Proposal for

ERP Software Selection Assistance

August 15, 2018

City of
HIGH POINT
NORTH CAROLINA
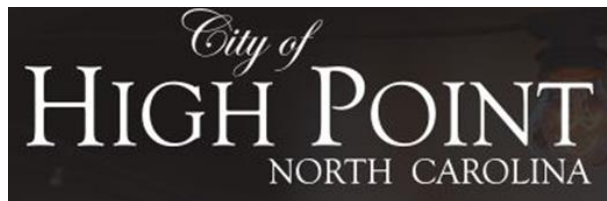
Client Locations

Coast-to-Coast

Practice Locations
North Carolina
California
Illinois
Texas

800.806.3080
www.clientfirstcg.com

Optimal Technology Guidance

CLIENT FIRST
TECHNOLOGY CONSULTING

August 15, 2018

Steve Lingerfelt, IT Director
Eric Olmedo, Budget Director
Jeff Moore, Finance Director
Angela Kirkwood, Human Resources Director
Bob Martin, Customer Service Director
City of High Point
211 S Hamilton
High Point, NC 27261

RE: Proposal for ERP Software Selection Assistance

Dear Steering Committee Members:

CLIENTFIRST appreciates the opportunity to present the City of High Point with our *Proposal for ERP Software Selection Assistance*. Our consultants have many years of experience in providing software needs assessment and selection services to municipalities throughout the United States. Key factors of our qualifications include:

Similar Organizations – CLIENTFIRST Technology Consulting specializes in local government. Our objective is to evaluate the needs of the City to assist in finding the solution that best fits your specific business process requirements, foster buy-in and consensus across the organization, and provide the best value proposition.

True Independence – CLIENTFIRST is completely independent and unbiased in its analysis and recommendations. We do NOT resell software or employ third-party implementers, trainers, or programmers for software solutions.

Expertise and Experience – CLIENTFIRST has worked with hundreds of municipalities. The proposed project team has over a 20-year track record of successful municipal software assessment, evaluation, and selection projects in North Carolina and throughout the United States.

Our clients say we excel in these areas:

- Following best practices
- Customizing the business process review and new system feature/function requirements to meet specific business process needs
- Building consensus throughout the organization
- Educating staff and transferring knowledge
- Effective change management and buy-in at all levels
- Improving implementation readiness and reducing risk
- Helping gain management and support of elected officials through education and business-case development

If you have any questions, feel free to contact us at 919.883.4223 or via email at dkrout@clientfirstcg.com or srobichaud@clientfirstcg.com for additional information. We look forward to the opportunity of serving the City of High Point as one of our many satisfied clients.

Sincerely,

David W. Krout, CPA *(inactive)*
Managing Partner
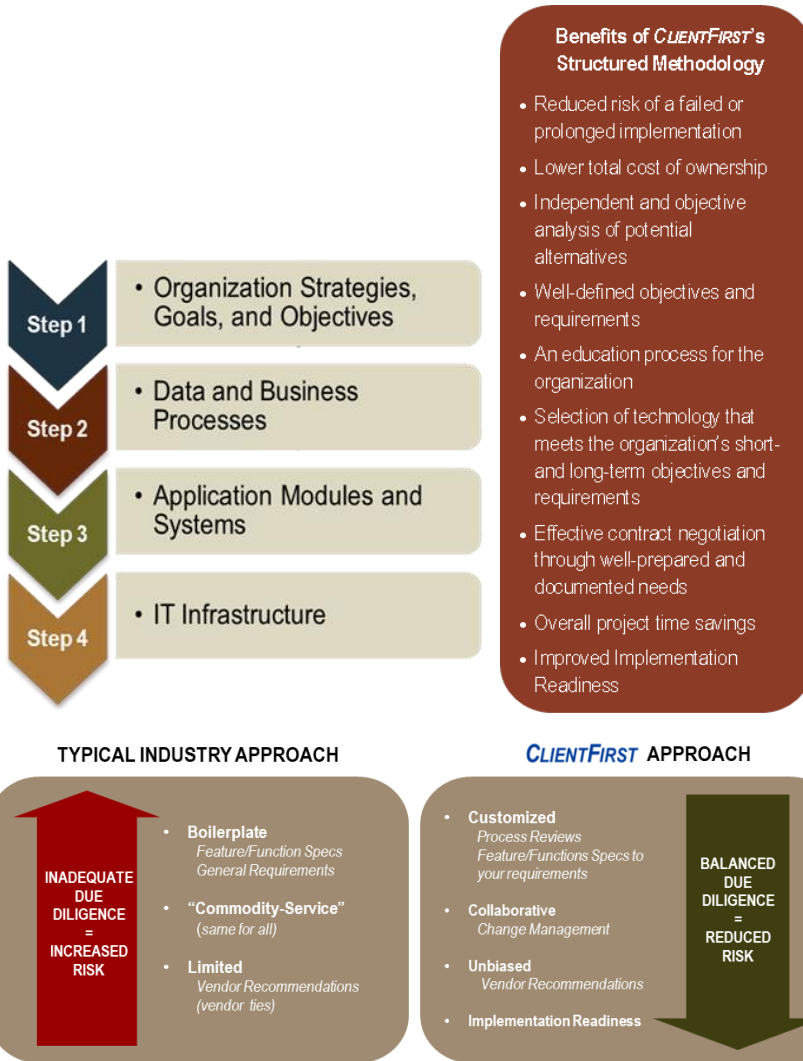Management Consulting Practice Leader

Steve Robichaud
Partner
Applications Consulting Practice Leader

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While we do provide specialized software selection and implementation services, we pride ourselves on our well-rounded practice and approach to this type of project.

Benefits of CLIENTFIRST's Structured Methodology

- Reduced risk of a failed or prolonged implementation
- Lower total cost of ownership
- Independent and objective analysis of potential alternatives
- Well-defined objectives and requirements
- An education process for the organization
- Selection of technology that meets the organization's short- and long-term objectives and requirements
- Effective contract negotiation through well-prepared and documented needs
- Overall project time savings
- Improved Implementation Readiness

Step 1 • Organization Strategies, Goals, and Objectives

Step 2 • Data and Business Processes

Step 3 • Application Modules and Systems

Step 4 • IT Infrastructure

TYPICAL INDUSTRY APPROACH

INADEQUATE DUE DILIGENCE = INCREASED RISK

- **Boilerplate**
  Feature/Function Specs
  General Requirements
- **"Commodity-Service"**
  (same for all)
- **Limited**
  Vendor Recommendations
  (vendor ties)

CLIENTFIRST APPROACH

- **Customized**
  Process Reviews
  Feature/Functions Specs to
  your requirements
- **Collaborative**
  Change Management
- **Unbiased**
  Vendor Recommendations
- **Implementation Readiness**

BALANCED DUE DILIGENCE = REDUCED RISK

Applications Consulting Practice Profile
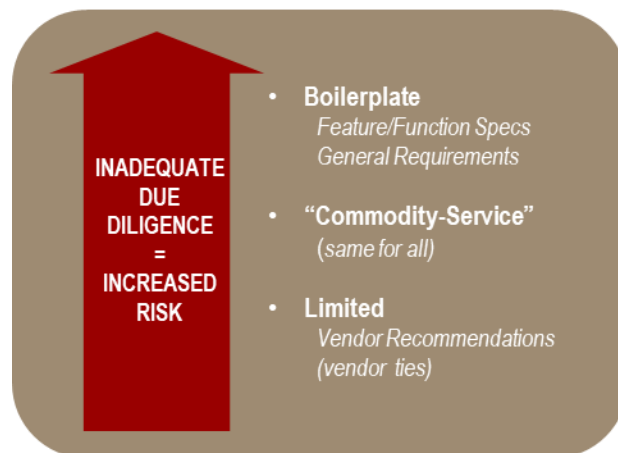
Applications Consulting Practice Profile

Our Applications and Process Consulting Practice Leaders, David Krout and Steve Robichaud, have been in the application software assessment, selection, and implementation consulting field for over 20 years, originally from the fifth-largest CPA, consulting firm in the United States. During this time, they worked with over a hundred local government agencies, as well as working for one of the foremost local government ERP software vendors. CLIENTFIRST leverages this experience to the client's advantage through a unique approach to software selection, which considers the vendor's perspective while working with you to navigate the waters of software needs assessment, selection, contract negotiation, and implementation.

> **From the beginning, I was impressed with how inclusive the process has been. I've never been associated with such a collaborative, cooperative, and engaged project. Outstanding process.**
>
> **—City Manager**
> *Software Selection*

CLIENTFIRST specializes in working to identify an organization's strategic, organizational, application, and functional requirements—specific to your business processes (not a boilerplate)—to determine which solutions are the best fit for both customer and vendor. Our clients appreciate the honesty and diligence that we apply in conducting our projects, and many clients continue relying on our services after their first project with us.

