

RESOLUTION 21-27

A RESOLUTION OF THE CITY OF PANAMA CITY BEACH, FLORIDA, APPROVING AN AGREEMENT WITH PLANTE MORAN FOR AN INFORMATION TECHNOLOGY INFRASTRUCTURE ASSESSMENT IN THE NOT TO EXCEED AMOUNT OF \$84,710; AND AUTHORIZING A BUDGET AMENDMENT TO APPROPRIATE ADDITIONAL FUNDS FOR THIS AGREEMENT.

BE IT RESOLVED that:

1. The appropriate officers of the City are authorized to accept and deliver on behalf of the City that certain Agreement between the City and Plante Moran, relating to an information technology and infrastructure assessment, in the not to exceed amount of Eighty Four Thousand, Seven Hundred Ten Dollars (\$84,710.00), in substantially the form attached and presented to the Council today as Exhibit A.
2. The following budget amendment #5 is adopted for the City of Panama City Beach, Florida, for the fiscal year beginning October 1, 2020 and ending September 30, 2021 as shown in and in accordance with the attached and incorporated Exhibit B.

THIS RESOLUTION shall be effective immediately upon passage.

PASSED in regular session this 12th day of November, 2020.

CITY OF PANAMA CITY BEACH

By: 
Mark Sheldon, Mayor

ATTEST:


Lynne Fasone, City Clerk

Make the mark.

City of Panama City Beach, FL | October 22, 2020
Information Technology Strategic Plan Consulting Services



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Wealth Management.

Plante & Moran, PLLC
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248-2233447

Scott.Eiler@plantemoran.com

EXHIBIT A

October 22, 2020

Mr. Jason Pickle, IT Manager
City of Panama City Beach
116 South Arnold Road
Panama City Beach, Florida 32413

Dear Mr. Pickle:

Thank you for the opportunity to present this proposal to provide Information Technology Strategic Plan Services to the City of Panama City Beach. We are excited to work with the City on this important initiative.

In recent years, we have assisted over 100 municipalities and local public agencies to create actionable IT Strategic Plans. Over 200 current public sector clients have established Plante Moran as a leader in this industry. As the City moves through its IT planning process, we can provide guidance regarding routine IT operations as well as emerging trends in municipal government, such as:

- **Cybersecurity and data loss prevention.** Concerns over cybersecurity remain the number one concern facing city and county CIOs; especially in light of the increase in publicly reported ransomware attacks. This has, for many organizations, moved from a concern to a crisis.
- At the same time, according to a recent Public Technology Institute (PTI) survey and our own research, CIOs are looking to go beyond simply maintaining and safeguarding the network and moving into new areas of emerging technologies. Disruptive technologies, such as blockchain, artificial intelligence and machine learning, internet of things (IoT), and robotic process automation, are rapidly maturing and are anticipated to have a profound impact on our clients. These disruptive technologies, along with advanced analytics, form the basis for new operating models, acceleration of insights, and transformed industries. In response to these changes, Plante Moran's management consulting team established a **Disruptive Technology Resource Center** to continue to be on the forefront of understanding these technologies and, more importantly, how they will impact our clients.
- **Moving to the cloud** continues to be a strategy with a greater comfort level than just a few years ago. The Covid-19 pandemic has created greater urgency in some organizations to speed up this move to facilitate easy access to needed technology tools to support remote workers.
- The goal of **modernizing** infrastructure and applications continues as a high priority. The pandemic has highlighted the need for flexibility to support continuous operations both in and away from the office.
- As always, **training** is a challenge. Most IT executives view professional development, training, and certifications as essential in running and leading city and county technology enterprises. Striking a balance between this need and available funding will be exacerbated by the pandemic.

In addition to being intimately familiar with municipal IT operations, we offer the following benefits:

- **Proven Methodology and Approach.** Our proven methodology is based on over 40 years, experience in providing technology services for public sector clients, including IT assessments, risk assessments, organizational analyses, and strategic planning.
- **Recent and Relevant Experience.** We have completed well over 100 IT assessments and strategic plans for our clients just within the last few years.
- **A Strong Project Team.** Our team brings a blend of public sector operations, systems, and best practices expertise with significant experience assessing and organizing IT service organizations.
- Significant **experience with the full range of emerging technologies** relevant to municipal agencies including, but not limited to, mobile technologies, analytics, cloud computing, Internet of things (IOT), GIS and digital government services.
- **Outstanding Client Satisfaction.** Our “no-surprises” methodology and immediate access to firm-wide resources, including our partners, senior-level professionals, and deep subject matter experts, ensures our clients remain satisfied at the highest level.
- **Significant ERP Consulting experience** especially as it relates to the assessment of the CentralSquare solution in which we have worked with 28 different local units of government that have been operating on CentralSquare to include 6 different communities in the State of Florida.

We believe that based upon our experience and the quality of our team, we are well qualified to provide objective and comprehensive IT strategic planning consulting services to the City. If you have any questions concerning this proposal, please contact me at 248-223-3447 or Scott.Eiler@plante Moran.com

Very truly yours,
PLANTE & MORAN, PLLC



E. Scott Eiler, Partner

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A note about uncertainty related to COVID-19

We care about you, and we care about your business.

First and foremost, please know that Plante Moran places the health and safety of the City of Panama City Beach employees and our team at the forefront of the initiative described in this proposal. Amid the COVID-19 pandemic, Plante Moran has temporarily transitioned to a remote work environment. With keeping our clients in mind, Plante Moran worked efficiently to execute the transition to a virtual firm in just 48 hours.

Understanding that this is a fluid situation, if necessary, Plante Moran is equipped to execute the IT Strategic Planning activities remotely via telephone conference and video conference until the pandemic has subsided and has done so on similar projects to include a recent IT Strategic Planning project with Toho Water Authority (TWA) in which the work was performed 100% remote.

What this means for your engagement

Plante Moran had no plans to halt business and through the early months of the pandemic, we maintained the highest level of client service. And this is still our imperative. Our staff will continue to work closely with clients, and any necessary adjustments are made with care and reason. Our firm guidelines will continue to be updated as often as necessary.

We understand that your engagement might commence amid the continued uncertainty surrounding COVID-19. We're already thinking about how we'll serve you given these factors. Here's what you can expect from our team:

- **The right technology in place to perform our work remotely:** Our Client Collaboration Center allows our team and yours to securely share and access files 24/7. We'll exercise flexibility in planning an engagement approach that works for your team.
- **Communication that fits your needs:** We'll coordinate video or conference calls with your team at a frequency that meets the needs of your engagement and your preferences.
- **Regular updates on the business impact of COVID-19:** Our [COVID-19 Resource Center](#) will keep you updated with relevant economic analysis, crisis management guidelines, notices of changing regulations, and more to support your team during this unprecedented time.

Please feel free to review Plante Moran's COVID-19 Resource Center for useful information at the following URL: <https://www.plantemoran.com/explore-our-thinking/areas-of-focus/covid-19-government-resource-center>

Executive Summary and Approach



Executive Summary and Statement of understanding

It is our understanding that the City of Panama City Beach ("City") is seeking proposals from an independent consulting firm to assist with the development of an Information Technology Assessment and Strategic Plan to provide a complete assessment of the City's current Information Technology infrastructure. As part of this project, the City is also looking to have a comprehensive assessment of its current Financials system from CentralSquare. The goal is this project is to provide security that reduces risks, enables departments to be more effective and efficient, and aligns City's technology to support the traditional and virtual work of the City. We recognize that the City envisions this process unfolding in multiple phases, the assessment of the current state of technology at the City and development of the strategic plan. Our proposal and approach considers not only the technical environment (applications & infrastructure) but also incorporates a broad spectrum of stakeholder, departmental, and end user feedback. A comprehensive perspective such as this will provide us with an accurate view of the current state, identify significant gaps and opportunities, and provide a clear roadmap for the City to deploy over the next several years.

Based our understanding of the City's needs, special consideration will be given to the following objectives:

- Comprehensive assessment of City's existing technology environment.
- Analysis of existing IT environment: infrastructure, services, staffing, applications and business systems.
- Analysis of the current Financial systems and Utility billing systems from CentralSquare.
- Enhancement of remote work capabilities.
- Strategic visioning and comprehensive planning process.
- Development of an actionable IT short-term and long-term strategic plan and goals, including project cost estimates and associated governance strategies.
- Identifying emerging technology needs and major trends facing the City and recommendations for potential benefits of new or emerging technologies.
- Review, assessment and recommendation of IT governance strategies.
- Identifying practical and relevant private and public sector industry standards.
- Presenting technically complex concepts in a simple, comprehensible way.
- Identifying any notable roadblocks or concerns.

The deliverable for Phase 1 of this project will be an IT Assessment Report developed through a collaborative process. The methodology to develop this report includes an intensive review and SWOT (strengths, weaknesses, opportunities, and threats) analysis of resources, operations, infrastructure, practices and objectives. The deliverable for Phase 2 will be a Strategic Plan that will provide a framework for IT governance. The Plan will include a recommended project portfolio and tactical project plan including goals, timelines, projects, success metrics and associated cost estimate that the City can use as an implementation roadmap for its continued success.

