, employees, agents, representatives and volunteers.

Consultant shall reimburse the City, its elected and appointed officials, officers, employees, agent or authorized representatives or volunteers for any and all legal expenses and costs incurred by each of them in connection therewith or in enforcing the indemnity herein provided. In the event that Consultant employs other persons, firms, corporations or entities (subcontractor) or volunteers as part of the work covered by this Agreement, it shall be the consultant's responsibility to require and confirm that each sub-contractor enters into an Indemnity Agreement in favor of the City, its elected and appointed officials, officers, employees, agents, representatives and volunteers, which is identical to this Indemnity Agreement.

This indemnity provision shall survive the termination or expiration of this Agreement.

| 25 | 12 | *Please Modify as Follows:*

Termination. This Agreement may be terminated by either party without cause upon ten (10) days written notice to the other. In the event of termination, Consultant shall be paid City shall pay Consultant for services performed to through the termination effective date. The results of the work by Consultant's work product prepared under this Agreement that is in final form and intended for delivery to the City shall immediately promptly be turned over to the City of Superior, and is a condition of final payment. | Plante Moran would like to clarify that in the event of termination, the City must pay for services performed through the termination effective date.

Plante Moran can agree to promptly turn over its work product that is in final form and intended for delivery to the City. Plante Moran does not agree that turning over work product is a condition of final payment. |
| 26 | 21 | *Please Modify as Follows:*

Delete this section in its entirety. | This section does not apply given the nature of the professional services to be provided. |

Statement of Qualifications Reference form

Complete the Statement of Qualifications Reference Form. Provide at least three (3) references of current or recent clients familiar with your project team. Respondents shall provide an indemnification and hold harmless statement protecting the reference for comments and opinions provided.

Plante Moran agrees to fully indemnify and hold harmless the following references against any liability for providing comments and opinions on services rendered.

13. **Statement of Qualifications Reference Form**

Applicant Firm Name: <u>Plante & Moran, PLLC</u>

Contact Person: <u>Mark Warner</u>

Address: **3000 Town Center, Suite 100**

City, State, and Zip Code: **Southfield, MI 48075**

Telephone: <u>248-352-2500</u>

<u>Reference #1</u>
Owner or Company Name: **City of Wauwatosa, WI**

Contact Person: <u>John Ruggini, Finance Director</u>

Type of Service(s) Provided: <u>ERP needs assessment, system selection, contract negotiations, and implementation.</u>

Calendar Year(s) of Service(s) Provided: <u>2016-2021</u>

City, State, and Zip Code: <u>Wauwatosa, WI 53213</u>

Telephone: <u>414-479-8962 ext. 5661</u>

<u>Reference #2</u>
Owner or Company Name: **Village of Glencoe, IL**

Contact Person: <u>Sharon Tanner, Assistant Village Manager</u>

Type of Service(s) Provided: <u>ERP needs assessment, system selection, ERP implementation management, and IT assessment.</u>

Calendar Year(s) of Service(s) Provided: <u>2016-2021</u>

City, State, and Zip Code: <u>Glencoe, IL 60022</u>

Telephone: <u>847-461-1103</u>

Reference #3

Owner or Company Name: **City of Pflugerville, TX**

Contact Person: Cody Collins, IT Director

Type of Service(s) Provided: ERP selection and implementation.

Calendar Year(s) of Service(s) Provided: 2020-Present

City, State, and Zip Code: Pflugerville, TX 78660

Telephone: 512-990-6125

We look forward to working with you.
Please contact us with any questions.

Mark Warner
Relationship Partner

248-223-3799
mark.warner@plantemoran.com

Natalie Schwarz
Project Director
312-928-5285
Natalie.Schwarz@plantemoran.com

plante moran | Audit. Tax. Consulting. Wealth Management. | 100 years