TYPICAL INDUSTRY APPROACH

INADEQUATE DUE DILIGENCE = INCREASED RISK

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- **Implementation Readiness**

BALANCED DUE DILIGENCE = REDUCED RISK

As illustrated above, your level of risk and the probability of achieving a successful implementation is directly related to the amount of proper due diligence employed. Typical industry approaches fail in this regard. At CLIENTFIRST, we take every possible step to decrease your risk level by ensuring you are employing proper best-practices due diligence. We work with your organization to identify *your* specific needs and find the best overall solution to suit *your* unique requirements.

While we do provide specialized software selection and implementation services, we pride ourselves on our well-rounded practice and approach to these types of projects.

Because of the level of due diligence that we require, software vendors welcome the opportunity to respond to our RFP documents. This gives your organization the chance to find the best functionality fit by evaluating an adequate number of qualified responses.

In contrast, the same software vendors are sometimes less likely to respond to the boilerplate approach of other consulting firms. Lack of vendor responsiveness limits your opportunity to review a variety of options and alternatives, while decreasing your chances of achieving a successful and cost-effective implementation.

> **I have never seen such professionalism and thoroughness in managing an RFP as I have with** CLIENTFIRST. **Whether or not we win this contract, I would be happy to provide a reference if you ever need it.**
>
> –**Vendor**
> *Vendor Selection Assistance*

APPLICATION CONSULTING SERVICES

PROCESS REVIEW

Business Case Analysis
Preliminary Needs Assessment & Recommendations
Process Analysis and Documentation

SOFTWARE SELECTION

Feature/Function Requirements Definitions
Implementation Risk Assessments
Change Management
RFI/RFP Development
Vendor Analysis & Evaluations
Demonstration Facilitation
Contract Negotiations

IMPLEMENTATION ASSISTANCE

Project Oversight
Implementation Project Management
Conversion Assistance
Ad Hoc Report Writing Assistance
Integration/Interface Assistance

APPLICATION IMPROVEMENT

Assessment of Current Needs & Gaps
Assessment of Features, Training, Support, & Reporting Issues
RFI Documentation
Vendor Proposal Review & Demonstration Management
Contract Negotiations
Change Management
Risk Assessments
Implementation Assistance

DEPARTMENTAL/FUNCTIONAL AREA EXPERIENCE

- Council
- Administration
- Building & Safety
- City Clerk
- Finance
- Fire
- Library
- Utility Billing
- Customer Service/Call Centers
- Payroll
- Human Resources
- Planning
- Police
- Purchasing
- Public Works
- Parks & Recreation
- Engineering
- GIS
- Water & Waste Water
- Sanitation
- Field Operations
- Laboratories
- Environmental Sciences
- Facilities
- Treatment Plants
- Fleet Management
- Engineering
- Warehousing
- SCADA
- Information Systems

APPLICATION EXPERIENCE

- General Ledger
- Budgeting
- Project Accounting
- Grant Accounting
- Accounts Receivable
- Cash Receipts
- Purchasing & Receiving
- Bids Management
- Contract Management
- Accounts Payable
- Fixed Assets
- Loans
- Special Assessments
- Financial Reporting
- Ad Hoc Reporting
- Business Licensing
- Applicant Tracking
- Human Resources
- Employee Self-Service
- Benefits Tracking
- Time & Attendance
- Payroll
- CIS & Utility Billing
- Customer Service/Call Centers
- Backflow
- Service Orders
- Work Orders/Preventative Maintenance
- Inventory Management
- Fleet Management
- Planning
- Permitting
- Inspection
- Code Enforcement
- Land/Parcel/Address Management
- Computer-Aided Dispatch (CAD)
- Records Management
- Mobile Computing
- Citizen Request Management
- GIS
- Adjudication
- Citation Management
- Database Management

We have worked with many software vendors throughout the life of our practice. Vendor research, proposal evaluations, demonstration facilitation, and/or contract negotiations have included vendors such as:
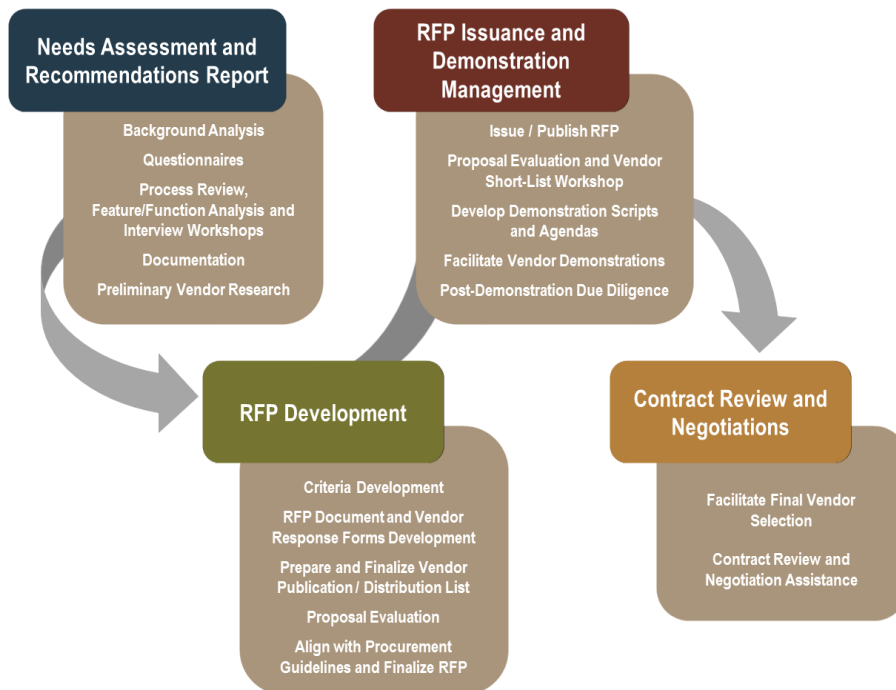
Accela
AccuFund
ADP
Advanced Utilities
Incompass
Agresso
AppliTracks
AssetWorks
Bi-Tech
BS&A
Cartegraph
Caselle
Cayenta
CitiTech
Citizenserve
CityView
Cityworks
Cogsdale
DataStream
DocuWare
Eden
Edge Soft
Edmunds
Empower
EnerGov
ExecuTime
Fortis/FortisBlue
GBA
GEMS
Gov Outreach
GovPartner
Granicus
Hansen
Harris
High Line
HTE
IFAS
Incode
Infor
inHANCE
Innoprise
IQM2
JD Edwards
Kronos

KVS
Lawson
Laserfiche
Legistar
Lucity
Maintenance Connection
MaintStar
ManagerPlus
Microsoft Dynamics
Mitchell Humphrey
Municipal Software
MyStaffingPro
Navision
New World
Northstar Utilities
Novus
Munis
NuView
OnBase
OneSolution
Oracle
Pentamation
PeopleSoft
Permit Soft
Practical Software
ProjectDox
Public Stuff
Questys
SAP
Springbrook
SunGard
Superion
SymPro
Systems and Software
Ultimate Software
Tax-Wise
Trakit
Tyler
UtilityTrakR
Viewpoint
Workday
WSD

Benefits of *CLIENTFIRST*'s Structured Methodology

- Reduced risk of a failed or prolonged implementation

- Lower total cost of ownership

- Independent and objective analysis of potential alternatives

- Well-defined objectives and requirements

- An education process for the organization

- Selection of technology that meets the organization's short- and long-term objectives and requirements

- Effective contract negotiation through well-prepared and documented needs

- Overall project time savings

- Improved Implementation Readiness

We have developed a four-phase approach to our software needs assessment and selection projects, which serves as the cornerstone of the project.

Scope and Approach

Needs Assessment and Recommendations Report

- Background Analysis
- Questionnaires
- Process Review, Feature/Function Analysis and Interview Workshops
- Documentation
- Preliminary Vendor Research

RFP Issuance and Demonstration Management

- Issue / Publish RFP
- Proposal Evaluation and Vendor Short-List Workshop
- Develop Demonstration Scripts and Agendas
- Facilitate Vendor Demonstrations
- Post-Demonstration Due Diligence

RFP Development

- Criteria Development
- RFP Document and Vendor Response Forms Development
- Prepare and Finalize Vendor Publication / Distribution List
- Proposal Evaluation
- Align with Procurement Guidelines and Finalize RFP

Contract Review and Negotiations

- Facilitate Final Vendor Selection
- Contract Review and Negotiation Assistance

> **I was extremely pleased with the product** *CLIENTFIRST* **delivered and the process used in their consulting. The city didn't have any leadership for the IT department, and I was looking for a company that could develop a roadmap for the city. I felt** *CLIENTFIRST* **kept everyone engaged and informed.**
>
> – **Director of Finance and Administrative Services**
> *IT Master Planning*

Our Understanding of Project Background

The City is seeking consultant advisory services to prepare for a future enterprise system software evaluation and selection project. The scope of services is identified below.

Project Objectives

1. Improve or replace systems that meets both the current and future needs of the City.
2. Adopt use of best business practices.
3. Strengthen operational effectiveness and efficiencies.
4. More online functionality, dashboards, online payments, open data, transparency, etc.