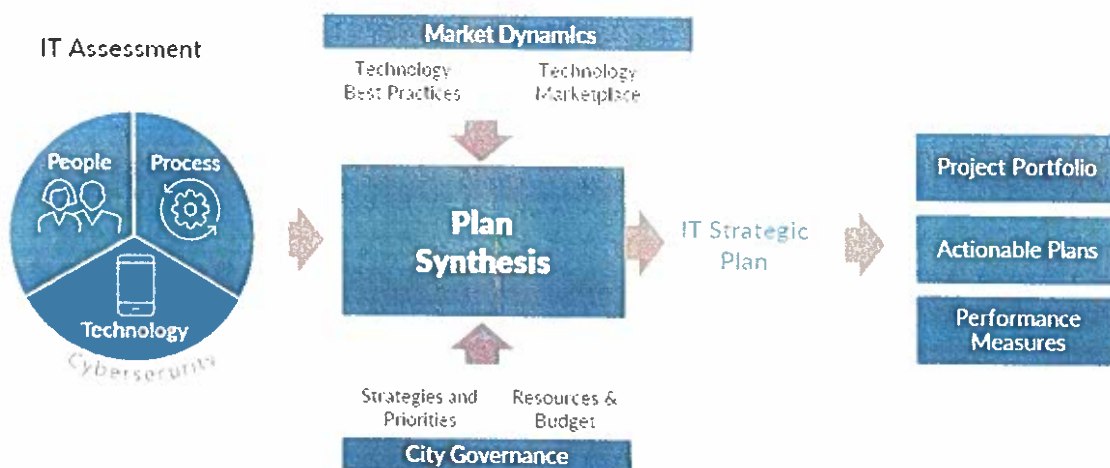
Our methodology

Plante Moran is one of the leading firms in the country in assisting governmental clients with system and technology assessments and plans, business process improvement, and implementation services, having worked with a very significant number of local government entities over the past 40 years. Our approach also saves both us and our clients considerable time by focusing on the most important factors, such as meeting your business and technical goals in the most efficient and effective manner.

Plante Moran has continually refined our approach for Information Systems Strategic Planning engagements to ensure technical, schedule, and cost advantages that provide the utmost value to our clients. We believe that using this approach will provide results that exceed the City's expectations and are in alignment with the objectives identified in the RFP.

We recognize and concur with your objective as identified in your RFP. However, in order to achieve these objectives, we believe a broader and comprehensive review of the "People", "Process", and "Technology" is essential. The process for the assessment and creation of a strategic plan is as follows:

Strategic Plan Creation



The process will commence with an assessment that will consist of a review of:

- **People** – Organization of the technology support function including governance, organization structure, delivery of services, user satisfaction, staff development, etc.
- **Process** – Administration of technology including policies, procedures, acquisition, help desk administration, network management, software deployment, security policy, etc.
- **Technology** – Technologies and systems used to accomplish current objectives.

All of our assessments incorporate elements of cybersecurity to identify any additional protections and controls necessary to protect the City from security risk and threats. The broader review allows us to gain a comprehensive view of the entire IT environment and identify gaps and associated recommendations that not only addresses the objectives of this project but also provides a model for long-term sustainability.

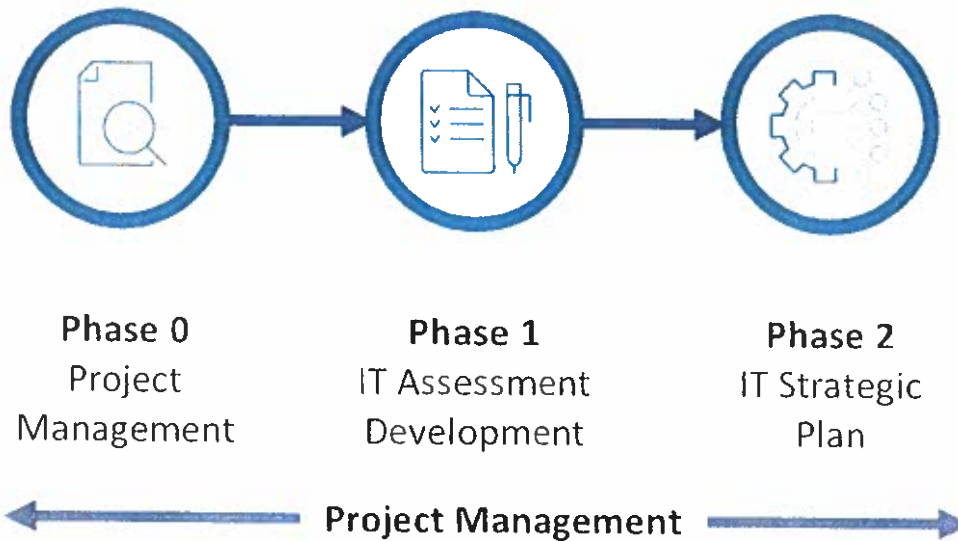
In general, the scope of the information technology assessment includes a review of numerous areas within each of the three major assessment categories (people, process, technology). A sampling of the key areas and topics that will be addressed are:

People	Process	Technology
<p>Governance</p> <ul style="list-style-type: none"> Strategies and goal alignment IT governance process IT steering committee role Organization structure <p>Support</p> <ul style="list-style-type: none"> Staff complement Staff development & training External service providers User liaisons Capacity planning /resource allocation <p>User Satisfaction</p> <ul style="list-style-type: none"> Usage Responsiveness Expectations & Effectiveness Communication 	<p>Delivery</p> <ul style="list-style-type: none"> Project mgt. approach Service levels agreement Helpdesk & Field Service administration Network/server/workstation performance monitoring & management AV / Patch / Software mgmt. & deployment Strategic sourcing & Vendor management Application development Cost allocation <p>IT Strategy</p> <ul style="list-style-type: none"> Current plan Planning process Technology procurement Business case development Budgeting Project portfolio mgt. Refresh plans Standards <p>Risk Mitigation</p> <ul style="list-style-type: none"> User policies & procedures IT policies & procedures BCP/DRP Security management 	<p>Internet</p> <ul style="list-style-type: none"> Web site & security Content management <p>Data</p> <ul style="list-style-type: none"> Data ownership Data security & integrity <p>Infrastructure Systems (High level review)</p> <ul style="list-style-type: none"> Network architecture (ISP, WAN, LAN, & remote access) Wireless LAN (technology, coverage, security) Network security architecture Server, virtualization, and storage Backup and recovery Telecom systems <p>Applications</p> <ul style="list-style-type: none"> Enterprise Resource Planning (ERP) Other key line of business applications Document management Reporting/analytics Integration Databases Cloud computing <p>End-User Computing</p> <ul style="list-style-type: none"> Workstation strategy Productivity suite Mobility <p>Emerging Technologies</p> <ul style="list-style-type: none"> RPA AI Smart Cities Blockchain Others

Project approach and workplan

Having performed similar IT assessment and planning projects for over 100 small, mid-size, and large clients over the years, Plante Moran's experienced project consultants have developed and refined a proven work plan and set of related tools to efficiently and effectively assess the City's current environment and facilitate the development of a comprehensive set of recommendations to guide future investments.

Our work plan, further detailed below, includes the following major phases, including project management and control activities, which we conduct throughout the project.



Project Schedule

Our proposed project schedule would begin in mid-November, which is based on the timeline provided in the RFP. We welcome the opportunity to discuss a mutually agreeable schedule during contract negotiations



Phase 0: Project management

The purpose of this phase is to conduct initial project planning and other control activities that are relevant to managing the project and enhancing its success for the City. Key deliverables of this phase include:

- Project Management Plan
- Project Plan and Schedule
- Project Issues and Risk Logs
- Weekly Project Status Reports
- Project Charter
- Project Collaboration Center
- Kickoff Meeting

1. Initiate project

We will conduct initial project planning calls with the City's project manager to finalize the project scope, resources, deliverables, and timetables. Project objectives will be clarified through the development of a project charter, detailed project plan, interview schedule, and kickoff presentation. During these project initiation calls, we will work with the City to identify participants for the interviews and documentation requests. These deliverables are described below.

2. Develop project charter

Our approach to each consulting engagement is flexible which allows us to provide the services and level of professional support required to meet the individual needs of each client. We will work jointly with the City's project manager to finalize a process and work approach that will meet the overall needs of the City. During the early stages of the project, we suggest creating a cross-functional group of representatives from essential departments (i.e., project steering committee) to be involved in the project and provide overall governance. We find that this collaborative approach creates a high probability of implementation success.

We will create a project charter to document these and other planning assumptions, including:

- Project overview
- Project objectives
- Business drivers
- Scope (both in and out of scope items)
- Project organization
- Risks
- Project influences (e.g., assumptions, constraints and dependencies)

The project charter will be provided to the City for review and approval prior to significantly commencing project activities.

3. Develop detailed project schedule

We will incorporate the following into a detailed Microsoft Project™ Schedule:

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

We will work with the City during this activity to finalize a project schedule. Please note that our proposed timeline presented later in this proposal includes a preliminary project schedule.

4. Establish project collaboration center

We will work with the City to establish a collaboration environment using either the City's document management solution or Microsoft SharePoint. This collaboration environment can serve a variety of purposes including acting as a repository for documentation collected during the course of the assessment and managing precious project artifacts for the duration of the entire project. As a firm, we have significant expertise in the use of SharePoint as an overall project repository for our engagements.

