

Statement of Qualifications



City of Superior, Wisconsin

Request for Proposal #24-20-FIN Enterprise Resource Planning Software Selection Advisory Services

April 16, 2024, at 3:00 PM



Submitted by SoftResources LLC
Spencer Arnesen, Principal
425.216.4030
sarnesen@softresources.com

April 16, 2024

ATTN: Contract Analyst
1316 North 14th Street, 2nd Floor
Superior, WI 54880

Jane and Finance Department Team:

SoftResources LLC is pleased to present this Statement of Qualifications to the City of Superior, Wisconsin (City) Request for Proposal RFP #24-20-FIN Enterprise Resource Planning Software Selection Advisory Services. The City's project is an excellent fit for SoftResources' unbiased software consulting expertise.

SoftResources brings 29+ years of experience leading software evaluation projects for ERP and other enterprise business systems. We are a qualified and product independent firm offering a proven approach and methodology. We have significant experience conducting needs assessments, developing RFP documents, evaluating vendors, and providing client-side implementation project management.

SoftResources is prepared to collaborate and guide the City through this ERP software selection project and commits to provide the following:

- **Experienced** consulting team **expert** with ERP procurement for local government.
- **Proprietary selection methodology** foundational to the City making well-informed software decisions for the ERP transformation project.
- **Unbiased consulting advice.** We work for the City and commit to provide thorough and objective ERP vendor analysis.
- **Capable Project Manager** who will manage the City's project to ensure adherence to the defined **scope/quality, time and cost.**
- Our promise to maintain a **high standard of ethics with a commitment to quality** for our services.



Spencer Arnesen, Principal of SoftResources, will be the contact for this proposal and has authority to bind SoftResources contractually. The services and pricing in this proposal shall be valid ninety (90) days from the due date of April 16, 2024. We look forward to the opportunity of working with City on this important ERP software initiative.

Authorized Contact

Spencer Arnesen, Principal

Contact Info

425-216-4030 | SARnesen@softresources.com

Sincerely,



Spencer Arnesen, CPA, Principal
SoftResources LLC

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4.1 Company Profile

Company	SoftResources LLC
Address	11411 NE 124 th Street, Suite 270, Kirkland, WA 98034
Contact	Spencer Arnesen, Principal
Contact Information	425-216-4030 Sarnesen@softresources.com

Profile. SoftResources LLC is a qualified and experienced software evaluation consulting firm with a team of six consultants dedicated to providing services that empower and guide municipalities nationwide to make knowledgeable decisions about ERP and other business software, and to successfully implement the selected solutions. We have completed over 925 software evaluation projects for 700+ clients in our 29-year history.



History. The concept of providing unbiased software selection services originated in 1993 as our founders established a consulting practice within KPMG. The core foundational value of this team was to remain objective and unbiased in the technology consulting services we provided. After reorganizations at KPMG in 1995 that impacted these foundational values, the founders amicably separated from KPMG and formed SoftResources LLC.

Key Services Qualifications. Our Team is proficient in all phases of Technology Assessment, Software Selection, System Integrator Selection, Contract Review, and in providing client-based Implementation Project Management. The City will benefit from nearly 3 decades of leadership and expertise working with local governments for the full software procurement lifecycle. Our services follow a mature, evolved, and proven methodology that is tailored to each client’s needs. Key services include:

- 
1. Technology Assessment
- 
2. Software Selection
- 
3. System Integrator Selection
- 
4. Contract Review
- 
5. Implementation Management

The SoftResources Team’s qualifications and technical capabilities are rooted in the key services we provide. SoftResources consultants also hold various certifications and memberships associated with their certifications such as Certified Public Accountants, Certified Information Systems Security Professional, and Prosci Certified Change Management Practitioners.

4.2 Key Personnel

SoftResources will provide only experienced consultants with a minimum of 20-35+ years of experience assessing, evaluating and implementing software including ERP, Financials, Human Resources, Payroll, Timekeeping, Utility Billing, Enterprise Asset Management, Permitting, and more. This experience will be leveraged for the City's project. Our consultants are also experienced working with similarly sized municipalities and are skilled evaluating the ERP software vendors and products. In summary, our team brings the following qualifications:

- Certified Public Accountants (CPA)
- Project Management Institute Member and Training
- Government Finance Officers Association Project Management Training
- Implementation Project Management with ERP software for Public Sector organizations
- Certified Information Systems Security Professional (CISSP)
- Working experience in accounting departments of multiple organizations
- Governmental Accounting Standards of Accounting (GASB)
- General Accepted Accounting Principles (GAAP)
- Review and negotiation of ERP software contract documents including License Agreements, Service Level Agreements, Statement of Work, Investment Summary, etc.

SoftResources will assign a Core Team, a Project Manager and Project Analyst, to the City who will remain for the life of the project to ensure continuity and consistency. No subconsultants will be used. The Core Team will work closely together to complete the requested services, develop the deliverables, and be available to address questions, concerns and issues the City may have by phone, email, web conferencing, and onsite. This team structure ensures knowledge continuity, accuracy, consistent communication, and responsiveness.

We commit to the City that the assigned team will remain through the award of the final selected ERP software vendor. One of the consultants will provide implementation project management services for the implementation of the new ERP software. We also commit to the City that the assigned consultants will have capacity to meet the City's schedule of having an RFP for new software delivered by December 31, 2024, provided the City is able to adhere to the start date of June 2024 and milestone/deliverables.

Currently we anticipate that either Elaine Watson, Principal, or Spencer Arnesen, Principal, will serve as the Project Manager for the City's project. The Project Manager assigned will be dependent on the actual award/start time of the City's project. Each is highly experienced, offering well over 30 years of relevant ERP software selection consulting experience and are on the project up to 50% of the time.

Bio summaries follow for Elaine and Spencer.