Project Services

- Conduct a need assessment to document unmet system needs, business process objectives, future ERP software system needs, which will include identifying data conversion and integration requirements.
- Provide an analysis of the functional requirements of all City departments as it pertains to the new ERP software.
- Assist with the development of RFP documents.
- Evaluate software vendors and assist in contract negotiations

It is understood that the City is looking to improve or replace the following functionalities:

Financial Management

- General Ledger
- Bank Reconciliations
- Budgeting (General, Personnel and Capital)
- Project/Cost Accounting
- Grant Accounting
- Requisitions/Purchasing
- Travel & Reimbursements
- Inventory
- Bids Management
- Contract Management
- Accounts Payable
- Accounts Receivable/Misc. Billing
- Treasury Management
- Cashiering
- Fixed Assets

People Management

- Human Resources
  - General HR and Risk Management
  - Benefits Administration
  - Employee Self-Service
  - Recruitment and Onboarding
  - Talent Management
- Time and Attendance
- Payroll

CIS/Utility Billing

- Customer Information/Service
- Billing
- Service/Work Order Management
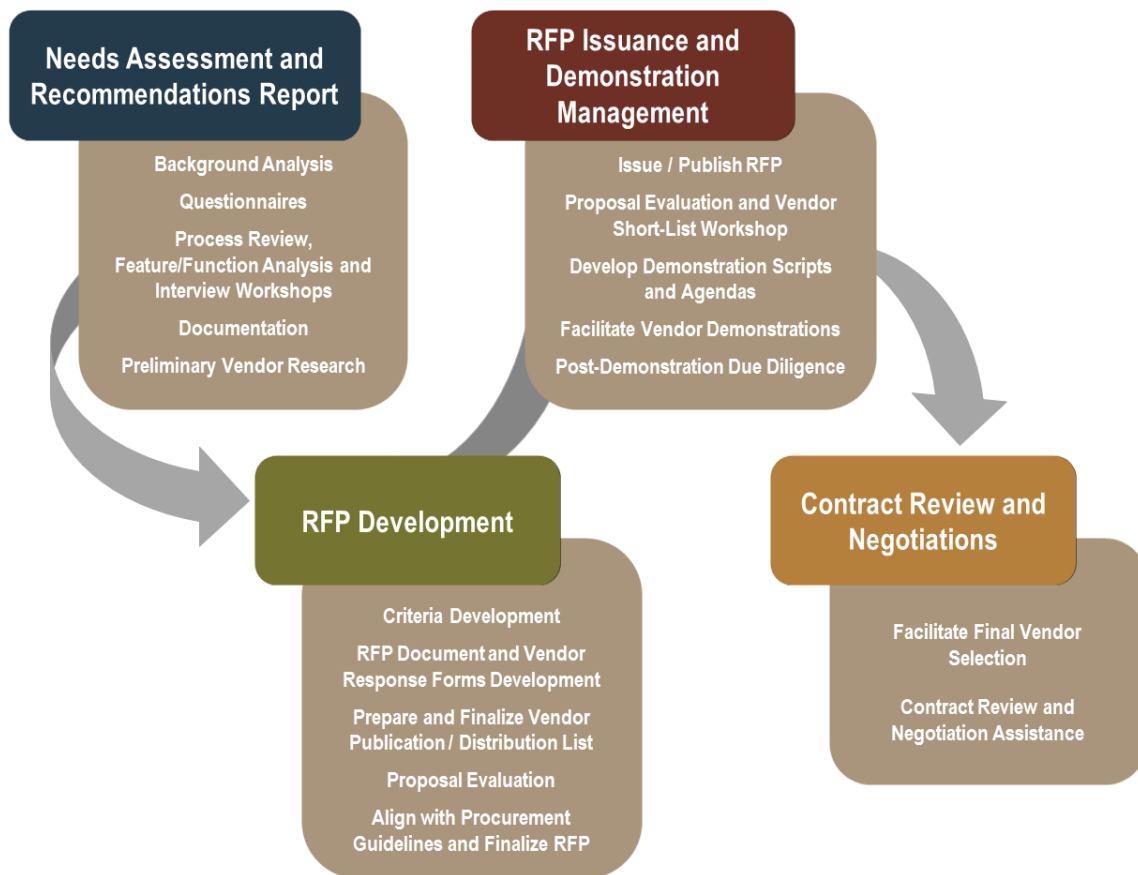- Meter Management

Reporting

- Ad Hoc Reporting
- Business Analytics
- Financial Reporting/CAFR Preparation

A detailed understanding of the above and any additional requirements will be identified during the needs assessment and business process review phase of the project. *CLIENTFIRST* prides itself in the review process we employ for analyzing workflow and gathering and documenting all necessary system requirements.

Our experience and practice will allow us to deliver these tasks with added value and benefit. It is important to understand that the process steps and best practices are critical to preparing the City to build a base of understanding to properly prepare for a successful implementation.

Methodology

We have developed a four-phase approach to our software needs assessment, process review, and selection projects, which serves as the cornerstone of our projects. It allows the collaborative process to shape and develop our recommendations and approach, enabling us to tailor each step to fit your unique needs and specifications. We view this as a partnership with you to improve the IT and ERP environments to better meet the needs of leadership, management, staff, and your constituents.

Needs Assessment and Recommendations Report

- Background Analysis
- Questionnaires
- Process Review, Feature/Function Analysis and Interview Workshops
- Documentation
- Preliminary Vendor Research

RFP Issuance and Demonstration Management

- Issue / Publish RFP
- Proposal Evaluation and Vendor Short-List Workshop
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Contract Review and Negotiations

- Facilitate Final Vendor Selection
- Contract Review and Negotiation Assistance

Phase 1: Needs Assessment and Business Process Analysis

We perform a needs assessment and to evaluate current business processes, define the vision of the organization for the future system, and compare various market options with other applicable vendors. The steps taken include:

Project Kick-Off and Project Team Development

We conduct a formal kick-off meeting and then work with the Project Manager from the organization to finalize the makeup of the Project Committee (Project Management Office or PMO). We also document required roles and responsibilities by developing application module teams according to Enterprise Application Management and Support Best Practices.

> **Phase 1: Needs Assessment and Process Analysis Deliverables**
>
> - Project Team Roles and Responsibilities Workshop and Matrices according to Enterprise Applications and Support Best Practices
> - Business Process Questionnaires and Information Request Worksheets and Forms
> - Functional Assessment and Business Process Analysis Workshops
> - Functional Requirements/Specifications (Features/Functions)
> - ERP Needs Assessment Report (optional)

Needs Assessment Questionnaires

We develop a personalized Needs Assessment Questionnaire/Survey to be used during the discovery process with staff. These documents relate to existing and future information system needs and process improvements opportunities.

Information Requests and Background Analysis

In addition to the questionnaire and forms, we obtain and analyze the following background information, as available:

- Organization charts
- Documented processes
- Key reports
- Forms and correspondence
- All utilized software and systems
- All utilized software and systems interfacing with other functions
- Other applicable information

> **The level of detail** *CLIENTFIRST* **explored was extremely valuable. We had attempted to do the same effort a few years ago, and there was no comparison. Through the needs assessment process,** *CLIENTFIRST* **collected a tremendous number of valuable details.**
>
> – **IT Coordinator**
> *Software Selection*

Process Review and Feature/Function Analysis Interview Workshops

We will meet with the personnel identified in the step above to review existing manual and automated systems and business processes and operations. We will review current and future requirements, including existing application issues, change management, and implementation requirements. Our process reviews are more comprehensive than most firms and are designed explore different options for streamlining and increase the knowledge of the various users regarding what is possible with modern enterprise systems, while also setting realistic expectations.

Our cross-function/department teams also learn from each other and gain a greater understanding of overall agency workflows and business processes. Special attention is paid to the organization's use of inefficient workarounds, shadow systems, manual processes, and reporting gaps that can be fulfilled by the new system. These workshops are one of the most critical aspects of a successful implementation, as the departments and users are working out ways they are going to change and improve processes before implementation ever begins.

Future System Requirements Documentation

Review information gathered during the business process reviews and develop system requirement specifications (feature/functions) by module and/or process.

> *CLIENTFIRST'S* **upfront efforts with the needs assessment and RFP really put us on a path to success that led to us achieving a positive implementation.**
>
> – **Professional Services Manager**
> *Software Selection*

Process Review and Needs Assessment Report (Optional)

We review the information gathered during the business process review workshops and develop a Needs Assessment and Business Case Justification Report. This document includes, but is not necessarily limited to:

> **Thank you,** *CLIENTFIRST*, **for the job walks, last-minute spec changes, guidance, and just rock-solid RFPs!**
>
> – **Director of IT Services**
> *Systems Evaluation, Design, Specifications, and RFP Development*

- Expectations of future system to meet current and future needs/requirements
- Business process improvement and automation opportunities
- New-versus-existing vendor considerations
- General risk and readiness
- Integration requirements
- Conversion requirements
- Estimated budget and implementation time frames
- System requirements (feature/functions), as described in the above Systems Requirements Documentation

Phase 2: RFP Development and Issuance

Preliminary Vendor Research

We prepare a list of prescreened information system vendors and their contact information. Our objective will be to identify vendors specializing in government agencies that have the applications for the future system needs that are already in use in the industry.