5. Conduct project kickoff meeting

We will conduct a project kickoff meeting with the City's project team (and project steering committee and/or other stakeholders as desired by the City) that will define the objectives, timing, scope, anticipated staff involvement, and other items relevant to the project.

6. Provide regular progress reports

Continuous feedback is the key to a successful implementation. In this way, problems can be resolved quickly or avoided entirely. This will minimize wasted effort and keep the project on schedule. We will schedule weekly meetings and/or conference calls with the City to:

- Report on the status of the Project Schedule
- Reschedule tasks as necessary
- Discuss major open Project Issues and Risks and develop strategies to address them
- Review next steps
- Review our Weekly Project Status Report

Phase 1: Information technology assessment development

Phase Objective and Summary of Activities: The purpose of this set of activities is to conduct an assessment of the current technology environment. This will include the following activities:

- Collect and Review Documentation
- Conduct On-Line End-User Survey
- Conduct IT Staff Interviews
- Conduct Stakeholder Interviews (Group and Individual)
- Review and Assess Financial Systems Software and Security
- Review and Assess Technical Infrastructure Environment
- Analyze Organizational IT Governance
- Analyze IT Service Delivery Requirements
- Analyze IT Divisional Organization and Staffing
- Analyze City IT business processes
- Evaluate Emerging Technology opportunities
- Compile Preliminary Assessment
- Prepare IT Assessment Findings

Phase Deliverable:

- IT Assessment

1. Collect and review documentation

Plante Moran will review existing documentation to gain a comprehensive understanding of the City's business-related technology needs and goals, planned initiatives, and current technology environment, including application portfolio, technical infrastructure, operations, information security, IT organization, and current costs of service. We will provide the City with an information request upon project initiation and following a discussion with project manager regarding available information that is most relevant to the objectives of the project. We will review (where available):

- Organization vision, mission, and values statements
- Departmental strategic plans and business goals
- IT services overview and service level agreements
- IT performance measures and reports
- IT-related policies and procedures
- Technology standards
- List of current IT-related initiatives
- Applications inventory
- Hardware/software inventory
- Current network infrastructure and systems diagrams
- Other relevant documents to obtain an understanding of the City's current IT environment

For ease of document management and distribution, we propose using the project collaboration center for the requested information.

2. Conduct Online End-User Survey

We will conduct an online end-user survey to understand the impact of planned IT initiatives and end-users perception of IT service delivery. From the survey results, we will identify gaps between current levels of service and desired levels of service. Having conducted similar surveys with several other public sector clients, we will perform comparative analysis of the results to determine specific areas of strength and opportunities for improvement. After our analysis, we will provide summary results to the City. Note that we will also provide a comprehensive analysis of the data against other findings as part of the final IT Assessment Report.

An important output of these surveys is the raised awareness of the nature of our efforts. Throughout this task, as well as others, we will work with the City to address the change management impacts of this project, including providing support for communications about the outcomes of the project.

3. Conduct IT staff interviews

We will meet with the City's key IT staff to review their areas of support and other organizational, administrative, and technology support components. Prior to these interviews, we will distribute a confidential questionnaire for each IT staff member to complete. This questionnaire is intended to gather information in the following areas:

- Staffing levels
- Span of control
- Job duties, responsibilities and satisfaction
- Staff competencies, knowledge and credentials
- Skills requirements and staff development opportunities
- Organization structure
- Communications (inside/outside department)
- Documentation & knowledge sharing practices
- Succession planning

Optionally, we can conduct interviews with contract and/or department IT resources that provide technology support. These interviews may be group or individual interviews as deemed appropriate and may be conducted in-person or remotely (via phone or web conference).

4. Conduct stakeholder interviews (Group and individual)

We will schedule and conduct meetings with senior management and key departmental staff within the City to:

- Discuss how technology-based solutions could improve operational efficiencies and enhance the responsiveness to citizens
- Solicit feedback regarding project prioritization and governance
- Discuss the departments' perceptions as to how IT can improve
- Discuss current IT policies

- Clarify any questions as a result of the end-user survey
- Assess how information about IT requests are gathered
- Discuss how the scope of IT initiatives are defined and how the initiatives are justified, approved, funded/budgeted, and prioritized
- Discuss the approach taken to align IT initiatives with operational priorities
- Discuss the typical approach to project management
- Identify other current and anticipated information and technology needs over the next three years
- Identify departmental plans/projects that include technology not already in use.

All above-mentioned objectives will consider both existing and future IT capabilities, infrastructure, and programs. We will also discuss the customers' perceptions as to how IT can improve, especially as it relates to how well IT initiatives meet the customer's business and management requirements.

5. Conduct IT Risk Assessment

Using best practice security frameworks, we will analyze the City's information security environment, including potential vulnerabilities associated with the design and structure of current security measures. We will evaluate associated risks in order to determine the overall impact to the organization and build an overall picture of the security management of IT resources and systems. We will review:

- Related statutory requirements
- Security organization and structure
- Security strategic plans
- Security event reporting and management
- Security policies and procedures
- Security compliance and regulatory management
- Security roles and responsibilities
- Disaster recovery plans

6. Review and assess financial systems software and security

We will conduct an assessment of the current financial systems, including CentralSquare's NaviLine and Click2Gov, to identify system strengths and opportunities for improvement. Our assessment will look at the major functions of the systems, including general ledger, accounts payable, fund accounting, payroll, budgetary control, and utility billing. We will collect background information on these systems and process, including existing documentation, process maps, procedures, etc. We will then conduct interview sessions with key process owners and separately with end-users of the systems. Using our knowledge of the financial system marketplace, best practices, and comparable communities, we will develop a list of recommendations to fill existing gaps and vulnerabilities in the financial systems. We will also include a list of potential vendors and platforms the City may consider for financial systems.

7. Review and assess technical infrastructure environment

We will conduct an extensive review of the existing technical environment at the City, including all aspects of hardware, software, networking, telecommunications, and security. This will include an analysis of strategies and supported practices for network, storage, backup, databases, desktop, mobile, and IOT. Various components of the technical environment will be further assessed as part of the interviews with the IT staff, including analysis of the following detailed assessment surveys that will be deployed earlier in the project:

- Backup Systems Questionnaire
- Data Center Questionnaire
- Disaster Recovery Questionnaire
- Remote Office Connectivity Questionnaire
- Server and Network Administration Questionnaire
- Voice System Questionnaire

8. Review and Assess Business Application Portfolio

Using the application inventory information collected during our documentation review and our findings from Department Director Interviews and the online end user surveys, we will separately identify strengths and opportunities for improvement in City's application portfolio. We will consider application alignment with strategic business goals and priorities as well as needed enhancements, upgrades, or replacements. We also will consider the role of emerging technologies. This will be a high-level review and not intended to be a functional assessment of City's complete application portfolio or associated business processes.

9. Assess Information Technology Operations and Processes

Using best practice frameworks, we will analyze City's information technology operations, including challenges associated with the software and hardware support, controls and standards of current IT operations. We will evaluate associated risks in order to determine the overall impact to the organization and build an overall picture of the management of IT resources and systems. We will review:

- Problem reporting
- Helpdesk administration
- Network/workstation management
- Software deployment
- Performance management and staff development
- Vendor management
- Operating procedures
- IT strategy
- Project portfolio management/prioritization
- IT standards, policies & procedures
- IT controls and quality testing
- Business continuity planning

10. Analyze IT Staffing

Using our findings from IT and stakeholder interviews and focus groups, the online end-user survey, and our assessment of the City's technology and security environments, we will document issues and gaps and identify strengths and opportunities for improvement in the Town's existing IT staffing. This will include staff skills and competencies, time spent working on different critical areas (e.g. system support, project management, etc.), and IT staff organizational structure.

11. Compile preliminary IT assessment

We will develop a draft Information Technology Assessment that will provide a current state analysis of technology at the City. This draft will be provided to the Project Steering Committee for their review and comments prior to finalizing the report. We will also facilitate a discussion with the City Leadership Team to gather their feedback. As part of the assessment, the following components will be included:

- Executive summary
- Detailed gap analysis of the technology environment, including hardware and software, ranked by criticality.
- Overall SWOT analysis specific to the current use of technology
- High-level description of City's current technology landscape
- Analysis of City Financials systems and software, including gaps and recommendations for the future
- Evaluation of current IT organizational structure and governance practices
- Current service levels
- End-user survey results/user satisfaction
- Benchmark data and comparisons to similar jurisdictions
- Inventory of current-state assets and current-state policies
- Recommendations to current IT policies, procedures and processes based on findings
- Preliminary recommendations for technology initiatives and projects, including those that will provide opportunities for improvement of enterprise-level business processes and overall operational efficiencies (for discussion at the Visioning Session in Phase 2). These recommendations will include a recommended timing (immediate, short-term, or long-term) and an estimated cost and timeline for implementing the recommendation. Our recommended timeline will consider the possibility of completing in the current year and any impacts that COVID-19 may have on the timeline.

12. Finalize IT assessment

Upon review and feedback from the Project Steering Committee regarding the draft, we will update the Information Technology Assessment to a final form and provide copies as requested by the City.