Project Manager	Elaine Watson, Principal
Responsibilities	<ul style="list-style-type: none"> • Primary contact for the life of the project. • Monitor Project Plan through completion, manage client relationship, provide regular status updates to all required parties. • Participate in project activities including project planning, discovery workshops, ERP needs analysis, development of findings, and preparation and presentation of project deliverables, delivery of all outcomes for the project, and project closure. • Proactively manage the project and mitigate risks to ensure quality, consistency, budget, and timeliness of the project.
Expertise	<ul style="list-style-type: none"> • 35+ years of software selection, evaluation, and implementation projects • ERP, HR, Payroll, Utility Billing, Permitting, and EAM system selections • Has expertise with all government sector ERP market vendors • Extensive ERP selection and implementation project management • Business process insight and improvement in all ERP functionality • SoftResources methodology development and quality control • Assisting local governments with successful digital transformation • Finance and Budget Director • Accounting background with finance, human resources, payroll, budgets, etc. • GFOA Project Management Training • Project Management Institute Training • Boeing Computer Services System Analyst Training • Leadership and Management Training • Principal at SoftResources and co-owner
Education and Certification	<ul style="list-style-type: none"> • Bachelor and Master of Business Administration • Certified Public Accountant • Prosci Certified Change Management Practitioner • Washington Society of CPAs Member • Project Management Institute Member
Some Similar Clients	<ul style="list-style-type: none"> • Clearwater FL • Charleston WV • Hemet CA • Temecula CA • Santa Clarita CA • Renton WA • Sedona AZ • Champaign IL • Gresham OR • Waukesha County WI

Project Manager	Spencer Arnesen, Principal
Responsibilities	<ul style="list-style-type: none"> • Primary contact for the life of the project. • Monitor Project Plan through completion, manage client relationship, provide regular status updates to all required parties. • Participate in discovery workshops and meetings, participate in analysis, development of findings, and preparation and presentation of project deliverables, delivery of all outcomes for the project. • Proactively manage the project and mitigate risks to ensure quality, consistency, budget, and timeliness of the project.
Expertise	<ul style="list-style-type: none"> • 31+ years assessing and selecting software for hundreds of governments, nonprofit and commercial sector customers • Has expertise with all government sector ERP market vendors • ERP, HR, Payroll, Utility Billing, Permitting, and EAM software evaluations • Relevant experience assisting his clients to transition from legacy systems to new ERP software • Strong experience gained through nearly three decades managing and leading software assessment and selection for his clients • Business process insight and improvement in all functionality of an ERP • Hands on experience defining requirements and business process improvement analysis for financials, human resources, payroll, reporting, budgeting, etc. for hundreds of his customers • Project Management Institute and The Versatile Company project management training • SoftResources methodology development and quality control • Principal at SoftResources and co-owner
Education and Certification	<ul style="list-style-type: none"> • Bachelor of Science Accounting • Master of Accountancy and Computer Information Systems • Certified Public Accountant • Washington Society of CPAs Member
Some Similar Clients	<ul style="list-style-type: none"> • Merriam KS • Lauderdale FL • Port Angeles WA • Boise ID • Ada County ID • Burbank CA • University Place WA • Monroe WA • Trinity River Authority TX • Sacramento Regional Sanitation and SASD CA • Anchorage Water and Wastewater Utility AK

Additional resources who may be assigned as Project Analysts also bring 20+ years of experience working with municipal governments for the selection of ERP software similar to the City. The Core Team assignments will be finalized upon notice of award. SoftResources will work with the City to meet any preferences they may have. Bios follow for additional resources.

Project Analyst	Ron Loos, Director
Responsibilities	<ul style="list-style-type: none"> • Primary contact for the life of the project. • Works in tandem with the Project Manager throughout the project to ensure a successful project and outcome • Manages coordination of activities with the client • Documents findings, maintains project deliverables, participates in Discovery Workshops, onsite meetings • Works alongside the Project Manager to ensure services and deliverables are provided as contracted
Expertise	<ul style="list-style-type: none"> • Brings 11 years of software selection and evaluation while at SoftResources and 20 years managing and implementing global software projects • ERP, HR, Payroll, Utility Billing, Permitting, and EAM software evaluations • Strong expertise evaluating the ERP vendor software market for government • Extensive ERP selection and implementation project management experience • Business process insight, improvement, and mapping expertise • Expert defining and documenting technical and functional requirements • Strong people skills and communication and has worked in all departments found in local government organizations • IT security and Cloud management expertise • Technology and operations management
Education and Certification	<ul style="list-style-type: none"> • Master of Business Administration – MBA • Bachelor of Arts – Sociology/Criminology • Certified Information Systems Security Professional (CISSP) • Graduate Program – EC Studies France
Some Similar Clients	<ul style="list-style-type: none"> • Independence MO • Dearborn MI • Lawrence KS • Merriam KS • Moses Lake WA • Trinity River Authority TX • Harford County MD • Wake County Sheriff NC • Bothell WA • Alaska Village Electric Coop

Lead Analyst	Pamela Ettien, Director
Responsibilities	<ul style="list-style-type: none"> • Works in tandem with the Project Manager throughout the project to ensure a successful project and outcome • Manages coordination of activities with the client • Documents findings, maintains project deliverables, participates in Discovery Workshops, onsite meetings • Works alongside the Project Manager to ensure services and deliverables are provided as contracted
Expertise	<ul style="list-style-type: none"> • 27 years software selection, evaluation, and implementation consulting • Extensive experience with ERP, HR, Payroll, Utility Billing, Permitting, and EAM software evaluation, selection, and implementation • Knowledgeable about the ERP vendor software market for government • Business process insight, improvement, and mapping expertise • Expert defining and documenting technical and functional requirements • Experience negotiating ERP contracts • Strong people skills and communication and has worked in all departments found in local government organizations • Capable leading and championing change management for her clients • Experienced project manager for selection and implementation of ERP and other enterprise business software • Accounting background and real-world accounting experience
Education and Certification	<ul style="list-style-type: none"> • Accounting Degree • Prosci Certified Change Management Practitioner
Some Similar Clints	<ul style="list-style-type: none"> • Charleston WV • Clearwater FL • Champaign IL • Port Angeles WA • Renton WA • Hemet CA • Temecula CA • Santa Clarita CA • Gresham OR • Waukesha County WI

Contract Lead	Cherish Cruz, Director
Responsibilities	<ul style="list-style-type: none"> • Review and provide comments and redline edits to contract documents • Participate in vendor discussions and negotiations with the client • May provide additional support as determined by the Project Manager
Expertise	<ul style="list-style-type: none"> • 20 years software selection, evaluation, and implementation consulting • Leads the SoftResources' contract review and negotiation practice • Experience negotiating ERP contracts on for her clients with most vendors • Extensive ERP selection and implementation project management experience • ERP, HR, Payroll, Utility Billing, Permitting, and EAM software evaluations with current knowledge of the software market players for government • Business process insight, improvement, and mapping expertise • Expert defining and documenting technical and functional requirements • Experienced implementation project manager for the implementation of ERP, Utility Billing, HR/Payroll/HCM, and other business software • Leadership and management training • Software implementation training
Education and Certification	<ul style="list-style-type: none"> • Master of Business Administration – MBA • Bachelor of Arts Business • Prosci Certified Change Management Practitioner
Some Similar Clients	<ul style="list-style-type: none"> • Lauderhill FL • Dearborn MI • Merriam KS • Charleston WV • University Place WA • Vancouver WA • Hemet CA • Pasadena CA • Boise ID • Brookfield WI

Our policy in the event of an emergency is as follows: if an emergency arises for any one of our consultants, we will work with the City to assign and approve a replacement consultant from our staff that will have equivalent experience and expertise.