Develop Request for Proposals (RFP) with Electronic Response Forms

We create criteria, business objectives, and instructions documentation for the development of RFP documents with Electronic Vendor Response Forms. We generate the following document materials, as applicable:

- Application Software: Processing and Reporting Requirements
    - Average Processing Volumes
    - Conversion Requirements
    - Interface Requirements
    - Other Application Considerations

- Systems Software
    - Operating System
    - Languages
    - Productivity Aids
    - Database
    - Other Systems Software

- Hardware
    - Platform Architecture Preferences
    - Minimum Workstation Requirements
    - Service and Support Requirements
    - Other Technical Requirements

- Documentation
    - System Software
    - Application Software

- Technical and User Training
    - System Software
    - Application Software

- Other Required Proposal Elements
    - Vendor Instructions
    - Pre-Formatted Total-Cost-of-Ownership Forms:
        - Acquisition Costs
        - Maintenance Costs
        - Other Relevant Cost Considerations

Phase 2: RFP Development and Issuance Deliverables

- Preliminary Vendor Research and Communications
- RFP Documents and Electronic Vendor Response Forms

- ◆ Vendor-Related Information:
  - Number, Type, and Size of Users
  - Financial Condition
  - Size
  - Expertise
  - Other Vendor Considerations
  - Other Relevant Materials

Phase 3: Proposal Evaluation, Demonstration Management, and Selection

Issue RFP and Facilitate Vendor Response Activities

We assist you in communicating with vendors, according to appropriate procurement requirements, during preparation of their proposals. Written questions and answers are utilized to answer questions and respond to information requests. If necessary, a bidder's conference is conducted.

Proposal Evaluation (Vendor Comparison Worksheets)

We obtain any additional information necessary to analyze and evaluate proposal responses. This ensures that vendors can provide the desired services. We will provide Summary Vendor Comparison Worksheets to allow side-by-side analysis of vendor capabilities. We also work with the module/functional area teams to review the software vendors noncompliant feature/function responses and the negative impact they will have on actual business operations. Prioritizing these vendor weaknesses at this level is what differentiates the vendors ability to be a close fit for the agency's desired process improvements.

Phase 3: Proposal Evaluation, Demonstration Management, and Selection Deliverables

- RFP Issuance Response Management
- Vendor Comparison Worksheets
- Executive Summary Vendor Analysis and Finalist Recommendations Discussion Guide
- Vendor Demonstration Guides/Scripts
- User Demonstration Evaluation Forms
- Due Diligence/Outstanding Issues Tracking Matrices
- Finalist Analysis and Finalist Workshop

Analysis Results Workshop to Determine Finalist Vendors (Short-List Workshop)

We provide an Executive Summary Vendor Analysis and Finalist Recommendations Discussion Guide for facilitating a vendor short-list determination workshop, to include:

- Statistical feature and function compliance
- Cost comparisons
- Module capabilities comparison
- Vendor comparisons
- Advantages and disadvantages of each proposal
- Technology comparisons
- Pricing comparisons

Develop Demonstration Documents

We prepare agendas with scripts/guidelines for vendor demonstrations to be sent to vendor finalists for their advance preparation. We will assist the City with preparing additional examples and scripts where necessary.

Reference and Site-Visit Forms Preparation

Prepare forms to be used by Project Team members to conduct finalist reference checks/calls and prepare a Site-Visit Form for City personnel to use during site visit(s).

> *CLIENTFIRST* **approached projects with a good strategy and delivered real-world insights and suggestions for solutions.**
>
> – **Assistant IT Director**
> *Software Selection*

Facilitate Vendor Demonstrations

Facilitating and directing vendor demonstrations will ensure that the vendors are complying as requested. The software demonstrations should ensure that all key and pertinent requirements defined by the organization are addressed.

The organization's personnel will evaluate the vendor demonstrations using Demonstration Evaluation Forms. These forms use a rating system to assist with the comparison of vendors. These forms also assist in identifying the specific strengths and weaknesses of each vendor from the agency staff's perspectives.

Post-Demonstration, Reference Checks, Site Visits, and Due Diligence/Follow-Up

We assist with due diligence of the vendor finalist, including the management of post-demonstration follow-up issues, as needed. Follow-up issues may include, but are not limited to:

- Memoranda regarding follow-up requirements
- Vendor communications
- Conversion and potential modification issues
- Facilitation of additional demonstrations
- Reviewing hardware requirements
- Site-visit preparation assistance and site visit checklist forms

> **When** *CLIENTFIRST* **sees a unique situation, they don't try to dictate a response based on previous experiences.** *CLIENTFIRST* **is open to listen and find creative solutions.**
>
> – **IS Director**
> *Software Selection*

Facilitate Final Vendor Selection (Workshop)

We assist with the selection of the most appropriate vendor. The Vendor Evaluation Forms, in combination with additional analysis, are used to facilitate the selection of a finalist. Also under consideration is the capability to add additional components and future flexibility to meet agency's future needs not included in the initial implementation.

Phase 4: Implementation Planning, Contract Review, and Negotiation Assistance

Implementation Plan (SOW) Review

We work with the organization, along with the selected vendor to review the statement of work (SOW), which will include the implementation plan, project management team, resource requirements, vendor-versus-agency staff responsibilities, and timelines.

Phase 4: Implementation Planning, Contract Review, and Negotiation Assistance Deliverables

- Implementation Plan/SOW Reviews
- Develop/Review Baseline Project Plans
- Implementation Risk Assessment
- Implementation Team Organization (PMO)
- Contract Review and SOW Matrices/Memorandum

Implementation Risk Assessment

Provide an implementation risk assessment memorandum.

Implementation Team Organization

Work with City to refine the Implementation Project Team, based on Project Management Office (PMO) principles and application management best practices.

Contract Review and Negotiation Assistance

We begin any contract review and negotiations by providing an Observations/Recommendations Memorandum and Matrix. We will assist in reviewing vendor contract(s), as well as the vendor's statement of work (SOW), and provide recommendations for negotiating more favorable contract provisions. As applicable, these may include the following considerations:

- An acceptable implementation schedule covering all phases
- A significant portion of the software costs, payable for each application module upon testing and demonstration on the delivered hardware
- Hardware and/or software payments withheld as a retainer amount to ensure an acceptable and timely installation of the listed deliverables
- Certain RFP and vendor proposal responses which are made part of the contract to govern disputes
- Hardware and software acceptance criteria
- Other potentially important issues include:
    - Third-party products and relationships
    - Business termination provisions
    - State and federal regulatory changes
    - Source code escrow arrangements

> *CLIENTFIRST* **rose to the top, largely because of their experience. I face a pretty tough City Council and wanted to be confident in the consultants he was going to be putting in front of the Council.**
>
> –**Director of Finance and Administrative Services**

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>
> –**Director of Finance and Administrative Services**

> *CLIENTFIRST* **has excellent communication, and their team is very responsive.**
>
> –**IS Director**

The personnel selected for this engagement are experts in their given disciplines, chosen according to the specific needs of this project, and working as an integrated team to provide end-to-end consulting and support services. Detailed profiles for each Project Team member are found in this section.

| Project Role: | **Project Director and Management Consultant** | **David Krout** |
| ClientFirst Title: | Managing Partner, Business & Management Consulting Practice Leader | |

| Project Role: | **Practice Manager and Applications Consultant** | **Steve Robichaud** |
| ClientFirst Title: | Partner, Application and Business Process Practice Leader | |

| Project Role: | **Applications Consultant** | **Tam Ly** |
| ClientFirst Title: | Management Consultant – Application and Business Process Practice | |

| Project Role: | **Applications Consultant** | **Alex Mercado** |
| ClientFirst Title: | Management Consultant – Application and Business Process Practice | |

| Project Role: | **Applications Consultant** | **Mike Crowell** |
| ClientFirst Title: | Management Consultant – Application and Business Process Practice | |

> **CLIENTFIRST was extremely knowledgeable, and I felt I have learned more from my work with CLIENTFIRST than anyone else I've worked with in that capacity.**
>
> —Director of Administrative Services
> *CA Municipality*

David W. Krout, CPA *(Inactive)*

Managing Partner – Management Consulting Practice Leader

David Krout has nearly 20 years of experience assisting local governments with a broad scope of information technology needs. He specializes in working with organizations to identify their strategic, organizational, application, and functional requirements to determine which system and/or specific applications are a proper fit for both the customer and the vendor.

Mr. Krout's unique and diversified background in business management, accounting, and management consulting has given him the ability to collaborate with C-level executives and department staff from a practical, business-management perspective to maximize their IT utilization.

Having worked for a leading local government enterprise software provider, Mr. Krout brings a unique understanding of consulting, client representation, and vendor relationships to the collaboration between customers and software vendors.