Phase 2: Information technology strategic plan development

Phase Objective and Summary of Activities: The purpose of this set of activities is to develop the short- and long-term strategies that will direct the City toward its goals. This will include the following activities:

- Conduct visioning session
- Define technology projects
- Develop draft 3-year IT strategy
- Develop current year initiatives
- Finalize and Present IT Strategic Plan

Phase Deliverables:

- IT Strategic Plan

1. Conduct visioning session

We will conduct retreat sessions with the key City leaders to facilitate the development of:

- Technology vision and mission statement
- Technology goals and strategies
- Technology projects

Our discussions will consider:

- IT alignment with City goals, vision and current business environment
- Alignment with industry best practice for IT operations, project management, and asset management
- Expected technology needs
- Emerging technologies and trends
- Productivity enhancement through technology
- Support requirements to achieve productivity goals

During these sessions, we will work closely with the project steering committee to develop project prioritization criteria to objectively evaluate and prioritize technology projects.

It is expected that these prioritization criteria will clearly reflect the linkage between the City's goals and objectives and IT initiatives. We also consider urgency (i.e., requirement to reduce the current risk of an aging technology) and impact of the projects.

2. Define and prioritize technology projects

Based on the recommendations developed in Phase 1, we will identify discrete technology projects for the City that may include the following:

- Existing business application projects, enhancements, upgrades, or replacements
- New business solutions
- Technology infrastructure
- IT staffing, governance, and leadership
- IT administration and policies and procedures
- IT security

Based on the defined prioritization criteria and the projects identified in the previous task, we will work with the City's project steering team to prioritize each project on a high, medium, low scale. We will also develop preliminary high level cost estimates for completing each project. The projects will be designed to enhance the synergy within and between departments and other entities, result in the implementation of required new technologies in a timely manner, make use of existing technologies whenever possible, control expenditures, realize efficiencies and, above all, enhance the ability for departments to provide service to their stakeholders. Specifically, completion of the projects is intended to:

- Fulfill the City's vision
- Assist in meeting City's goals and objectives
- Satisfy the technology and business requirements of key entities, internal users, and departments
- Build the necessary support infrastructure to administer the technology
- Reduce risk
- Expand user support and training
- Define and measure metrics of IT Performance
- Result in the upgrade of current systems as necessary
- Enhance automated system administrative functions
- Result in the implementation of new hardware, software, and telecommunications equipment as necessary
- Enhance processes to reduce inefficiencies, improve cost effectiveness, minimize paper-intensive tasks, and eliminate redundant data entry
- Reduce dependency on outdated equipment and software
- Maintain data integrity, confidentiality, and redundancy
- Aid in the standardization of hardware and office automation systems
- Enhance data and network security
- Enhance smart city offerings

3. Develop draft 3-year IT strategy

We will develop a draft three-year IT strategic plan that will provide a roadmap for addressing the City's most critical technology needs over the next three years. We anticipate the plan will include:

- Executive summary describing the overall project work performed, key findings, and recommendations
- Summary of planning methodology and approach
- IT vision, mission, and goals
- Specific IT strategies, aligned with the City's business needs and goals
- Recommended governance structure
- Recommendations on how to be more productive with current resources, processes and procedures, people, skills set, etc.
- Identification of additional needs for resources, people, skill sets, etc., required to meet the growing technological landscape of the City
- IT business process improvement recommendations over the next three years
- A proposed tactical plan to guide the City over the next three years in planning, procuring, implementing, and managing current and future IT investments and resources with recommended timelines for implementation
- Implementation projects, prioritized by the identified City goals and objectives over the next three years
- Implementation plan maintenance process

4. Develop current year initiatives

From the projects identified in the 5-year strategic plan, we will develop a draft short-term plan that will provide a listing of key projects that can be undertaken by the City in the current year and the roadmap for its implementation.

5. Finalize and present IT strategic plan

Upon review and feedback regarding the draft, we will update the Plan to a final form and present the final plans and associated recommendations to the City.

Company Profile



Plante Moran in brief

More than 90 years of history in 30 seconds or less.

We are one of the top 20 largest certified public accounting and management consulting firms in the nation. With a history spanning more than 95 years, our firm provides clients with financial, human capital, operations improvement, strategic planning, technology selection and implementation, cybersecurity, and family wealth management services.

Fast facts



1924

Year
founded



3,200+

Staff



25

Offices
worldwide



25+

Industries
served



50

States with
clients



170+

Countries with
clients



45+

Services
available



27

Languages
spoken
firmwide

Plante Moran background and experience

Plante Moran takes great pride in the quality of services it provides to its clients. We have a rigorous set of quality controls designed to provide assurance that professional standards are followed, and our clients receive a high-quality product. Plante Moran takes equal pride in our people and our professional work environment. Some of the facts about our firm that we are proud of include:

- Women comprise 24% of the partner group, which is the highest percentage of female equity partners among the nation's largest public accounting firms, according to *CPA Personnel Report*, a national public accounting trade publication.
- Our staff turnover rate is below 13%, which is significantly lower than that of other national public accounting firms.
- The firm has been named to *Fortune* magazine's "100 Best Companies to Work For" in America for the last 21 years.
- Plante Moran's management consulting group, consisting of more than 400 dedicated consultants, is a versatile, full-service consulting organization with a proven track record for providing quality professional services.

Our emphasis and commitment to management consulting has resulted in the extension of the consulting practice into all major aspects of government and education, addressing our clients' unique needs related to information technology, security, compliance, and policy.

Structured differently – to serve you differently

Our “one-firm” firm philosophy is a unifying structure that prioritizes client service over maximizing profits. Unlike other accounting firms, we don't have office-level profit centers, meaning our offices don't compete. What does that mean for you? It means you receive the collective power of the firm and the expertise you need regardless of location. The result: seamless service, a personal touch, and future-focused thinking.



Seamless service

One touchpoint with us will give you unfiltered access to the right experts, at the right time.



Personal touch

The better we know you, the better we can serve you. We build lasting relationships to foster a client-focused, collaborative culture.



Future-focused

Your future is our priority. We partner with you to assure you achieve your goals today and beyond.

Commitment to Florida Local Government

Over the past six years, Plante Moran provided professional consulting services to 38 local Florida governments including special districts, municipalities, and counties. Through these experiences we have gained a strong understanding as to how local government operations function and, as a result, a strong understanding of the underlying business processes and associated technologies that are required to support these enterprise business processes.

With a team dedicated to serving Florida, we are proud of the IT consulting services we have provided to the following Florida governmental jurisdictions, many of which we have been retained to provide multiple projects:

10 County entities

- Broward County
- Charlotte County
- Collier County
- Escambia County Housing Finance Authority
- Juvenile Welfare Board of Pinellas County
- Lee County
- Miami-Dade County
- Osceola County Property Appraiser's Office
- St. Lucie County Property Appraiser's Office
- St. Lucie County

6 special districts

- Broward County Metropolitan Planning Organization
- Emerald Coast Utilities Authority (ECUA)
- Hillsborough Area Regional Transit Authority (HART)
- Hillsborough County Aviation Authority (HCAA)
- Solid Waste Authority of Palm Beach County
- Toho Water Authority

24 municipalities

- City of Cooper City
- City of Coral Springs
- City of Delray Beach
- City of DeLand
- City of Fernandina Beach
- City of Ft. Lauderdale
- City of Gainesville
- City of Hallandale Beach
- City of Hollywood
- City of Hallandale Beach
- City of Hollywood
- City of Miami
- City of Miramar
- City of North Miami Beach
- City of Oakland Park
- City of Pinellas Park
- City of West Palm Beach
- City of Winter Park
- Town of Jupiter
- Town of Jupiter Island
- Town of Longboat Key
- Town of Pembroke Park
- Village Community Center
Development District
- Village of Wellington

Governmental consulting services

We have developed a comprehensive menu of services for our public sector clients. Our experienced, independent consultants can complement the expertise and skills of your in-house team. Additional detail on certain service areas are provided on subsequent pages.



Financial

- Financial statement audit
- Public pension system audit
- Single audit
- Accounting & financial services
- Long-range planning
- Institutional investment advisory



Enterprise Risk

- Enterprise risk management assessments
- Internal audit
- Internal control reviews
- Application controls
- Forensic, investigative services, & litigation support



Operations

- Needs assessment
- Process redesign
- Operations review
- Right sizing/cost containment
- Shared services/collaboration



Technology/Process Assessments

- IT assessment
- Strategic planning
- Acquisition management
- Contract negotiations
- Project management
- Sourcing
- Cloud strategy



Infrastructure

- Network assessment
- Design & acquisition
- Implementation management
- Video surveillance/door access control
- Enterprise wired/wireless design & selection
- Independent verification & validation



Cybersecurity

- HIPAA/HITECH compliance
- Disaster planning
- SAS70/SSAE16/SOC assessment
- IT audit
- IT risk assessment
- PCI DSS assessment
- Network security assessment



Software Selection and Implementation

- Assessment & gap analysis
- Requirements definition
- Solution selection
- Contract negotiations
- Implementation management
- Independent verification & validation
- Project management
- Quality assurance
- Change management



Facilities*

- Facility analysis & rationalization
- Project & financial feasibility
- Owner's representation – design management & construction oversight
- Lease, buy, build, monetize, & sale/leaseback
- Bond strategy, planning, & campaign



Human capital

- Employee benefit strategies
- Personnel assessment
- Early retirement incentive plan, design, & consulting

* These services are provided by Plante Moran affiliates: Plante Moran Financial Advisors, Plante Moran Insurance Agency, Plante Moran Trust, P&M Corporate Finance, Plante Moran Cresa, Plante Moran Living Forward™, Plante Moran Real Estate Investment Advisors.