4.3 Related Experience

The following table serves to demonstrate SoftResources’ expertise with ERP projects that we have performed in the last five years of our 29-year history. All projects were performed by currently employed SoftResources consultants and shows our ability to assess software proposals and to negotiate with software providers as well as all other phases included in the procurement lifecycle.

Some Similar ERP Software Projects for Government		
Merriam, KS <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation Implementation PM 	Charleston, WV <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation Implementation PM 	Port Angeles, WA <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation Implementation PM
Lauderhill, FL <ul style="list-style-type: none"> Needs Assessment Requirements Definition RFP and Management ERP Vendor Selection UKG HR/Payroll Implementation PM Contract Negotiation 	Clearwater, FL <ul style="list-style-type: none"> Needs Assessment Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation Implementation Planning Munis HR/Payroll Discovery 	Independence, MO <ul style="list-style-type: none"> ERP Implementation Recovery and Project Management Timekeeping and Scheduling System Selection: <ul style="list-style-type: none"> Requirement Definition RFP and Management Vendor Selection
Dearborn, MI <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP and Management ERP Vendor Selection Future: Contract Negotiation and Implementation PM 	Renton, WA <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation Implementation PM 	Hemet, CA <ul style="list-style-type: none"> Needs Assessment Process Review and Maps Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation Implementation PM
Santa Clarita, CA <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation 	Boise, ID <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP and Management Future: Vendor Selection Time and Attendance Selection and Implementation PM 	Gresham, OR <ul style="list-style-type: none"> Needs Assessment Documented Requirements Definition RFP and Management ERP Vendor Evaluation Contract Negotiation
Moses Lake, WA <ul style="list-style-type: none"> Needs Assessment Requirements Definition RFP and Management ERP Vendor Selection Permit Vendor Selection Contract Negotiation 	Elk Grove, CA <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition ERP Assessment Report 	Newark, CA <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation

Some Similar ERP Software Projects for Government		
Vancouver, WA <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition TCO Assessment RFP and Management ERP Vendor Selection Contract Negotiation Implementation PM 	Gilbert, AZ <ul style="list-style-type: none"> Needs Assessment Requirements Definition RFP and Management CIS Vendor Selection Contract Negotiation CIS Implementation PM 	Temecula, CA <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP Development ERP Vendor Selection Contract Negotiation Implementation PM
Golden Valley Electric, AK <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation 	Port Freeport, TX <ul style="list-style-type: none"> Needs Assessment Requirements Definition Financials Vendor Selection Contract Negotiation 	Trinity River Authority, TX <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation
Northern Wasco CTY PUD, OR <ul style="list-style-type: none"> Needs Assessment Process Review Requirements Definition RFP and Management ERP Vendor Selection Implementation PM 	King CTY Housing Authority <ul style="list-style-type: none"> Needs Assessment Requirements Definition RFPs for ERP, Budget, and HCM RFP and Management HRIS Vendor Evaluation Contract Negotiation System Integrator Selection 	Puget Sound Regional Fire Authority, WA <ul style="list-style-type: none"> Needs Assessment Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation Pre-Implementation Service
Harford County, MD <ul style="list-style-type: none"> Needs Assessment Requirements Definition RFP and Management ERP Vendor Selection Contract Negotiation Implementation PM 	Ada County, ID <ul style="list-style-type: none"> System Assessment Process Review Requirements Definition RFP and Management HR/Payroll, T&A Selection Contract Negotiation Implementation PM 	Wake County Sheriff, NC <ul style="list-style-type: none"> Needs Assessment for Personnel Scheduling Requirements Definition RFP and Management Scheduling Vendor Selection Future: Contract Negotiation

3 Projects Services Summary. To help demonstrate our team’s similar experience, three specific ERP projects performed in the last five years by proposed team members follows. These team members have 20 to 30+ years similar ERP software experience. Please see Statement of Qualifications Reference Form for contact information. Note that the cities of Merriam and Port Angeles, similar to the City, were replacing NaviLine as well.

Client	City of Merriam, Kansas
SoftResources Team	<ul style="list-style-type: none"> Spencer Arnesen: Project Manager Ron Loos: Project Analyst Cherish Cruz: Director Contracts; Implementation PM
Dates of Services	<ul style="list-style-type: none"> ERP Software Selection: February 2022 – February 2023 ERP Implementation Project Management July 2023 – current

Client	
City of Merriam, Kansas	
Summary of Services	<p><u>Scope of Software.</u> General Ledger, Budgeting, Purchasing, Accounts Payable, Accounts Receivable, Capital Projects, Fixed Assets, Reporting</p> <ul style="list-style-type: none"> • <u>Project Management</u> – initiated project, assigned responsibilities and resources, developed project plan and schedule, managed, monitored, and reported per contracted scope of work and project plan. • <u>Needs Assessment</u> – facilitated interactive workshops with staff to analyze the existing ERP environment, technology, user requirements, and business processes. Developed functional and technical requirements and process improvement opportunities documents. • <u>Request for Proposal</u> – prepared RFP for ERP software document and assisted with RFP solicitation and management. • <u>Vendor Selection</u> – reviewed vendor bids, performed fit analysis, delivered a vendor analysis report and shortlist recommendation, prepared demo script and facilitated demos, advised due diligence and final decision. • <u>Contract Review</u> – reviewed, redlined, and discussed vendor contract and statement of work and participated during vendor negotiation. • <u>Implementation Project Management</u> – providing, as requested by the City, implementation project management services to support the City during the implementation of the new ERP solution.