> **It has been absolutely key to this project that CLIENTFIRST, especially Dave, knows the governmental environment, its limitations and its opportunities.**
>
> —Director of Administrative Services
> *CA Municipality*

Highlights

- Served on the National Committee for Information Technology for the Institute of Management Accountants
- Former President, Institute of Management Accountants, Inland Empire Chapter
- Former Government IT Consulting Manager for RSM McGladrey, the nation's fifth-largest CPA and consulting firm
- Featured speaker for the California Society of Municipal Finance Officers (CSMFO) and Municipal Information Systems Association of California (MISAC)
- Project lead with dozens of public-sector agencies throughout the United States

Specialties

- Business Process Reviews
- Application Requirements Definition
- Current System Needs Analysis and Improvement
- New Software Selection Assistance
- Strategic Master Technology Planning
- Project Management and Oversight
- Conversion Assistance and Planning
- Contract Reviews and Negotiations

CPA
Certified Public Accountant
(Inactive)

Credentials, Degrees, and Affiliations

- Certified Public Accountant (CPA) (Inactive)
- Bachelor of Science in Business Administration – Accounting, CSU San Bernardino

Agency Experience

City of Burlington	City of Corona	City of Palmdale	Village of Glencoe
City of Gastonia	City of Coronado	City of Piedmont	Village of Lincolnwood
City of Salisbury	City of Dublin	City of Rancho Mirage	Village of Northfield
City of Shawnee	City of Foster City	City of Redlands	Village of Oswego
County of Buncombe	City of Healdsburg	City of Rialto	Town of Danville
County of Orange	City of Hemet	City of Riviera Beach	Town of Groton
Eastern Band of Cherokee Indians	City of Highland Park	City of Rosemead	Town of Pahrump
City of Batavia	City of La Habra	City of San Gabriel	Town of Truckee
City of Bloomington	City of La Puente	City of San Jacinto	Mechoopda Indian Tribe
City of Brentwood	City of Laguna Niguel	City of Sierra Madre	County of Nye
City of Burbank	City of Lake Forest	City of Simi Valley	County of Mendocino
City of Camarillo	City of Lomita	City of South Gate	County of Riverside
City of Chino	City of Menlo Park	City of Tustin	County of San Bernardino
City of Colton	City of Murrieta	City of West Covina	
	City of Palm Desert	City of West Des Moines	

Steve Robichaud

Partner – Applications Consulting Practice Leader

Steve Robichaud has been advising local governments on their information technology needs for over 25 years. He specializes in business processes, operations, and implementation oversight with the objective of applying technology to meeting mission-critical goals and objectives, and the ability to measure these achievements.

Mr. Robichaud's executive leadership experience, operational turnaround success and long-term involvement with numerous local governments across the country has equipped him with the foundation to advise organizations at all levels, from executive leadership to staff.

Having worked in government and the private sector, Mr. Robichaud also brings an understanding, perspective, and ability to manage all the parties necessary for delivering lasting operational success using technology.

Highlights

- Former Director of National Government IT Consulting for RSM McGladrey, the nation's fifth-largest CPA and consulting firm
- Regional Government Manager for a national recovery/availability services vendor providing hot-site, collocation, managed services, and disaster recovery consulting services
- Former President & General Manager for a leading national provider of justice software solutions
- Featured speaker for the Illinois/Wisconsin Joint GFOA Annual Conference on the topic of "Strategic Information Technology Master Planning"
- National leader in delivering new government solution implementations for a top-name hardware manufacturer and software-solution company
- More than 20 years of working with hundreds of public-sector agencies nationally

Specialties

- Executive Management Technology Advisement
- Information Technology Master Planning
- Business Process Review and Improvement
- Existing System Needs Analysis and Improvement
- Application Requirements Definition
- Software System Selection Assistance
- Project Management and Oversight
- Conversion Assistance and Planning
- Contract Reviews and Negotiations
- Disaster Recovery Planning

> **Steve Robichaud's presentation skills and ability to work in the government environment were excellent, and crucial to the success of the project. It was valuable that Steve could communicate with the council at their level.**
>
> —Director of Finance and Administrative Services
> *FL Municipality*

> **Steve, your efforts never cease to amaze any of us—very much appreciated!**
>
> —Chief Building Official
> *CA Municipality*

Credentials, Degrees, and Affiliations

- Business Continuity Certified Planner (BCCP)
- Bachelor of Arts, Political Science and Business Administration, Moorhead State University

Agency Experience

City of Burbank	City of La Habra	City of Sierra Madre	County of Nye
City of Chino	City of Menlo Park	City of Sioux Falls	County of Orange
City of Colton	City of Miami Springs	City of South Gate	County of Pinal
City of Corona	City of Palm Desert	City of South San Francisco	Eastern Band of Cherokee
City of Dublin	City of Palmdale	City of West Covina	Indians
City of Foster City	City of Piedmont	City of West Des Moines	Town of Groton
City of Fresno	City of Rancho Mirage	City of West St. Paul	Town of Truckee
City of Glendale	City of Redlands	City of Wood Dale	Town of Wallingford
City of Glendora	City of Rialto	County of Anoka	Village of Northbrook
City of Healdsburg	City of Riviera Beach	County of Buncombe	Village of Oswego
City of Hemet	City of San Gabriel	County of Maricopa	Village of Westmont
City of Indio	City of San Jacinto	County of Mariposa	
City of Joliet	City of San Pablo	County of Mendocino	

Tam Ly, MPA

Management Consultant

Tam Ly's expertise covers 20 years in the public sector and 10 years in management and information technology consulting. His expertise includes business analysis and project management in the areas of public administration and finance, in which he holds a master's degree. He has worked with elected officials, executives, and department-level staff in business applications systems selection, risk mitigation, fiscal planning, and business process analysis for implementing practical technology strategies and solutions in the local government and public education environments.

Having worked closely with stakeholders and groups of various sizes in these environments, Mr. Ly (pronounced "LEE") knows and understands the issues they face and is well-versed in the collaborative process to implement best-practice strategies in finding optimal solutions to serve their constituents.

Highlights

- Project manager for systems selection/acquisition and implementations
- Conducted business/needs assessment analyses
- Facilitated gap analyses
- Developed business systems functional and technical requirements and definitions
- Lead feasibility and operations efficiency studies
- Provided go-live related user-acceptance testing (UAT) and readiness assessments
- Former municipal budget planner with a triple-A bond-rated agency

Specialties

- Business Process Reviews
- Application Requirements Definition
- Current System Needs Analysis and Improvement
- New Software Selection Assistance
- Project Management and Oversight
- Conversion Assistance and Planning

Credentials, Degrees, and Affiliations

- MPA Government Administration/Finance, Suffolk University
- PMP Candidate, Alamo-Project Management Institute
- Bachelor of Arts, Anthropology, Bates College

Agency Experience

City of Benbrook	City of San Bernardino	Maine Public Utilities Commission
City of Boca Raton	City of Santa Fe	Massachusetts Department of Telecommunications and Energy (now Public Utilities Commission)
City of Cedar Hills	Albany County	
City of Coral Springs	Town of Andover	
City of Corpus Christi	Town of Brunswick	
City of Dover	Town of Freeport	
City of Farmers Branch	Town of Middleborough	Massachusetts Energy Facilities Siting Board
City of Fredericksburg	Town of Sharon	
City of Gahanna	Town of Wellesley	Minnehaha County
City of Gloucester	Town of Westwood	Montgomery County Public Schools
City of Grants Pass	Dane County	
City of Irving	Gallatin County	Mt. Lebanon Township
City of Lauderdale Lakes	Steuben County	Round Rock Independent School District
City of Lawrence	Tompkins County	
City of Lewiston	California Air Resources Board	Spokane Public Schools
City of Lowell	California Environmental Protection Agency	US Federal Energy Regulatory Commission
City of Middleborough		
City of Midland	Cherry Creek School District	US Nuclear Regulatory Commission
City of Ormond Beach	Maine Office of Public Advocate	
City of Piedmont		Wellesley Municipal Light Plant

Proposal for ERP Software Selection Assistance

City of High Point, NC

Alex Mercado, CAPM , CCBA, ITIL Foundation

ERP Consultant

Alex specializes in business process reviews and ERP application consulting. His experience includes assessment, planning, implementation, configuration, integration, upgrades, customization, testing, documentation, and project management assistance related to enterprise applications. In addition to his ERP implementation experience, Alex also has experience as a business analyst in assisting public sector clients with their needs assessment and software selection and applications requirements.