Information technology consulting

Plante Moran's management consultants have made a significant commitment to assist public sector clients in developing and implementing appropriate technology. We are among the few accounting and consulting firms that are completely vendor-independent with respect to the offering of hardware or application software for our governmental clients. This enables our consultants to select the most appropriate solution for our clients based on the client's current situation and future goals and objectives. The services we offer address virtually all aspects of information systems, including the following:

- System needs assessment (ERP, EAM, etc.)
- Project budgeting and return on investment (ROI) analysis
- Preparation of ERP system requirements
- Request for proposal development
- System selection assistance
- Contract review and negotiations
- Systems implementation planning
- Systems implementation assistance
- User procedure development and documentation
- Quality assurance
- Project management
- Strategic information technology planning
- Information technology assessments
- e-Government strategy and development
- Conversion planning assistance
- Technology management
- Systems control review
- Information security

Data analytics

Plante Moran's Analytics Center Excellence is a multidisciplinary team of analytics experts who bring a diverse array of experiences applying data analytics to help clients leverage business intelligence and data analytics within their operations.

Plante Moran's Data Analytics Assessment Framework is a holistic approach that evaluates the effectiveness of the organization's data management processes and data analytics capability. Our methodology focuses on identifying the root causes of challenges, which limit the organization's ability to gain the greatest value from client data. Plante Moran follows the Cross Industry Standard Process for Data Mining (CRISP-DM) methodology when performing data analytics, which includes Business Understanding, Data Understanding, Data Preparation, Modeling, Evaluation and Deployment.

Cybersecurity services

Public organizations have to leverage their information technology systems to maximize service efficiency, while also effectively controlling and securing their informational assets, as well as their constituents' private data. The technology landscape is rapidly changing with the introduction of cloud computing, mobile technology, open source development, software-as-a-solution, and social media. As a result, organizations need to evolve their security and control frameworks to keep pace and stay secure.

In our experience, organizations tend to view cybersecurity, risk, and control differently than they value them. Some of these differences are how risk and threat profiles impact an organization based on industry, location,

and products/services. Other differences are management's view of or commitment to security, while others are based on an organization's prior security incidents.

To assist our clients in defining appropriate security practices or assessing existing control structures, our specialized practice has developed a comprehensive and proven methodology to assist our clients in meeting their obligations to protect the confidentiality, availability, and integrity of their information and IT assets, as well as to comply with various security and privacy regulations.

Our methodology takes into account various industry security control frameworks (e.g. NIST (National Institute of Standards and Technology) cybersecurity frameworks, International Organization for Standardization (ISO)'s ISO 27001 series of cybersecurity control standards, Information Technology Infrastructure Library (ITIL) control framework standards). Further, our methodology and control procedures also take into consideration a variety of regulatory requirements, including those of the Health Insurance Portability and Accountability Act (HIPAA), Payment Card Industry/Data Security Standards (PCI/DSS) requirements. These security control standards and regulations provide guidelines for organizations to prioritize information and cybersecurity. When your goal is to provide a secure, well-controlled IT environment, Plante Moran can assist with the following:



Cyber Governance

- NIST Cybersecurity Standards
- COSO/COBIT Standards
- SANs Top 20 Security Controls
- Security awareness
- Cyber incident response planning
- BCP/DRP
- 7-point Cybersecurity Assessment



- Security Risk Assessments
- Data & Application Mapping
- Vendor Management
- Threat Analysis
- Controls Mapping
- Maturity Models
- Risk-based IT Audit Planning
- Cybersecurity Program



SOC Examinations

- Readiness assessment
- SOC 1
- SOC 2
- SOC 3
- SOC for cybersecurity
- Privacy reviews



IT Audits

- General controls review (access, physical, operational controls)
- Application controls assessment (SAP, Oracle, PeopleSoft and others)
- User access reviews
- ERP security & controls
- Pre/Post-implementation controls review



Attack & Penetration

- Penetration testing
- Infrastructure security assessment
- Vulnerability assessment services
- Social engineering tests
- Web application security
- Database security
- Wireless security
- Virtualization security
- Cloud computing security
- Mobile device security



Security Compliance

- Sarbanes-Oxley, PCI DSS and HITRUST
- ISO27001 Security Standards
- Privacy regulations (HIPAA/HITECH, GLBA, FERPA, GDPR, etc.)

Emerging technology center of excellence

Disruptive technologies, such as blockchain, artificial intelligence and machine learning, internet of things, and robotic process automation, are rapidly maturing and are anticipated to have a profound impact on Plante Moran's clients. These disruptive technologies, along with advanced analytics, form the basis for new operating models, acceleration of insights, and transformed industries.

In response to these changes, Plante Moran's management consulting team established a Disruptive Technology Resource Center (DTRC) to continue to be on the forefront of understanding these technologies and, more importantly, how they will impact our clients. Plante Moran's DTRC is a virtual team comprised of consulting professionals and research analysts, with the following primary goals:

- Expertise sharing
- Research and data
- Thought leadership
- Use case identification (by industry)
- Proof-of-concept development
- Market intelligence
- Service alignment – approach/report/proposal content creation and curation

As part of the IT Strategic Planning engagement with the City, Plante Moran's proposed team will leverage the knowledge and experience from the DTRC to introduce disruptive technologies, along with relevant use cases, into our recommendations, as appropriate. In addition, Plante Moran will conduct an "Art of the Possible" workshop/visioning session with City leadership to help the City envision how disruptive technologies, advanced analytics, and other relevant technologies can bring value to the City.

IT infrastructure consulting and technology design

Plante Moran's IT Infrastructure specialists have assisted numerous clients in many aspects of communications planning and implementation. Many of our activities and efforts in this practice area are devoted to helping clients identify and realize improvement opportunities by creating stable, robust, and secure network environments necessary to offer enhanced services to constituents. Specific services provided by our consultants are designed to develop these opportunities, including:

- Strategic communications planning
- Wireless planning and assessments
- Enterprise-wide network design and deployment
- Design of VoIP and legacy-based voice solutions
- Design of video over IP and analog video distribution and production solutions
- Identification of cost reduction opportunities in areas such as equipment, network, local and long-distance calling, cabling, and maintenance
- Identification of service and feature improvement opportunities in the existing system or through implementation of more appropriate technology

- Development of bid specifications through complete needs analysis for implementation of large-scale wide-area networks (including wireless), voice solutions, and video solutions
- Product and vendor analysis and final recommendation
- Contract negotiation, implementation management, and final payment audit
- Ongoing management support for move and change activity, multi-vendor coordination, and troubleshooting

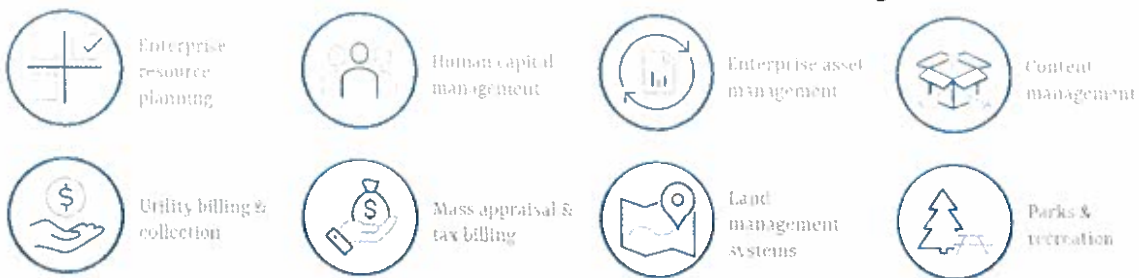
Specific areas of focus include:

- Network infrastructure – wired and wireless
- Cable plant
- Wide area networks
- Server and storage
- Virtualization technologies
- Voice/telephony
- Video production
- Video surveillance
- Door access control
- Data center design
- Managed services
- Cloud computing
- Collaboration technologies

ERP system consulting qualifications

Plante Moran is a recognized leader providing services to over 200 governmental organizations over the past 40 years on ERP related projects and our project team will bring an applied understanding of the ERP marketplace. A recent independent study of the ERP procurement marketplace in federal, state, and local government conducted by Onvia ranked Plante Moran as the #1 independent consultant for ERP procurement services in the country. Our technology practice performed over 100-system selections for our public sector clients over the past five years. We are also among the few consulting firms that are completely vendor-independent with respect to the offering of hardware or application software for our governmental clients.

Our management consultants bring applied expertise to bear on interrelated enterprise systems supporting multiple lines of business offering a cross-functional, enterprise view of the organization in real-time.



ERP organization capabilities

Improving efficiencies and lowering costs for your ERP.

The enterprise resource planning (ERP) system specialists on your Plante Moran technology consulting team are independent, unbiased advisors who assess your situation and develop a plan that fits your unique situation. Our ERP team can help you select and implement ERP systems that unite strategies, people, and processes.