City of Port Angeles	
SoftResources Team	Spencer Arnesen: Project Manager Pamela Ettien: Project Analyst; Implementation PM Cherish Cruz: Director of Contracts
Dates of Services	ERP Software Selection: January 2021 – March 2023 ERP Implementation Project Management: August 2023 – Current
Project Title	Professional Consulting Services for ERP Replacement
Summary of Services	<p><u>Scope of Software.</u> General Ledger, Purchasing, Accounts Payable, Accounts Receivable, Treasury, Work Order Management, Utility Billing, Project and Grant Accounting, Fixed Assets, Budget Management, Permitting and Planning, Code Enforcement, Business Licensing, Asset Maintenance Management (interface required), Fleet Maintenance Management, Inventory Management, Enterprise Reporting, Human Resources, Time and Attendance (interface ExecuTime or replace), Payroll</p> <ul style="list-style-type: none"> • <u>Project Management</u> – Project initiated, assigned responsibilities and resources, provided regular status updates; project is being managed and monitored to plan. • <u>Needs Assessment</u> – analyzed through interactive workshops the existing ERP environment, technology, requirements, and business processes. Developed key functional, technical, and operational requirements.

City of Port Angeles	
	<ul style="list-style-type: none"> • <u>Request for Proposal</u> – prepared RFP for ERP software, supported RFP solicitation and management activities. • <u>Vendor Selection</u> – reviewed vendor proposals, performed fit analysis down to a short list, presented vendor analysis, assisted the City to determine a short list of vendor candidates, facilitated scripted demos, supported software decision and final decision. • <u>Contract Review</u> – reviewed vendor’s contracts and implementation statement of work and assisted the City during contract negotiations. • <u>Implementation Management</u>: at the start and will provide implementation project management services for the implementation of new ERP software.

Client	City of Charleston, West Virginia
SoftResources Team	<ul style="list-style-type: none"> • Elaine Watson: Project Manager • Pamela Ettien: Project Analyst; Implementation PM • Cherish Cruz: Director Contracts
Dates of Services	<ul style="list-style-type: none"> • ERP Software Selection: January 2022 – March 2023 • ERP Implementation Project Management: August 2023 – current
Summary of Services	<p><u>Scope of Software.</u> General Ledger, Budgeting, Project and Grant Accounting, Purchasing, Accounts Payable, Accounts Receivable, Fixed Assets, Reporting, Human Resources, Payroll, Land Management, Permitting, Inspections, Code Enforcement, Business Licensing and Registration, Taxes and Fees</p> <ul style="list-style-type: none"> • <u>Project Management</u> – Project set up and launch, assigned responsibilities and resources, developed project management documents, and managed, monitored, and reported per project plan. • <u>Needs Assessment</u> – facilitated collaborative workshops to analyze the existing ERP environment, technology, user requirements, and business processes. Developed functional and technical requirements and process improvement opportunities documents. • <u>Request for Proposal</u> – prepared RFP for ERP software, supported RFP solicitation and management activities. • <u>Vendor Selection</u> – reviewed vendor bids, performed fit analysis, prepared and delivered vendor analysis report and short list recommendation, facilitated scripted demos, supported due diligence and final decision. • <u>Contract Review</u> – reviewed, redlined, and discussed vendor contract and statement of work and participated during vendor negotiation. • <u>Implementation Project Management</u> – providing client-side implementation project management services for the implementation of new ERP software.

Client Feedback. It is important to the management of SoftResources that our clients are referenceable. Many of our clients extend their projects to include implementation project management and others have returned to SoftResources with subsequent projects for different business systems. We see this benchmark as an important indication of the level of satisfaction with our team and services.

“This firm has been an absolute pleasure to work with! They are accurate, efficient, collaborative and quick to respond and troubleshoot any and all inquiries. We highly recommend!”

“...we are pleased with the results which ended up significantly under our original budget...Your consulting role in this whole complicated process was priceless... There is no question to completeness of the work that we all went through to objectively evaluate the proposals received. Your added work to get us through the contract negotiations was also invaluable...”

“SoftResources was a valuable sounding board throughout the software selection process. They were helpful in assessing which vendors to evaluate. They also provided knowledgeable context about how other organizations perform numerous key business processes... For organizations which have not gone through such a software selection process, SoftResources services would be invaluable.”

4.4 Statement of Services

The City’s ERP replacement project is an excellent fit for SoftResources’ focus on unbiased software consulting services. With 29 years of experience evaluating and implementing financial, human resources, utility billing, permitting, enterprise asset management and other business software for municipal government.

If selected, the City will gain a partner with the knowledge and expertise to guide and lead staff to understand the what, how, and why of this ERP transformation project. You will have an expert team that does more than check off boxes on a list, they bring a breadth of knowledge that will educate, prepare, and bring understanding to every phase of the ERP procurement process.


SoftResources will work with the City to assess its current ERP environment, NaviLine – CentralSquare Technologies originally purchased and implemented in 1993. Today Naviline serves approximately 350 employees, 50 active users, and provides the following functionality:

- General Ledger
- Budget
- Accounts Receivable
- Purchasing / Inventory
- Fixed Assets
- Payroll
- Employee Web Portal
- Cash Receipts
- Payment Card Processing
- Year End Processing
- Year End Forms Printing

Other related current applications and integration needs include:

- TimeClock Plus – time clock
- PlanIT – online scheduling and communication software for police
- AladTec – scheduling software for fire
- Tyler EnerGov – building inspection software
- Munilink – municipal billing software
- IBM Maximo – CMMS for the Environmental Services Division
- RTA Fleet – equipment tracking software for City Garage
- NeoGov – HR management software

Approach. SoftResources will conduct a needs assessment for replacement ERP software, perform business process review and mapping, define key requirements, develop an RFP, conduct vendor selection, perform contract review, and provide implementation project management services. We bring important insights to helping our clients to plan for the implementation of a new ERP solution. Based on the City’s scope of work, SoftResources recommends the following project approach and Work Plan. This Plan can be adjusted after further discussion and review with the City.

 Phase 1 – ERP Needs Assessment	
Objective	SoftResources will set up and manage the project, perform a software needs assessment, business process analysis, and define the requirements for new ERP software.
a. Project Launch	<ul style="list-style-type: none">• Initiate Project – meet with the City remotely via web conference to kick off, discuss, and align expectations for the contracted scope of work, discuss resource availability and constraints, change management



Phase 1 – ERP Needs Assessment

readiness, establish roles and responsibilities, and drivers and objectives that will govern the project.