> **Alex has been a tremendous help on this project and I would hate to lose his help and expertise.**
>
> —IT Manager
> *CA Municipality*

Specialties

- Understanding of public sector departmental operations and application systems
- Process reviews and improvements to streamline operations
- Workflow analysis and mapping
- Gathering and analyzing functional business requirements
- Prepared project implementation plans for initial and recurring project phases
- Planned for items required pre- and post-system go-live
- Implementation assistance experience includes analysis workshops, change control, conversions, setup and configurations, testing, reporting, and troubleshooting

> **The visits with Alex were extremely helpful, and we have made huge progress.**
>
> **—CIO**
> *CA Municipality*

Credentials, Degrees, and Affiliations

- California State University, Fullerton, CA - Bachelor of Arts in Business Administration
- Concentrations: Accounting and Information Systems and Decisions Sciences
- Project Management Institute Member - California Inland Empire Chapter
- Certified Associate in Project Management (CAPM)®
- Certified ITIL Foundation V3
- Certification of Competency in Business Analysis (CCBA)

Agency Experience

City of Batavia	City of Palmdale	City of West Des Moines
City of Bloomington	City of Piedmont	City of Yucca Valley
City of Burbank	City of Rancho Cucamonga	Village of Oswego
City of Colton	City of Rancho Mirage	Town of Danville
City of Corona	City of Redlands	Town of Groton
City of Coronado	City of Redlands	Town of Truckee
City of Dublin	City of Rialto	Eastern Band of Cherokee
City of Foster City	City of Riviera Beach	Indians
City of Healdsburg	City of Rohnert Park	Buncombe County
City of Joliet	City of San Gabriel	Davie County
City of La Puente	City of Seal Beach	Marion County/Indianapolis
City of Lake Forest	City of Sierra Madre	Public Library
City of Menlo Park	City of Simi Valley	Orange County
City of Pacific Grove	City of Tustin	
City of Palm Desert	City of West Covina	

Mike Crowell, CGCIO

IT Consulting Practice Leader

Mike Crowell focuses on assisting clients in formalizing the tools and processes needed to understand how IT resources and programs create business value and how to improve IT resource allocation to maximize value. He has over 25 years of invaluable experience in managing technology services for a municipality in North Carolina and is active with NCLGISA.

Highlights

- Former President and current member emeritus for North Carolina Local Government Information Systems Association (NCLGISA)
- Recognized as MIS Professional of the Year by GMIS International, an association of governmental IT leaders
- Awarded Data Processing Professional of the Year by North Carolina Local Government Information Systems Association (NCLGISA)
- Currently serving on the Board of Directors for South Eastern Association of Telecommunications Officers and Advisors (SEATOA)
- Former Technology Services Manager for a municipality in North Carolina, where he successfully managed a staff of 12, and successfully held responsibility for all computers, phones, radios, networks, network and physical security, and a government access channel
- Former Director of Broadband Services for a municipality in North Carolina
- Hands-on experience in the implementation and daily operations of multiple technologies, as well as contracts, sales, installation, and customer services

Specialties

- IT Operations Management
- Interim CIO/IT Management
- IT Procurement, Implementation, and Oversight
- Contract Negotiations

Credentials, Degrees, and Affiliations

- Certified Government Chief Information Officer (CIO), School of Government, University of North Carolina at Chapel Hill
- MCSE
- Municipal Administration Certification, School of Government, University of North Carolina at Chapel Hill
- Bachelor of Science in Engineering, Analysis, and Design from University of North Carolina, Charlotte, concentrating on Electrical Engineering and Computer Science

We believe our clients are our best salespeople. The references listed are examples of clients with similar needs. As seen on the following pages, each of these clients has been happy with our performance and retained our services many times. We pride ourselves on client satisfaction and strive to maintain long-term relationships with our clients as partners.

References

Engagement References

CLIENTFIRST has been providing these types of ERP and Land Management Needs Assessment, Process Review and Selection services since the founding of our Firm 14 years ago. A majority of *CLIENTFIRST* partners, managers and consultants have been on average providing these services for 20 years at *CLIENTFIRST* and with prior national consulting organizations.

Buncombe County

200 College St., Asheville, NC 28801

Eric T. Hardy, Controller

828.250.4811

eric.hardy@buncombecounty.org

City of Simi Valley

2929 Tapo Canyon Road, Simi Valley, CA 93063

Garry Boswell, Director Information Systems

805.583.6330

gboswell@simivalley.org

City of Palmdale

38300 Sierra Highway, Palmdale, CA 93550

Anne Ambrose, Director of Administrative Services

661.267.5100

aambrose@cityofpalmdale.org

City of Burlington

425 S. Lexington Ave., Burlington, NC 27215

Rodger Burden, Director of Information Technology

336.222.5042

rburden@ci.burlington.nc.us

City of Gastonia

1300 N. Broad St., Gastonia, NC 28053-1748

Matt Bernhardt, Director for Public Works and Utilities

704.866.6777

mattb@cityofgastonia.com

Our consultants have been assisting local governments with innovative technology solutions with CLIENTFIRST for over 14 years, bringing with them many more years of experience in this field. Our risk-averse technology planning and the quality of service we provide our clients have resulted in numerous long-term business relationships. We are confident that no other consulting firm focusing on local governments offers the wide range of IT services that we do.

Firm Overview

Government Technology

Focusing on local governments means that we understand the unique needs, processes, protocols, and political nuances involved in the industry. This **understanding and experience** ensures that our strategies and recommendations are practical in all respects.

Local Presence and Practice Locations

We have a local presence with extensive experience in North Carolina. *CLIENTFIRST* is a national firm, with practices located in North Carolina, Illinois, Texas, and California.

Charlotte, NC   Schaumburg, IL   San Antonio, TX   Corona, CA

Business Management Approach

We understand that not all government executives are versed in the latest technology issues and opportunities. Therefore, our approach and deliverables provide a business-management perspective that **allows the layperson the ability to understand the technology issues, strategies, and potential solutions required to make more informed business decisions**.

Practical Recommendations

We believe in using technology as a tool to meet your business objectives; we do not apply technology just for technology's sake. We are serious in our quest to provide clients with practical solutions that meet their individual requirements. Sometimes the proper solution includes cutting-edge technology. However, a cost-effective and practical solution using proven technology is often the most beneficial.

Save	Increase
Time	Expertise
Money	Service
Resources	Efficiency

True Independence

CLIENTFIRST believes in practicing **true independence**. We do not resell products, nor maintain relationships that would result in any add-on profit margins or referral fees. Our interest is in **putting the client first** by finding optimum solutions (i.e., the greatest value at lowest competitive cost) to meet their needs.
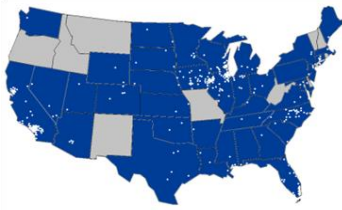
National Recognition

Our consultants are nationally recognized for their work by many of the industry's leading vendors. They appreciate the fairness and objectivity we demonstrate when dealing with their organizations.

Industry Recognition

CIO Review

CLIENTFIRST was featured in *CIO Review* as one of the "20 Most Promising Government Technology Solution Providers 2016".

National Speakers

CLIENTFIRST personnel have conducted educational sessions at national and local conferences such as CSMFO, MISAC, and GFOA, among others.

Diversified Experience

We have **extensive experience with a wide variety of organizations and technology and processing environments**. In addition, we have significant market knowledge regarding software and hardware providers and are well-informed with respect to vendor and industry developments.

Areas of Expertise

The consultants assigned to this engagement have direct experience in a broad range of products and services.

APPLICATION SYSTEM TYPES

- Finance and Accounting
- Procurement Management
- Payroll and Time & Attendance
- Human Resources Management
- Utility Billing / Customer Information Systems
- Land Management – Permitting, Planning, Inspections, Code Enforcement, Licensing
- Adjudication
- Enterprise Document Management Systems
- Legislative and Agenda Management Solutions
- Fleet Maintenance
- Geographic Information Systems (GIS)
- Citizen Portals and eGovernment
- Mobiles and Field Reporting
- Citizen Request Management (CRM) Systems
- CAD/RMS

DEPARTMENT AREA EXPERIENCE

- Council
- Administration
- Building and Safety
- City Clerk
- Finance
- Fire
- Library
- Utility Billing
- Customer Service/Call Centers
- Payroll
- Human Resources
- Planning
- Police
- Purchasing
- Public Works
- Parks and Recreation
- Engineering
- Geographic Information System (GIS)
- Water
- Waste Water
- Sanitation
- Field Operations
- Laboratories
- Environmental Services
- Facilities
- Treatment Plants
- Fleet Management
- Engineering
- Warehousing
- SCADA
- Information Systems

APPLICATION AREA EXPERIENCE

- General Ledger
- Budgeting
- Project Accounting
- Grant Accounting
- Cash Receipts
- Purchasing and Receiving
- Bids Management
- Contract Management
- Accounts Payable
- Fixed Assets
- Loans
- Special Assessments
- Financial Reporting
- Business Licensing
- Applicant Tracking
- Human Resources
- Employee Self-Service
- Benefits Tracking
- Time and Attendance
- Payroll
- CIS and Utility Billing
- Customer Service / Call Centers
- Backflow
- Service Orders
- Work Orders / Preventative Maintenance
- Inventory and Fleet Management
- Planning, Permitting, Inspection and Code Enforcement
- Land/Parcel/Address Management
- Computer-Aided Dispatch (CAD)
- Records Management
- Mobile Computing
- Citizen Request Management (CRM)
- Geographic Information System (GIS)
- Adjudication
- Citation Management
- Database Management

Consultants' Collective Experience

We understand that the experience of the individual consultants is a significant factor in hiring a firm to conduct the project on your behalf. Our consultants have extensive public-sector experience in their respective careers, including projects with the following agencies:

North Carolina
City of Burlington
City of Gastonia
City of Kinston
City of Mount Airy
City of Salisbury
Arc of Stanley County (Monarch)
Buncombe County
Cabarrus County
Davie County
Orange County
St. Augustine College
Wake Forest University
Eastern Band of Cherokee Indians
Salisbury Rowan Utilities