Process overview



Assessment and readiness

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

Selection

The independence of our ERP specialists is invaluable in cutting through the noise of vendors vying for your business. Our technology consultants are experienced in developing RFP's that reflects our client's needs, as well as incorporating the scale of solution (tier I vs II) sought and deployment methods (on premise vs cloud) that are viable. Our team will then review the completed proposals to measure how well they align with your requirements. Our independence and experience also enable us to evaluate and negotiate contracts without bias to reduce your cost and risk.

Implementation

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

Post implementation assessment

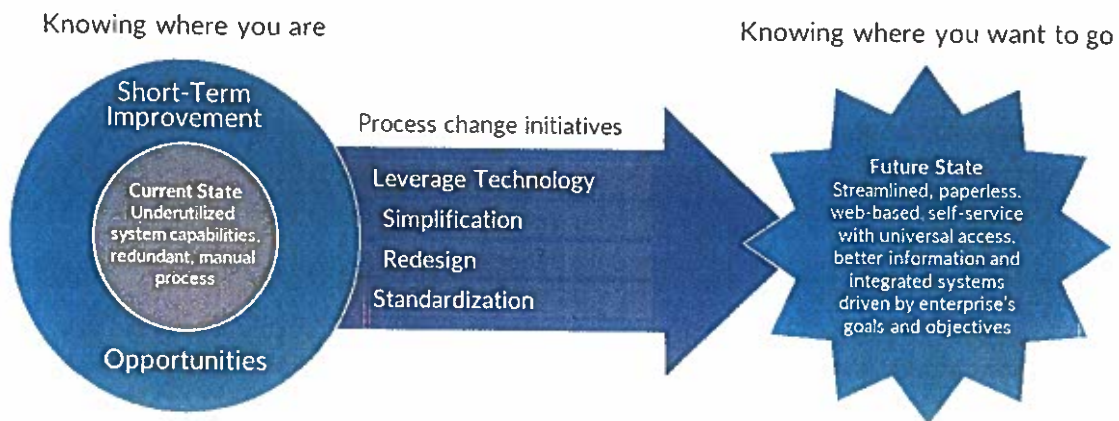
ERP providers are continually upgrading their systems and delivery methods. You can collaborate with our ERP system specialists to make sure that your solution is providing the highest level of reliability and cost savings.

Optimization

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

Business process improvement services

Plante Moran focuses on improving the efficiency and effectiveness of the public sector. For nearly thirty years, we have provided state and local governments with project management, business analysis, and business process improvement services. Business process and change management services can support the implementation of a new strategic set of goals and objectives. Process change initiatives are critical to transition a new organization, and the people, to a new future state.



Using a lean/six-sigma approach to support an ERP implementation can lead to overall success and user acceptance across the organization. The City would be paying careful attention to resource planning, change management, and process redesign upfront in order to fully leverage the capabilities of its investments—whether that be people, technology or process.

Our business process optimization involves the redesign or validation of existing business processes to:

- Align them with organizational goals
- Improve productivity
- Effectively leverage the functionality of available technology

Plante Moran typically conducts the business process workshops to:

- Facilitate and document key business processes by mapping business process flows and recommending process improvement
- Document issues and opportunities with the existing processes in the Issues & Opportunities Matrix
- Identify issues/barriers to implementation of the “To-Be” process, rank them, and develop implementation plans for their removal “To-Be” Supporting Documentation
- Document the gap analysis between the current and future business processes in the Needs Assessment document

The resulting improvements using this approach will result in increased productivity, efficiency and service delivery to strengthen accountability and help to mitigate risk. Using the lean approach throughout the project can support the following areas:

- Provides an understanding of the current ERP environment, including where other systems used in the City could be replaced or integrated with the overall Organization system

- Starts the change management process early and provides tools to continue the change and communication process throughout the project
- Defines key business process outcomes early, and allows for the City to design an overall business model for the City to operate within
- Assists in defining role-based security and workflow process through the definition of roles and responsibilities in the future business processes
- Identifies variances and unique steps within a process that need to be addressed in the solution
- Supports configuration of the software and provides a thorough knowledge transfer to the City staff
- Provides business process documentation can be used as input to configuration rules, security and workflow set up, testing, change communication, user documentation and training

The key is to incorporate lean/six sigma throughout the phases of the ERP project and to leverage the deliverables as tools to communicate and facilitate the evolution to the new business environment.

Enterprise resource planning (ERP) marketplace knowledge

Through our 30 years of assisting the public sector with ERP related projects, our project team has developed a continued and extensive understanding of the ERP marketplace. Our teams' continued involvement with public sector associations (c.g. GFOA), development of ERP related publications, and ERP vendors through our Vendor Liaison Program (VLP) allows us to stay current with ERP vendors, systems, and market trends. We have developed a valuable repository of ERP market information including research, data, tools and templates, lessons learned, and methods that provide significant value to our clients during ERP replacement projects. Further detail related to our ERP marketplace knowledge is below.

Vendor Liaison Program (VLP)

Plante Moran has been assisting public sector clients with ERP system selection engagements for over 30 plus years. During that time, we have become intimately familiar with the segment of the software marketplace that is specifically focused on providing enterprise resource planning (ERP) software for all lines of business to the public sector and, more specifically, to clients of the size and sophistication as the City. Currently we employ a Vendor Liaison program, where Plante Moran staff actively work with the ERP vendor software and integrator community in order to:

- Develop and maintain an understanding of ERP vendor current and future products and services
- Positively impact the ability for obtaining the maximum number of vendor responses on RFPs that we develop
- Identify improvements to the way in which we conduct our selection and implementation management services
- Understand the vendor's market position
- Track mergers, acquisitions and major announcements associated with these vendors
- Track significant sales accomplished by these vendors

As a result of the VLP, we have extensive knowledge of the functionality, vendor background, pricing, contract terms, integration, services and other aspects of the public sector software marketplace.

ERP solutions analyzed and selected

We are familiar with specific vendors in terms of ERP and *best-of-breed* solutions for the public sector, as well as complementary products, listed below. For each of these vendors, we understand software modules, functionality, pricing, market penetration, markets served, and company background. In many instances, we have negotiated contracts with these vendors and served in a Project Management capacity during the implementation.

- Oracle PeopleSoft
- OBIA
- Hyperion
- Oracle EBS
- Oracle ERP Cloud
- SAP
- Workday
- OpenGov
- Infor CloudSuite
- Tyler/Munis
- Tyler/Incode
- Tyler/EnerGov
- Tyler/New World
- NEOGOV
- iNovah
- CGI Advantage
- BS&A Software
- Microsoft Dynamics
- MS Govern
- CentralSquare OneSolution
- Kronos
- Sympro
- Tyler Executime

This list does not include a significant number of other products that we have reviewed and evaluated for clients as part of ERP procurements to include integrators that implement Tier 1 and 2 ERP solutions.

Plante Moran has been providing ERP system needs assessment, software selection, and implementation consulting services to governmental clients for the last 30 years, which we believe is the most years of continuous municipal software consulting experience of any firm providing similar services to the public sector. The table below highlights 20 municipal clients which Plante Moran has served to replace their legacy CentralSquare systems.

Legacy CentralSquare Client Name	Client Service & Project Timeframe	Project Timeframe
City of Appleton, WI	ERP Assessment and Selection Services	February 2015 – May 2016
City of Asheville, NC	ERP Assessment, Selection, Implementation Services	Oct 2007 – Dec 2010
City of Bend, OR	ERP Assessment, Selection, Implementation Services	Aug 2013 – July 2016
City of Columbia, MO	ERP Assessment, Selection, Implementation Services	May 2012 – Aug 2016
City of Coral Springs, FL	ERP Options Analysis	May 2015 – August 2015
City of Delray Beach, FL	ERP Options Analysis	Feb 2015 – Aug 2015
City of Dublin, OH	ERP Assessment, Selection, Implementation Services	Sept 2013 – Dec 2014
City of East Lansing, MI	ERP Assessment, Selection, Implementation Services	Dec 2011 – Aug 2012
City of Flagstaff, AZ	ERP Implementation Services	Jan 2011 – Aug 2011
City of Greenville, NC	ERP Assessment and Selection Services	Jan 2012 – Feb 2014
City of Hallandale Beach, FL	ERP Assessment and Selection Services	May 2012 – Mar 2016
City of Kirkwood, MO	ERP Assessment and Selection Services	Jan 2018 – Feb 2019
City of Norman, OK	ERP Assessment and Selection Services	May 2016 – Oct 2017
City of Paducah, KY	ERP Assessment and Selection Services	Sept 2014 – Jun 2016

Legacy CentralSquare Client Name	Client Service & Project Timeframe	Project Timeframe
City of Pueblo, CO	ERP Implementation Services	Mar 2013 – Nov 2017
City of St. Charles, MO	ERP Assessment and Selection Services	Jan 2009 – Dec 2009
City of Winter Park, FL	ERP Assessment and Selection Services	Jan 2015 – July 2016
Town of Jupiter, FL	ERP Assessment, Selection, Implementation Services	Mar 2011 – Nov 2012
Village of Elk Grove, IL*	ERP Assessment, Selection, Implementation Services	Jan 2017 – Mar 2019
Village of Wellington, FL	ERP Assessment, Selection, Implementation Services	Sept 2016 - Present
Village of Woodridge, IL	ERP Assessment and Selection Services	May 2013 – Jan 2015

* Plante Moran has featured this client reference in its proposal. At the City's request, we are pleased to provide contact information for any of the above mentioned clients listed as additional professional references.