- **Project Management** – work with the City to manage resources, communicate tasks, meetings and deadlines, report on project progress to safeguard that target goals are achieved, and provide regular verbal status updates on accomplishments, upcoming tasks, open issues, and overall status of the project as it relates to time, scope, budget, and quality.

b. Discovery Workshops

- **Workshop Planning** – work with the City to plan a series of 10 to 14 collaborative Discovery Workshops across all stakeholder departments arranged by the function/modules in scope (listed above). Identify key staff by department that will participate relevant to their role. Build a Discovery Workshop Schedule and deliver to the City to issue to attendees. Work with the City to determine if workshops will be conducted onsite, remotely, or a combination.
- **Review Documentation** – review existing background materials provided by the City to gain insight about the existing ERP environment, the overall project, and goals to increase effectiveness during the Workshops.
- **Facilitate Discovery Workshops** – conduct Discovery Workshops as scheduled (typically 1-2 hours each) and facilitate collaborative dialogue across departments for the functional areas and processes in scope to:
 - ✓ Analyze how the current ERP system is being used including strengths, weaknesses, limitations, functional and technical requirements.
 - ✓ Review current business processes and improvement opportunities.
 - ✓ Review requirements for future state operations.
 - ✓ Review shadow systems used by departments to address gaps in functionality including Excel worksheets, manual workarounds, third-party systems and databases.
 - ✓ Review interfaces and integrations that exist or are desired with other City applications, identify opportunities for integration improvements.
 - ✓ Provide educational insights about the capabilities of modern ERP systems and industry best practices.
 - ✓ Conduct post-workshop clarification discussions (remote) as needed.

c. Business Process Analysis

- **Process Observations and Opportunities** – conduct as-is business process analysis based on the information gathered during the Workshops and SoftResources' experience with ERP software to:
 - Understand the challenges with current processes and business policies that may be driving those processes, and identify recommendations focused on improving efficiencies and collaboration of information and data at the City.
 - Consider organizational configuration, systems, people (e.g., roles and responsibilities), policies, and processes and make recommendations in narrative format for future state that may be improved with modern ERP software.



Phase 1 – ERP Needs Assessment

	<ul style="list-style-type: none"> ○ Identify workflows, business processes, workarounds or manual processes for improvement opportunities. ○ Aggregate in table format the process observations and opportunities for improvement by module/function and develop the Business Process Observations and Opportunities for Improvement document. This documents the as-is ERP environment. Deliver to the City via email and discussion. ● Identify Processes to Map – work with the City to determine 8 key business processes to be mapped. We have planned for 4 hours per process. It is expected that this will be single iteration process with key users. ● As-Is Mapping – use the business process analysis and our experience to develop up to 8 As-Is Process Maps of the mutually agreed upon processes. Maps will be developed using Microsoft Visio. Deliver As-Is maps to the City for review and discussion via teleconference. Edit maps with feedback, finalize, and deliver to the City for final acceptance.
<p>d. Requirements Document</p>	<ul style="list-style-type: none"> ● Define ERP Requirements – use the data gathered during the Discovery Workshops, review of documentation, process mapping, and our experience to identify key ERP functional and technical requirements specific to the City. These requirements consider future state business process and integration requirements. Create a Requirements Document that will be incorporated into an RFP for solicitation of vendor responses. Requirements will be categorized and ranked as Required, Important, Nice to Have, or Explore. ● Finalize Requirements Document – deliver the Key Requirements document to the City for review and discussion. The key requirements will provide the future state required and address current system gaps. SoftResources will edit with feedback, finalize, and return to the City.
<p>Deliverables</p>	<ul style="list-style-type: none"> ● Discovery Workshop Schedule ● Discovery Workshop Facilitation ● Process Observations and Opportunities Document (table format) ● Up to 8 As-Is Process Maps ● Key ERP Requirements Document (150 – 250 Key Requirements)



Phase 2 – Request for Proposal

<p>Objective</p>	<p>SoftResources will work with the City to develop an effective Request for Proposal (RFP) document for new ERP software and implementation services and promote vendor participation.</p>
<p>a. RFP for ERP Software</p>	<ul style="list-style-type: none"> ● RFP Document – develop an effective RFP document that will be used to solicit vendor responses. The RFP will include the modules in scope, business objectives, evaluation criteria, functional, technical, and



Phase 2 – Request for Proposal

integration requirements. Instructions to vendors will be detailed as to the response format, compliance to functional and technical requirements, implementation methodology, technology overview, deployment options, data conversion and migration methodology, training plan, 5-year total cost, resource availability, and general terms and conditions.

- **RFP Discussion** – deliver the draft RFP to the City via email. Schedule and facilitate a review meeting with the City to review and finalize the RFP document and evaluation methodology. The RFP will comply with the City’s Purchasing policies.
- **Vendor Outreach** - use our database of vendors and knowledge of the City’s project goals and objectives to prepare a Vendor List of ERP vendors along with contact information that should be made aware of the City’s RFP opportunity.

b. Solicitation Support

- **RFP Management** – The City will issue the RFP for ERP Software according to their Purchasing requirements. SoftResources will notify the Vendor List of ERP vendors of the opportunity, work with the City to facilitate a Vendor Pre-Bid Meeting as needed, assist with developing addenda, and liaise between the City and the vendors. We have allowed four weeks for the RFP to be active to ensure vendors have the required time to respond.

Deliverables

- RFP for ERP Software
- Vendor
- List Solicitation Support



Phase 3 – Vendor Evaluation

Objective

SoftResources will employ our time-proven selection methodology to evaluate the vendors and their proposals. Findings will be presented to the City for each step of the vendor analysis to help the City make a quality software decision.

a. Vendor Analysis

- **Initial Review** – the City will receive vendor bids and provide a copy of each to SoftResources. SoftResources will conduct an initial review of the proposals to determine nonresponsive bids. We will consider the following in our review:
 - ✓ RFP process compliance
 - ✓ Relevant vendor experience
 - ✓ Functional and technical fit to key requirements
 - ✓ Total cost
 - ✓ City-specific evaluation criteria
- **Fit Analysis** – conduct a comparative review of the vendor proposals to:
 - ✓ Review vendor responses to functional and technical requirements.
 - ✓ Assess vendor viability and future strategies.
 - ✓ Assess the implementation strategy and team.