Arizona
Maricopa County

California
City of Azusa
City of Brentwood
City of Burbank
City of Calabasas
City of Camarillo
City of Chico
City of Chino
City of Colton
City of Corona
City of Coronado
City of Downey
City of Dublin
City of Escondido
City of Foster City
City of Glendora
City of Healdsburg
City of Hemet
City of La Habra
City of La Puente
City of Laguna Niguel
City of Lathrop
City of Lomita
City of Menlo Park
City of Montclair
City of Murrieta
City of Pacific Grove
City of Palm Desert
City of Palmdale
City of Piedmont
City of Port Hueneme
City of Rancho Cucamonga
City of Rancho Mirage
City of Redlands
City of Rialto
City of Rohnert Park
City of Rosemead
City of Sacramento
City of San Clemente
City of San Gabriel
City of San Jacinto
City of San Pablo
City of San Rafael
City of Seal Beach
City of Sierra Madre
City of Simi Valley
City of South Gate
City of South Pasadena

City of South San Francisco
City of Tustin
City of Upland
City of West Covina
Town of Danville
Town of Truckee
Town of Yucca Valley
Mariposa County
Mendocino County
Riverside County
San Bernardino County
Tuolumne County
Yolo County
CA-NV American Water Works Association
Castaic Lake Water Agency
Castro Valley Sanitary District
Cucamonga Valley Water District
Glendale Water and Power
Jurupa Community Services District
Livermore Area Recreation and Park District
Midpeninsula Regional Open Space District
Newhall County Water District
Ramona Municipal Water District
Rincon del Diablo Municipal Water District
Rosamond Community Services District
San Bernardino Municipal Water Department
San Marino Unified School District
Southern California Coastal Water Research
Walnut Valley Water District
Western Municipal Water District
Colton Joint Unified School District
Irvine Unified School District
Lake Elsinore Unified School District
Menifee Unified School District
Mesa Water District
Mountain View School District
Romoland School District
West Covina Unified School District
Ohlone Community College
San Jose Community College
University of California Berkeley
University of California San Francisco
UCSF Medical Center
Stanislaus Council of Governments
Mechoopda Indian Tribe

Connecticut
City of Bristol
City of New Haven
Town of Groton

Florida
City of Cape Coral
City of Deerfield Beach
City of Dunedin
City of Fort Lauderdale
City of Pompano Beach
City of Port St. Lucie
City of Riviera Beach

Illinois
City of Bloomington
City of Champaign
City of Countryside
City of Highland Park
City of Joliet
City of Lake Forest
City of Moline
City of Morton Grove
City of Naperville
City of Oakbrook Terrace
City of Orland Park
City of Prospect Heights
City of Rockford
City of Rock Island
City of St. Charles
Village of Arlington Heights
Village of Cary
Village of Glencoe
Village of Kenilworth
Village of Libertyville
Village of Lincolnwood
Village of Matteson
Village of Norridge
Village of Northbrook
Village of Northfield
Village of Oak Brook
Village of Oak Park
Village of Oswego
Village of Palos Park
Village of River Forest
Village of Riverside
Village of Wheeling
DuPage County
DuPage County Health Dept.
Peoria County
Sangamon County
Winnebago County
Batavia Public School District
Central Community Unit School District 301
Civitas Schools
Community Unit School District 300
Community Unit School District 308
Consolidated High School District 230
Consolidated School District 158
DeKalb Community Unit School District 428
Geneva Community Unit School District 304
Glenview Schools
Gower School District
Hampton School District 29
Harlem School District 122
Harrison School District 36

Harvard Community Unit School District
Indian Prairie Community Unit School District 204
J. Sterling Morton High School District 201
Marmion Academy
Mount Prospect School District 57
Naperville Community Unit School District 203
Naperville Park District
Norridge Park District
Oswego School District 308
Park Ridge Schools
Port Byron Central School District
Posen-Robbins SD 143.5
Prospect Heights School District
Riverside Public School District 96
Rockford Public Library
Sherrard Community Schools
St. Charles School District
Sunset Ridge School District
Township High School District 214
Wheaton-Warrenville School District 200
Illinois State University
Lake Forest College
Northern Illinois University
The University of Chicago
Lincolnwood Public Library
Oak Park Library
Oswego Library District
Park District of Highland Park
American Association of Diabetes Educator
Chicago Theological Seminary
Illinois Action for Children
Illinois Municipal Retirement Fund
Jensen IT

Indiana
The University of Notre Dame
Indianapolis Public Library

Iowa
City of Ankeny
City of Bettendorf
City of Burlington
City of Cedar Rapids
City of New Hampton
City of West Des Moines
Johnson County
Linn County
State of Iowa
Assumption Catholic High School
Archdiocese of Dubuque Catholic Schools
Burlington Community School District
Cedar Rapids Community School District
Davenport School District

Diocese of Davenport Catholic Schools
Dubuque Community School District
Knoxville Community School District
Mason City School District
North Scott School District
Wahlert Catholic High School
Des Moines Area Community College
Loras College
St. Ambrose University
Cedar Falls Utilities

Maryland
State of Maryland

Michigan
Lake Superior State University
University of Michigan

Minnesota
Anoka County

Nevada
County of Nye
Town of Pahrump

New York
City of Batavia
State of New York
Hudson Valley Community College

Ohio
Cuyahoga County
Montgomery County

South Dakota
Rapid City Area Schools

Utah
Washington County School District

Virginia
Commonwealth of Virginia

Wisconsin
City of Appleton
City of Brookfield
City of Eau Claire
City of Wauwatosa
City of West Allis
Brown County
Kenosha County
Milwaukee County
Waukesha County
HIDTA Milwaukee
Diocese of Madison Catholic Schools
Madison School District
Shorewood School District
Whitnall School District
West Allis School District
Southwest Technical Institute
St. Beloit College
St. Norbert College
University of Wisconsin
State of Wisconsin

Wyoming
State of Wyoming

The fees, work plan, and schedule are detailed in the following section, showing the steps, associated hours per consultant, and the estimated schedule in weeks, in a concise, easy-to-use format that our clients say they appreciate. We structure our fees to be affordable and match them to the work plan so the hours and deliverables are clearly understood.

Fees, Work Plan, and Schedule

Work Plan

ERP Software Selection Assistance

Step	City of High Point ERP Software Selection Assistance Work Plan	Estimated Timeline Week(s)	Total Billable Hours	David / Steve	Tam / Alex
Project Coordination					
1	**Project Coordination -** Work with the City Project Managers to finalize the project work plan and arrange communications, logistics, and support. Schedule various meetings with personnel from each functional area to review and discuss existing and future financial information system needs. Provide ongoing project coordination and status updates.	Duration of Project	28	8	20
	Act as a liaison between the executive stakeholder team, project team, vendor(s), and City staff.			included	
	Develop and manage a comprehensive project plan, detailing project, stages, milestones, and resources.			included	
	Manage the change management process with oversight from the City Project Manager.			included	
Phase 1: Needs Assessment					
2	**Kick-Off and Project Team Development -** We will hold a formal Kick-Off Meeting, work with the City Project Manager to finalize the makeup of the selection Project Team, and document required roles and responsibilities. This will include the following steps:	1-3	14	8	6
	Conduct formal Kick-Off Meeting to officially start the project and provide an overview of the project to Project Team members, City stakeholders, and other engagement participants.			included	
	Project Team organization to include setting up a PMO office, per Project Management Institute best practices.			included	
	Develop module and functional area teams based on Enterprise Application Management and Support Best Practices. These teams will also be utilized during implementation.			included	
	Assist in educating Project Team members and stakeholders on defined roles and responsibilities. This will be accomplished by providing forms to complete for use in workshops, including background concepts, instructions, and finalization.			included	
Needs Assessment and Process Review Workshops					
3	**Needs Assessment Questionnaires/Information Requests -** Develop a tailored needs assessment questionnaire related to existing and future information system needs to be used during the discovery process with staff.	1-4	6	2	4
4	**Background and Analysis** - Obtain and analyze background information, including internal surveys.	4-5	4	2	2