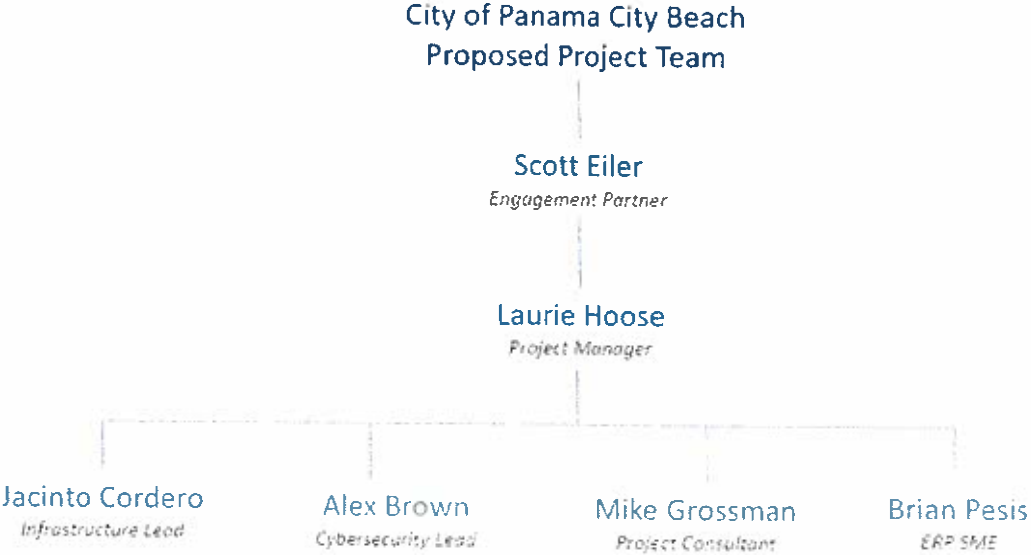
Project team chart and resumes

Team overview

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

Staff	Project role
Scott Eiler Partner Plante Moran	Engagement Partner Scott will have overall responsibility for all Plante Moran services. He will provide project quality control over Plante Moran deliverables and services as well as insight on IT staffing, management, governance, support, and overall organizational assessment.
Laurie Hoose Senior Manager Plante Moran	Project Manager Laurie will have responsibility for managing the workplan and day-to-day project activities. Also responsible for risk and issue management and regular project communications with the City. Will coordinate stakeholder interviews, focus group sessions, and the assessment of the City's application portfolio, visioning, strategic planning, and project portfolio definition and prioritization.
Jacinto Cordero Senior Manager Plante Moran	IT Infrastructure Lead Jacinto will lead technical interviews, analyze technical risk, and contribute to the assessment of the City's infrastructure and technology portfolio.
F. Alex Brown Principal Plante Moran	Cybersecurity Lead Alex will review and evaluate the design and operation of key security controls implemented to protect data, applications, and systems. Further, he will lead the review of current administrative and operational policies and practices in place that support the City's overall security management program.
Brian Pesis Manager Plante Moran	ERP SME Will support the data collection efforts and technology needs efforts for the Utilities department. Brian's background and experience in managing utilities based projects will be used in synthesizing the information and writing early drafts of the IT recommendations.
Mike Grossman Senior Consultant Plante Moran	Project Consultant Mike will assist in various project activities to include staff interviews and drafting up report recommendations.

Team chart



Resumes



Scott Eiler, PMP

Partner
Management Consulting

Summary of experience

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

Education

Master of Business Administration
University of Michigan

Bachelor of Science in General
Engineering
University of Illinois

Professional training & affiliations

Government Finance Officers
Association (GFOA)

Florida Government Finance Officers
Association (FGFOA)

Project Management Institute (PMI)

Project Management Professional
(PMP) since 2003

ITIL V3 Foundation Certified

Prosci Change Management Certified

Selected key clients

- Broward County, FL
- Collier County, FL
- Dane County, WI
- Miami-Dade County, FL
- DuPage County, IL
- Gwinnett County, GA
- Hancock County, OH
- Horry County, SC
- Johnson County, KS
- Kent County, MI
- Lake County, IL
- Oakland County, MI
- St. Louis County, MO
- Waukesha County, WI
- Solid Waste Authority of Palm Beach County (SWA), FL
- City of Cleveland, OH
- City of Battle Creek, MI
- City of Hollywood, FL
- Village of Wellington, FL
- City of West Palm Beach, FL
- City of Dublin, OH
- City of Kalamazoo, MI
- City of Ft. Lauderdale, FL
- City of Carrollton, TX
- City of Hallandale Beach, FL
- City of Mesa, AZ
- City of North Miami Beach, FL
- City of Ann Arbor, MI
- City of Miramar, FL
- City of Columbia, MO
- Town of Jupiter, FL
- City of Midland, MI
- City of Owensboro, KY
- City of Chandler, AZ
- City of Winter Park, FL
- City of Pueblo, CO
- City of Pinellas Park, FL
- Central Ohio Transit Authority, OH
- Emerald Coast Utilities Authority (ECUA), FL



Laurie (Zyla) Hoose, PMP

Senior Manager
Management Consulting

Summary of experience

Laurie has over sixteen years of experience in the information technology industry, over thirteen of which have been dedicated to government clients. Laurie's clients have included a wide range of 50+ local municipalities, counties, and special purpose agencies and authorities. As a credentialed project manager, Laurie serves her clients for a host of technology planning, needs assessment, selection, and implementation management, and project management issues, and their operational and organizational impact.

ERP Solution Lifecycle Deployment: Laurie specializes in facilitating the entire process of selecting and deploying ERP solutions for governmental clients including needs assessments, cost/benefit analysis, requirements definition, RFP development, proposal analysis, evaluation of potential technology solutions, contract negotiations, statement of work development, implementation planning and management, operational redesign, and overall project and program management.

Technology Planning: Laurie is well versed in conducting information technology assessments and developing strategic technology plans. Assessment projects have included the evaluation of all aspects of People, Process, and Technology, giving Laurie an understanding of the unique technologies specific to various lines of business in municipal and County government. Through her planning projects, she has led technology trend and visioning workshops with organizational executives, senior leadership, IT professionals, and other stakeholder groups.

Education

Master of Business Administration in
International Business
Brandeis University

Bachelor of Science in Computer
Science
University of Michigan

Professional training & affiliations

Certified Project Management
Professional (PMP) since 2011

Project Management Institute
Project Management Institute, Huron
Valley Chapter Member

Michigan Government Finance
Officers Association (MGFOA) –
Member and Technology Resource
Committee chair

Selected key clients

- Borough of State College, PA
- Broward County, FL
- Broward Metropolitan Planning Organization (MPO)
- Central Ohio Transit Authority
- City of Alexandria, VA
- City of Carrollton, TX
- City of Cleveland, OH
- City of Coldwater, MI
- City of Corpus Christi, TX
- City of Delaware, OH
- City of Des Moines, IA
- City of Detroit, MI
- City of Fayetteville, AR
- City of Flagstaff, AZ
- City of Flint, MI
- City of Sheboygan, WI
- City of Solon, OH
- City of Stockton, CA
- City of Winter Park, FL
- Coconino County, AZ
- Detroit Retirement Systems, MI
- DuPage County, IL
- Great Lakes Water Authority, MI
- Gwinnett County, GA
- Henry County, GA
- Horry County, SC
- Huron Clinton Metropolitan Authority, MI
- Kent County, MI
- Lake County Forest Preserve, IL
- Macomb County, MI



Jacinto Cordero

Senior Manager
Management Consulting

Summary of experience

Jacinto has over 20 years of experience in information and communication technologies. His areas of expertise include IT assessment and strategic planning, voice, data, video and wireless/mobile network design and optimization, managed network services, network security, cybersecurity policies and controls, physical security (including video surveillance, access control, public addressing and radio communications), high-availability compute/storage, disaster recovery/business continuity, data lifecycle management, data center design, cloud migration, Internet of Things (IoT), ERP readiness, and digital transformation for global/multinational service providers and organizations. Prior to joining Plante Moran, Jacinto worked in consultancy, solutions and business development roles at Huawei Technologies, China Telecom and Telmex/Claro/América Móvil.