Phase 3 – Vendor Evaluation

- ✓ Identify a short list of recommended vendors.
- ✓ Evaluate the total cost required for software, implementation, and software maintenance.
- **Short List Comparison Chart** – create a Short List Comparison Chart that details the fit analysis in table format of the shortlisted vendor responses to the RFP for the final vendor recommendations as compared to the Key Requirements. Deliver the Short List Comparison Chart to the City via email for review and discussion.
- **Vendor Analysis Report** – prepare a Vendor Analysis Report (Microsoft PowerPoint) summarizing the results of the vendor review including high level gap analysis, key strengths and challenges, and five-year cost review for software, services, and implementation based on vendor responses. Deliver to the City via email, present the report to the City, and answer questions about the analysis to date. The City will determine the short list of vendor candidates to invite to the software demos.

b. Software Demos

- **Demo Script** – develop a custom Demo Script that will define the specific timeline and content to be reviewed during software demos. This Demo Script will focus the vendors to demonstrate their solution based on the City’s required functionality. Deliver the Demo Script to the City for review and input. SoftResources will edit with feedback, finalize, and return to the City. The City will issue the Demo Script to the vendors.
- **Demo Planning** – collaborate with the City to set up and schedule the software demos with the shortlisted vendors. At this time, we estimate each of the three shortlisted vendors will provide a two-day demo. Work with the City to ensure enough time is allocated to the software demo process. Prior to the software demos, we will facilitate pre-demo calls (remotely) with the City and each vendor to ensure they are prepared, and all questions are addressed. We have built into the timeline up to four weeks for vendors to schedule resources and to prepare.
- **Demo Feedback Form** – develop the Demo Feedback Form that will be provided to the City demo attendees to record feedback and rankings for each demo session attended.
- **Facilitate Demos** – facilitate, onsite, three software demos, leverage our experience on the City’s behalf, manage vendor adherence to the Demo Script, manage staff questions, manage Demo Feedback forms.
- **Demo Wrap Up Meeting** – at the completion of the demos conduct a remote Demo Wrap Up Meeting to review demo feedback, assist the City to determine one to two finalists, identify key areas to evaluate through due diligence that will support the final decision process.

c. Software Decision

- **Vendor Management** – continue to manage vendor communications and questions, complete follow up tasks, and continue to liaise with the vendors as the City moves through the final decision-making process.



Phase 3 – Vendor Evaluation

- **Due Diligence** – Advise the City as they conduct follow up due diligence activities which may include:
 - *Reference Checks* – advise the City as they conduct reference checks for the finalist vendors. Provide a set of questions and criteria for the City to consider during the reference due diligence process.
 - *Due Diligence Demos* – assist the City with the follow up Demos with finalist vendors to review specific topics or evaluate functionality in more depth to support the final decision process.
 - *Other Due Diligence* – continue to advise, conduct follow up meetings, planning, calls, etc. to support the City to make the final software decision.
- **Final Decision Meeting** – assist the City with preparations for and participate in the final decision meeting. Guide and lead the City Project Team through the Final Decision meeting. The City will make the final decision and identify the vendor for award.

Deliverables

- Short List Comparison Chart
- Vendor Analysis Report
- Demo Script
- Demo Feedback Form
- Demo Facilitation
- Demo Wrap Up Meeting
- Due Diligence Support



Phase 4 – Contract Review

Objective

SoftResources will assist the City to review and negotiate a performance-based contract with the final selected ERP vendor. This work is typically done remote.

a. Vendor Contract

- **Contract Documents** – assist the City with review of the vendor contract package with the finalist vendor. SoftResources will:
 - *SoftResources Review* – review vendor contract documents from a business perspective and provide review comments and redline edits to the documents. This review includes the software license, subscription pricing, terms and conditions, and discussion points. We recommend the City’s legal counsel also review the documents.
 - *Client Review* – discuss and address questions on the review comments and redline edits with the City via web conference.
 - *Vendor Review* – participate with the City in vendor calls to negotiate, review, and resolve the Contract package redline edits and comments.

b. Vendor Statement of Work (SOW)

- **SOW Development** – It is important that the City review and finalize the implementation SOW document as part of the contract finalization process. The SOW ensures there is a clear understanding for the implementation of the selected solution including methodology, roles,



Phase 4 – Contract Review

assignments, and timeline. SoftResources will review the Statement of Work for the finalist vendor including the following:

- *SoftResources Review* – review the vendor’s SOW for implementation and provide review comments and redline edits for the SOW.
- *Client Review* – discuss and address questions regarding the review comments and redline edits with the City via web conference.
- *Vendor Review* – participate with the City in vendor calls to negotiate, review, and resolve the SOW redline edits and review comments.

Deliverables

- Contract – Review Comments and Redline Edits
- SOW – Review Comments and Redline Edits
- Vendor Contract Review Calls



Phase 5 – Implementation Project Management Services

Objective

SoftResources will provide Project Management services to support the City with the implementation of the selected solution and will work with the City to scope the desired services that best augment the City’s Team. This service is provided on a Time and Materials basis. Typically, our services will fluctuate throughout the various phases of implementation and hours within the month will vary depending on the stage of implementation. Our goal is to support implementation with the following basic pillars:

- Planning and Management
- Implementation Support
- Post-Implementation Support

a. Planning and Management

- **Project Charter** – assist with the development of the Project Charter that will outline the purpose and goals of the project and will be used as the governing document for the life of the implementation of the software.
- **Project Status Meetings** – assist the City Project Team, liaise with the Vendor Team, and participate as scheduled during such meetings as Vendor Status, and Project Team Updates, Executive Sponsor Reports.
- **Plan and Monitor Project Progress** – manage and report on time, scope, quality, and budget to assist in keeping the project to the negotiated contract. Manage and report on change orders, risks and mitigation log, budget vs. actual, and change management tasks. Assist as requested with developing and/or review of the following Plans that the City may require:
 - ✓ Project Plan and Timeline – typically provided by vendor
 - ✓ Communication Plan – typically provided by vendor
 - ✓ Change Management Plan
 - ✓ Risk Management Plan

b. Implementation Support

- **Discovery Sessions** – participate in Discovery Sessions, as requested, and act as an objective guide to the information provided and the decisions



Phase 5 – Implementation Project Management Services

made. Typically, the Vendor’s first phase of software implementation used to review the current environment in scope across departments, provide training on the software, and review best practices and functionality the software provides.