Step	*City of High Point* **ERP Software Selection Assistance** Work Plan	Estimated Timeline Week(s)	Total Billable Hours	David / Steve	Tam / Alex
5	**Business Process Review and Requirements Workshops** - Meet with the module teams to review existing manual and automated systems and operations, including any custom-developed work-around systems/processes. Change Management and Best Practices for vendor selection and implementation preparation will be addressed throughout all workshops.	4-5			
	City Executive Management Team Interview		2	1	1
	Financial Management				
	General Ledger		3	1.5	1.5
	Bank Reconciliations		1	0.5	0.5
	Budgeting (General, Personnel and Capital)		4	2	2
	Project/Cost Accounting		4	2	2
	Grant Accounting		2	1	1
	Requisitions/Purchasing		5	2.5	2.5
	Travel & Reimbursements		2	1	1
	Inventory		1	0.5	0.5
	Bids Management		2	1	1
	Contract Management		3	1.5	1.5
	Accounts Payable		4	2	2
	Accounts Receivable/Misc. Billing		3	1.5	1.5
	Treasury Management		2	1	1
	Cashiering		3	1.5	1.5
	Fixed Assets		3	1.5	1.5
	Financial Reporting, CAFR Builder, and Ad Hoc Reporting		3	1.5	1.5
	People Management				
	Time and Attendance		5	2.5	2.5
	Human Resources		6	3	3
	General HR and Risk Management			included	included
	Benefits Administration			included	included
	Employee Self-Service			included	included
	Recruitment and Onboarding		3	1.5	1.5
	Talent Management		2	1	1
	Payroll		5	2.5	2.5
	CIS/Utility Billing				
	Customer Information/Service		2	1	1
	Billing		2	1	1
	Service/Work Order Management		2	1	1
	Meter Management		1	0.5	0.5
	Integrations/Interfaces and Conversion Requirements		8	4	4
	Information Technology - *Technical Issues*		4	2	2

Step	City of High Point **ERP Software Selection Assistance** Work Plan	Estimated Timeline Week(s)	Total Billable Hours	David / Steve	Tam / Alex
	Workflow Documentation and Diagramming (Optional) *Additional discussion required to determine specific processes level of documentation desired.*			Optional	Optional
6	**System Requirements Documentation -** Review information gathered during the process reviews and develop system requirement specifications (feature/functions).	6-9	62	12	50
7	**Revisions -** We will work with City staff and module teams to review module feature/function and system requirements and revise as necessary.		10	2	8
Phase 2: Request for Proposals Development					
8	**Preliminary Vendor Communication/Research** - We will prepare a list of pre-screened information system vendors and their contact information. Our objective will be to identify vendors specializing in government agencies that have the applications for future needs that are already in use in the industry.	6-8	10	2	8
9	**Develop Request for Proposals (RFP) with Electronic Response Forms -** We will prepare Request for Proposal (RFP) documents. RFP will include, but will not be limited to, the following:	7-9	20	4	16
	Comprehensive list of feature/function requirements			included	included
	New system hardware/network/system software requirements			included	included
	System improvement scope document for existing ERP vendor			included	included
	Cost, including purchase or other financial payment plan options			included	included
	Migration/conversion from existing to new system (cost and timeline)			included	included
	Review technical specifications			included	included
	Training cost and training schedule			included	included
	Implementation estimated costs and timelines			included	included
10	**Issue RFP and Facilitate Vendor Response Activities -** Assist the City in issuing the RFP and facilitate pre-proposal activities, including:	12	6	2	4
	Manage vendor questions and answers during established proposal response timelines.			included	included
	If necessary, assist with required RFP addenda.			included	included
Phase 3: Proposal Evaluation, Demonstration Management, and Selection					
11	**Proposal Evaluation** - Analyze and evaluate proposal responses. Provide an initial Summary Vendor Comparison Worksheet and Vendor Executive Summary Analysis Memorandum.	16-17	20	4	16
12	**Analysis Results Workshop to Determine Vendor Finalists (Short-List)** - Conduct a workshop, including the review of the Vendor Comparison Worksheet and Vendor Executive Summary Analysis. We will use a Finalist Decision Guide to conduct this workshop and determine a vendor short-list.	18	10	8	2

Step	City of High Point ERP Software Selection Assistance Work Plan	Estimated Timeline Week(s)	Total Billable Hours	David / Steve	Tam / Alex
13	**Develop Demonstration Documents -** Prepare an agenda and demonstration scripts/guides for vendor demonstrations. These will be sent to vendor finalists for their advance preparation. Also, prepare Vendor Demonstration Evaluation Forms for use by all participating City staff during demonstration sessions.	16	14	2	12
14	**Reference Check and Site-Visit Forms Preparation** - Prepare a form to be used by Project Team members to conduct finalist reference checks/calls and prepare a Site-Visit Form for City personnel to use during site visit(s).	16	1		1
15	**Facilitate Vendor Demonstrations -** Assist the City in scheduling demonstration dates and facilitate initial vendor demonstrations to ensure that pertinent requirements are addressed. City personnel will evaluate the vendor demonstrations using Demonstration Evaluation Forms. These forms use a rating system to assist with the comparison of vendors. Hours estimate based on two vendors at three days each. *Additional vendor demonstration assistance will be billed on a pre-approved time and materials basis.*	20-21	72	16	56
16	**Post Demonstration/Visit/Reference Check Due Diligence and Follow-up** - Assist with additional finalist vendor(s) follow-up issues and due diligence. This may include additional demonstrations, Q&A facilitation, reference checking, and site-visit assistance, etc. *Additional required and/or requested hours will be billed on a pre-approved time-and-materials basis.*	22-26	32	8	24
17	**Facilitate Final Vendor Selection** - Conduct a meeting with the City's Project Team to facilitate discussion and finalize the vendor selection. The Vendor Demonstration Evaluations in combination with additional analysis, will be used to facilitate the selection of a finalist.	26	6	2	4
Phase 4: Implementation Planning, Contract Review, and Negotiation Assistance					
18	**Implementation Plan (SOW) Review -** Work with the City and the selected vendor to review and finalize Statement of Work, Implementation Schedule/Plan, Project Management Office, resource requirements, and timelines.	26-27	8	8	
19	**Implementation Risk Assessment -** Provide an implementation risk assessment memorandum.	26-27	4	4	
20	**Implementation Team Organization** - Work with City to refine Implementation Project Team, based on Project Management Office (PMO) principles and Enterprise Application Management and Support Best Practices.	26-27	6	4	2
21	**Contract Review and Negotiation Assistance** - Assist with contract review and negotiation assistance (in a non-legal capacity). Assumes contract review and negotiations with single, primary vendor. *Additional required and/or requested hours will be billed on a pre-approved time-and-materials basis.*	26-30	24	24	
	Hours		444	166	279
	Hourly Rates			$ 195	$ 150
	Total Fees		$ 74,048		
	Travel and Related Expenses (not-to-exceed 14%)		$ 9,916		
	Total Project Costs		**$ 83,964**		

ERP Needs Assessment Report (OPTIONAL)

Step	City of High Point Optional - ERP Needs Assessment Report Work Plan	Estimated Timeline Week(s)	Total Billable Hours	David / Steve	Tam / Alex
	Process Review and Need Assessment Report				
1	**Process Review and Needs Assessment Report** - Based on the information gathered and analysis performed, prepare a report documenting current processes, with recommended improvements and future needs, including:	9-10	22	6	16
	New system opportunities and existing system challenges				
	Solution requirements (Feature/Functions - see above)				
	New versus existing vendor considerations				
	Integration needs				
	Conversion requirements				
	Vendor research				
	Estimated project costs				
	Estimated project plan/timelines				
	Return-on-Investment considerations				
	Implementation readiness and risks assessment				
2	**Present Process Review and Needs Assessment Report -** Prepare materials and present the report to the City Project Manager, Project Team, and key stakeholders in a workshop format.	11	4	2	2
3	**Process Review and Needs Assessment Report Modifications** - Finalize the reports by incorporating feedback from the City following the report presentation/workshop.	12	4	2	2
	Hours		30	10	20
	Hourly Rates			$ 195	$ 150
	Total Fees		$ 4,950		
	Travel and Related Expenses (not-to-exceed 10%)		N/A		
	Total Project Costs		**$ 4,950**		

Selection Assistance (OPTIONAL)

Step	City of High Point OPTIONAL - Selection Assistance Work Plan	Estimated Timeline Week(s)	Total Billable Hours	David / Steve	Tam / Alex
1	**Facilitate Third Vendor Demonstration -** Assist the City in scheduling demonstration dates and facilitate initial vendor demonstrations to ensure that pertinent requirements are addressed.	15-16	32	8	24
	Hourly Rates			$ 195	$ 150
	Total Fees		$ 5,160		
	Travel and Related Expenses (not-to-exceed 10%)		$ 1,645		
	Total Project Costs		**$ 6,805**		

Project Start

We can begin the initial activities related to this project, such as project coordination and scheduling, within 1-2 weeks of finalizing an agreement regarding this proposal.

Scope Changes and Management

Alternative scope changes and fee adjustments are possible and are dependent on specific project needs and staff resources and capabilities. Minor changes to the scope and methodology stated above will not result in a change in our fees.

If the nature or scope of our work should change significantly during the project, we would discuss such matters and their effect on our fees and obtain written approval before proceeding.

Payment Terms

We invoice monthly as progress proceeds. *CLIENTFIRST* will provide detailed accounting of all consulting time and expenses as a part of the invoice. Payments are due within 30 days of receipt, via check or ACH.

Additional Services/Purchases by Other Seeking Public Agencies

CLIENTFIRST acknowledges that other public agencies may seek to "piggy-back" under the same terms and conditions of a resulting similar services contract and/or purchases being offered in this contract. *CLIENTFIRST* has the option to agree or disagree to allow contract piggy-backs on a case-by-case basis. Before a seeking public agency can piggy-back any contract, the seeking agency must first obtain *CLIENTFIRST*'s written approval.