- **Data Conversion** – assist the City to review the Data Conversion Plan, typically provided by the Vendor and usually includes the plan for interfaces, integrations, data conversion, cutover plan, forms development, report development, testing plan test scripts, role definitions, user administration, and so forth. Work with the City Project Team to track and monitor the data conversion, migration, and validation tasks.
- **User Training** – support the City as they develop a Training Plan as requested. This Plan will define the who, what, when, where, and how of training. Who needs to be trained, what do they need to be trained on, what materials are required for training, when do they need to be trained, where will they be trained, and how will they be training. Assist with identifying areas where initial and additional training is required.
- **User Acceptance Testing** – use our experience to provide guidance to the City Project Team in conducting user acceptance testing. Review with the City Project Team and provide input to the Vendor’s Testing and Training Plan for completeness. Participate in User Acceptance Testing oversight which may include script review, staff coordination, and activities associated with data migration, software configuration, and acceptance.

c. Post-Implementation Support

- **Post-Go-Live Planning** – review and document post go live activities and timeline required to complete the scope of the project.
- **Go-Live and Cutover Strategy** – provided guidance to the City Project Team for the development of a cutover strategy, go-live checklist, readiness assessment, quality review, definition of critical-success-factors, go-live cutover, and transition to support.
- **Closeout** – participate and support the City Project Team to review the Project Plan with the City Manager to ensure all tasks are completed. Review the cutover strategy to ensure all steps have been properly executed. Participate in the Vendor’s transition to support the process for City staff.

Deliverables

- As defined for the services provided

Timeline Estimate. SoftResources estimates it will take approximately nine months to complete Phases 1-4. This timeline will be dependent on the availability of City and vendor resources and may be adjusted based on further discussion with the City.

Phase	Month	1	2	3	4	5	6	7	8	9
1. ERP Needs Assessment										
a. Project Launch		■	■	■	■	■	■	■	■	■
b. Discovery Workshops		■								
c. Business Process Analysis		■	■							
d. Requirements Document		■	■							
2. Request for Proposal										
a. RFP for ERP Software				■						
b. Solicitation Support				■	■					
3. Vendor Evaluation										
a. Vendor Analysis					■	■	■			
b. Software Demos						■	■	■		
c. Software Decision								■	■	
4. Contract Review										
a. Vendor Contract									■	■
b. Vendor Statement of Work									■	■

Phase 5 – Implementation Project Management Services. A typical implementation timeline is dependent on many variables not known at this time. The timeline will be directly impacted by such things as the software selected, functionality to be implemented, availability of City and vendor resources, and so on. The awarded vendor will also provide a recommended timeline based on their specific methodology. For estimating purposes in this proposal, we have used 12 months, but typically we see ERP implementation timelines anywhere from 9-18-months.

The following table describes the milestone/deliverable and estimated delivery by month. These timeline estimates will be dependent on availability of City staff, review and turnaround, and availability of vendor resources.

#	Phase	Milestone/Deliverable	Completion Estimate
1.	ERP Needs Assessment		
	Project Launch	<ul style="list-style-type: none"> Project Launch Kick Off Meeting 	Month 1
	Discovery Workshops	<ul style="list-style-type: none"> Workshop Planning Discovery Workshop Schedule Workshop Facilitation 	Month 1
	Business Process Analysis	<ul style="list-style-type: none"> Process Observations and Opportunities Document 10 As-Is Maps 	Months 1 – 2
	Requirements Document	<ul style="list-style-type: none"> Key ERP Requirements Document 	Months 1 – 2
2.	Request for Proposal		
	RFP for ERP Software	<ul style="list-style-type: none"> RFP Document RFP Discussion Vendor List 	Months 3 – 4
	Solicitation Support	<ul style="list-style-type: none"> RFP Management 	Month 4
3.	Vendor Evaluation		
	Vendor Analysis	<ul style="list-style-type: none"> Short List Comparison Chart Vendor Analysis Report 	Month 6
	Software Demos	<ul style="list-style-type: none"> Demo Script Demo Schedule Demo Feedback Form Demo Facilitation Demo Wrap Up Meeting 	Months 5 – 7
	Software Decision	<ul style="list-style-type: none"> Due Diligence Support 	Months 7 – 8
4.	Contract Review		
	Vendor Contract	<ul style="list-style-type: none"> Contract Review Comments and Redline Edits Vendor Contract Review Calls 	Months 8 – 9
	Vendor Statement of Work	<ul style="list-style-type: none"> SOW Review Comments and Redline Edits Vendor SOW Review Calls 	Months 8 – 9

SoftResources will work with the City to establish the roles, responsibilities, and level of participation required of City staff. For the selection portion (Phases 1-4) of the new ERP system, SoftResources takes the majority of the burden off from the shoulders of the City. Phase 5 – Implementation will require increased time commitment from the City staff; we find implementation meets with greater success when our clients commit the necessary staff time. The main areas of participation for Phases 1-4 are detailed in the table below:

City Roles	Summary of Role	Participation through Selection
<ul style="list-style-type: none"> Executive Team 	<ul style="list-style-type: none"> Provide executive direction and leadership for the project. Typically, responsible for the final authorization of the final software decisions 	<ul style="list-style-type: none"> Workshops Software Demos Authorize major decisions Sign negotiated contract
<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> Critical role in the software selection project Has strong project management skills, organizational skills, and some level of expertise in both functional and technological areas Fosters communication with staff Liaise between Executive and Project Teams Primary contact with SoftResources 	<ul style="list-style-type: none"> Planning Project Updates All workshops All demos Deliverables participation and approval Due diligence tasks Final decision Contract review and negotiation
<ul style="list-style-type: none"> Project Team 	<ul style="list-style-type: none"> Project Manager Departmental Directors or Manager Key Stakeholders 	<ul style="list-style-type: none"> All Workshops All demos Deliverables participation and input Final decision meeting
<ul style="list-style-type: none"> SMEs and Key Users 	<ul style="list-style-type: none"> Subject matter experts or power users of the system Knowledgeable department/functional area users 	<ul style="list-style-type: none"> Participate in workshops relevant to function Participate in demos relevant to function

4.5 Fee Proposal

SoftResources proposes a Fixed Fee engagement for Phases 1-4. The billing rate for consultants assigned to the City's project used to calculate a fixed fee is \$225 per hour. Travel expenses include air, rental car, hotel, parking, tolls, mileage, and GSA per diem rate for meals and sundry expenses. Fees and estimated expenses will be invoiced monthly for services provided. Some tasks within different phases may be completed concurrently.

Phase and Tasks	Fees
1. ERP Needs Assessment	
a. Project Launch	\$ 5,400.00
b. Discovery Workshops	11,700.00
c. Business Process Analysis	14,400.00
d. Requirements Document	8,100.00
2. Request for Proposal	
a. RFP for ERP Software	8,100.00
b. Solicitation Support	2,700.00
3. Vendor Evaluation	
a. Vendor Analysis	22,500.00
b. Software Demos	21,150.00
c. Software Decision	9,000.00
4. Contract Review	
a. Vendor Contract	7,200.00
b. Vendor Statement of Work	7,200.00
TOTAL FEES	\$ 117,450.00
*Travel Estimate – Phase 1 – b. Discovery Workshops	6,000.00
*Travel Estimate – Phase 3 – b. Software Demos	9,000.00
TOTAL FEES AND TRAVEL ESTIMATE	<u>\$ 132,450.00</u>

**Travel Estimate – SoftResources is able to complete all services remotely. If the City requests, onsite services are offered for Discovery Workshops and Software Demos.*

Phase 5 – Implementation Project Management Services. Implementation Project Management will be billed on a Time and Materials at the rate of \$225 per hour. We will bill on a monthly basis for hours rendered within the month along with actual travel incurred within the month. The following fee assumption is based on a 12-month implementation period; however, this will be defined per the final awarded software vendor's implementation methodology and modules to be implemented.

Range	T&M Assumption	*Travel Assumption	T&M + Travel
Low	30 hrs x 12 mos x \$225/hr = \$81,000	6 trips x \$3,150/trip = \$18,900	\$ 99,900.00
High	50 hrs x 12 mos x \$225/hr = \$135,000	6 trips x \$3,150/trip = \$18,900	\$ 153,900.00

**Travel for implementation assumes \$3,150/trip and 2–3-days onsite for each trip. Implementation services can be provided largely remotely, but we will work with the City to determine onsite travel.*

4.6 List of Subcontractors

SoftResources will provide all resources and does not intend to use any subcontractors per completed form below.

4.7 Statement of Qualifications Reference Form

SoftResources has completed the Statement of Qualifications Form and provided it below.

4.8 Qualification Evaluation Checklist

SoftResources has completed the Qualification Checklist and provided it below.

4.9 Statement

SoftResources affirms that we have read and understood the contents of the City's RFP #24-20-FIN by our own examination. We have read, understood and request the following exceptions to the City's Services Agreement. SoftResources also agrees that we shall make no claims 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.

- 8. Ownership of Documents. Add the following: Notwithstanding the above, Consultant retains ownership of any tools, templates, documents, vendor information, etc. that Consultant uses for many clients in the course of doing business. City has unlimited use of such materials used in the scope of work.
- 9. Indemnification. Add the following: Notwithstanding the above, for Professional Liability ONLY (errors and omissions for the written reports and verbal counsel provided by Consultant for the Scope of Work) total Professional Liability ONLY will be limited to the amount paid by City to Consultant for the Scope of Work.

9. Enterprise Resource Planning Software Selection Advisory Services

Date: April 12, 2024

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): \$132,450.00 for Phases 1-4
Time & Materials at \$225/hour for Phase 5

Amount in written figures: _____

One hundred thirty-two thousand four hundred fifty dollars for Phases 1-4

Completion Date: 9 months for Phases 1-4 (date)
RFP for Software before December 31, 2024

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 Spencer Arnesen Date April 12, 2024

Print Name Spencer Arnesen, CPA, Principal

Name of Company SoftResources LLC

Address 11411 NE 124th Street, Suite 270, Kirkland, WA 98034

Phone 425-216-4030 Fax None

E-mail Address sarnesen@softresources.com

10. Subcontractors Listing (Must be submitted with proposal.)

Enterprise Resource Planning Software Selection Advisory Services

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)	<u>None - SoftResources will be the</u>	<u>Sole Contractor</u>
2)	<u>_____</u>	<u>_____</u>
3)	<u>_____</u>	<u>_____</u>
4)	<u>_____</u>	<u>_____</u>
5)	<u>_____</u>	<u>_____</u>

Submitted by: COMPANY SoftResources LLC
ADDRESS 11411 NE 124th Street, Suite 270, Kirkland, WA 98034
COMPANY REPRESENTATIVE Spencer Arnesen, CPA, Principal

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 Dated April 1, 2024
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.

SoftResources LLC

Company

Spencer Arnesen

Representative Signature

12. Qualification Evaluation Checklist

Owner: SoftResources LLC

Contact Person: Spencer Arnesen, CPA, Principal

Address: 11411 NE 124th Street, Suite 270

City: Kirkland State: WA

Zip: 98034-4341

Telephone: 425-216-4030

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? <u>29 years</u>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2.	Has your firm ever failed to complete any work awarded to you? Comment/Explanation: <u>SoftResources has never failed to complete any work that was awarded to us in the history of our business.</u>

Yes	Sub	No	#	Question
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3.	Has your firm ever defaulted on a contract? Comment/Explanation: We have never defaulted on a contract in the history of our company - SoftResources.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	4.	Has your firm ever had claims filed for errors and omissions or been sued for services you provided? Comment/Explanation: No, never in the history of our company.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	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: SoftResources will present to the City at our cost if the City identifies a short list of three or less consultants for consideration.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6.	Have you reviewed the example of the service contract attached and are willing to sign a similar agreement? Comment/Explanation: SoftResources has 2 exceptions detailed on page 25, in section 4.9 Statement. We will work with the City to reach mutually agreeable terms.

13. Statement of Qualifications Reference Form

Applicant Firm Name: SoftResources LLC
Contact Person: Spencer Arnesen, CPA, Principal
Address: 11411 NE 124th Street, Suite 270
City, State, and Zip Code: Kirkland, WA 98034
Telephone: 425-216-4030

Reference #1

Owner or Company Name: City of Merriam
Contact Person: Donna Oliver, Finance Director
Type of Service(s) Provided: ERP Selection through Implementation
Calendar Year(s) of Service(s) Provided: February 2022 - Current (Implementation PM)
City, State, and Zip Code: City of Merriam, Kansas, 66202
Telephone: 913-322-5504 | DOliver@merriam.org (we can assist connecting)

Reference #2

Owner or Company Name: City of Port Angeles
Contact Person: Sarian Carrizosa, Finance Director
Type of Service(s) Provided: ERP Selection through Implementation
Calendar Year(s) of Service(s) Provided: January 2021 - Current (Implementation PM)
City, State, and Zip Code: Port Angeles, Washington 98362
Telephone: 360-417-4601 | SCarrizo@cityofpa.us

Reference #3

Owner or Company Name: City of Charleston
Contact Person: Andy Wood, Finance Director
Type of Service(s) Provided: ERP Selection through Implementation
Calendar Year(s) of Service(s) Provided: January 2022 - Current (Implementation PM)
City, State, and Zip Code: Charleston, West Virginia, 25301
Telephone: 304-348-8014 | Andy.Wood@cityofcharleston.org