Education

Master of Business Administration
Texas A&M University
Bachelor of Science, Electronics
Engineering, ESPOL

Professional training & affiliations

Cisco CCNA Routing & Switching
CompTIA Security+
IEEE Member

Selected articles

Five key things to know about 5G
Remote work done right
IoT design and implementation
considerations
Making a business case for IT
investments
Demystifying SD-WAN

Selected presentations

Migrating to a remote workforce
webinar
General Speaker at Barcelona MWC for
Emerging Technologies, including 5G.
How to Deploy
Connected/Autonomous Vehicle
Applications in China

Additional languages

Spanish (fluent)
French (intermediate)

Selected key clients*

- New Haven Community Schools (NHCS), MI – Video surveillance
- Grosse Pointe Public Schools System (GPPSS), MI – Video surveillance and door access control, public addressing and clocks
- Lake Orion Community Schools (LOCS), MI – Video surveillance and door access control, public addressing and clocks, digital radios
- Cerritos Community College, CA – IT assessment and strategic plan
- Town of Hilton Head Island, SC – IT organizational assessment
- Gwinnett County, GA – ERP readiness assessment
- Department of Natural Resources (DNR), WA – IT assessment
- Nationwide mid-size insurance company – IT infrastructure assessment
- Largest service provider in Latin America and the Caribbean – ICT solutions, consultancy
- Latin American country government-owned service provider – ICT solutions, consultancy
- Leading global service provider – ICT solutions, consultancy
- US-based service provider with Latin American operations – ICT solutions
- Latin American country – Physical and cyber security solutions
- Fortune 10 vehicle manufacturer – network solutions
- Multinational food processing corporation – network and cloud solutions
- Pharmacy chain with US, Latin American and European operations – cloud migration and network solutions
- Global agricultural equipment manufacturer – network solutions
- Global HVAC equipment manufacturer – IT assessment and professional service solutions
- Cloud services provider and Internet Exchange – high bandwidth China access and cyber security solutions

**Some clients listed were prior to Jacinto joining Plante Moran*



F. Alex Brown, CPA, CHP, CISSP

Principal

Management Consulting, Cybersecurity Practice

Summary of experience

Alex has over 18 years of information technology audit, technology regulatory control compliance, and system integration project experience. Alex has extensive experience in the assessment of technology risk and evaluation of IT controls in support of IT security regulatory compliance engagements (e.g. HIPAA/HITECH and Sarbanes-Oxley). In addition, Alex has extensive experience in working with various IT security control frameworks (e.g. NIST 800, ISO 27001/27002, COBIT, HIPAA, FERPA). Alex has extensive industry experience including Healthcare, Government, Higher Education and Manufacturing. Alex's experience includes planning and performing engagements to evaluate and assess IT risk, evaluate the effectiveness of control measures implemented, identify IT control deficiencies, and develop remediation recommendations.

Education

Bachelor of Science
Accounting
North Carolina A&T State University

Selected presentations

IT Security Trends
2014 Annual ICMA (International
City/County Management Association)
Conference
IT Governance and Security Trends
2014 Annual GFOA (Government
Finance Officers Association)
Conference
IT Security in Healthcare
2014 Plante Moran Healthcare
Symposium
Technology Governance
Ohio Society of CPAs Healthcare
Conference

Professional training and affiliations

Certified Public Accountant (CPA)
Member of the American Institute of
Certified Public Accountants (AICPA)
Certified HIPAA Security Professional
(CHP)

Selected key clients

- North Carolina A&T State University, NC
- Michigan Technology University, MI
- Hampton Roads Transit Authority, VA
- Orange County, CA
- New York State Teachers Retirement System, NY
- Savannah State University, GA
- McLaren Health Incorporated, MI
- Volkswagen of North America, CO
- California Earthquake Authority, CA
- Chart Industries, OH
- Marathon Oil Petroleum, OH
- Hi-lex Controls, MI
- Musashi Automotive Parts – North America, MI
- Wayne County, MI
- OhioHealth Incorporated, OH



Brian Pesis

Manager
Management Consulting

Summary of experience

As a Manager, Brian has years of experience providing consulting services to government and public sector organizations. His experience is focused around providing ERP software needs assessments, system selections, and software implementations, coupled with business process mapping and optimization. Within ERP systems, his focus is on Financial, Human Resources, Customer Information (CIS) and Utility Billing Systems (UB), and Enterprise Asset Management (EAM) systems. Furthermore, Brian has experience in performing IT assessments and strategic plans.

During software projects, Brian plays a key role in both managing the project, and performing project tasks, such as report development, process mapping, the development of functional requirements and the RFP, performing proposal analysis, and assisting with due diligence. Throughout all projects, he conducts interviews with process owners and end users to understand current organizational needs, functional gaps, opportunities for improvement, and how to apply best practices. During software implementation projects, Brian utilizes tools to track project action items, monitor the project budget, and ensure vendor compliance with the statement of work and contract, among other activities.

Education:

Bachelor of Business Administration,
Ross School of Business,
University of Michigan

Selected Presentation:

Creating an Enterprise View of Asset
Information at the City of Arvada, CO:
APWA Colorado Chapter Conference
2015

Professional Affiliations:

Member, American Water Works
Association

Member, Colorado Government
Finance Officers Association

Selected key clients

- City of Arvada, CO
- City of Bend, OR
- City of Bismarck, ND
- City of Cheyenne, WY - Board of Public Utilities
- City of DeLand, FL
- City of Fort Collins, CO
- City of Independence, MO
- City of Glenwood Springs, CO
- City of Greeley, CO
- City of Kirkwood, MO
- City of Longview, TX
- City of West Palm Beach, FL
- County of Adams, CO
- County of Anoka, MN
- County of Boone, MO
- County of Gwinnett, GA
- County of Midland, MI
- County of St. Lucie, FL
- Cuyahoga County Public Library, OH
- Eastern Municipal Water District, CA
- Hillsborough County Aviation Authority, FL
- Santa Margarita Water District, CA
- Town of Longboat Key, FL
- Town of Pembroke Park, FL
- Valley Metro Transit System, Phoenix, AZ
- Village of Park Forest, IL



Mike Grossman

Senior Consultant
Management Consulting

Summary of experience

Mike has 4 years of experience in Plante Moran's IT Consulting practice. He has worked on a variety of technology assessment, replacement and implementation projects with a focus on the government sector. Prior to joining Plante Moran he graduated from The Ohio State University with a Bachelor of Science in Business Administration with Information Systems and Finance Specializations. He has taken classes in requirements analysis, analysis and design of information systems, and information systems planning and management.

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

Mike has experience in current state system and process analysis, future state planning, enterprise resource planning system selection projects, and ERP implementation projects. Project experience includes interviewing users, business process mapping, documenting functional requirements, and identifying gaps and opportunities for improvement in the current solution and business processes. He has created total cost of ownership estimates based on the client's size and scope of the project, assisted in RFP development, lead proposal analysis of the vendors' RFP responses, and facilitated vendor demonstrations.

Selected key clients

- City of Georgetown, TX
- Las Vegas Visitors and Convention Authority
- Saint Louis University
- City of Kirkwood, MO
- American Health Information Management Association
- City of Peoria, IL
- County of Kent, MI
- County of Monterey, CA
- State of Wyoming
- Regional Transportation Authority, Chicago IL
- City of O'Fallon, MO
- City of Roswell, GA
- City of Sunnyvale, CA
- County of Ramsey, MN
- Maricopa Association of Governments, AZ
- Anoka County, MN
- Toho Water Authority, FL
- County of Boone, MO
- County of Yakima, WA
- Golden Gate Bridge Highway and Transportation District

Education

Bachelor of Science in Business Administration, Information Systems and Finance specializations
The Ohio State University

References



Plante Moran has been providing information technology assessment and strategic planning services to public sector clients for the last 40 years. The table below provides a partial listing of clients for which Plante Moran has provided similar services just within the last five years to include numerous jurisdictions in the State of Florida that are highlighted.

Client Name	Project Title
City of Independence, MO	IT Assessment
Las Vegas Convention and Visitors Authority (LVCVA), NV	IT Organizational Assessment
<i>Toho Water Authority, FL</i>	<i>IT Assessment and Strategic Plan</i>
Washtenaw County Road Commission, MI	IT Business Process Assessment
County of Forsyth, GA	PMO Assessment
Hamilton County, OH	IT Planning for Metro Sewer District Transition
City of Taylor, MI	IT Infrastructure Assessment
<i>St. Lucie County Property Appraiser's Office, FL</i>	<i>IT Assessment</i>
City of Monroe, MI	IT Assessment and Strategic Plan
Padre Dam Water District, CA	IT Strategic Plan
Charter Township of Redford, MI	IT Assessment
Adams County, CO	IT Staffing Requirements Analysis
Charter Township of Canton, MI	IT Assessment and Strategic Plan
Kansas City Area Transportation Authority (KCATA)	IT Assessment
City of Tacoma, WA	GIS Strategic Plan
City of Tacoma, WA	IT Strategic Plan
City of Chandler, AZ	Technology Strategic Plan
<i>Hillsborough County Aviation Authority, FL</i>	<i>IT Strategic Plan</i>
Village of Glencoe, IL	IT Assessment
Milwaukee County Transit, WI	IT Assessment
<i>Solid Waste Authority of Palm Beach County, FL</i>	<i>IT Strategic Plan</i>
City of Des Moines, IA	IT Assessment / Plan
Suffolk County Water Authority, NY	IT Assessment
Town of Nantucket, MA	IT Assessment
City of Chandler, AZ	IT Assessment and Plan
<i>Solid Waste Authority of Palm Beach County, FL</i>	<i>IT Strategic Assessment</i>

Client Name	Project Title
Louisville and Jefferson County Metropolitan Sewer District (MSD)	IT Strategic Plan
<i>Hillsborough Area Regional Transit Authority (HART), FL</i>	<i>IT Strategic Assessment</i>
City of Indianapolis & Marion County, IN	IT Strategic Plan
City of Longview, TX	IT and GIS Strategic Plan
<i>Escambia County Housing Finance Authority, FL</i>	<i>IT Strategic Plan</i>
Emerald Coast Utilities Authority (ECUA), FL	IT Strategic Master Plan
Osceola County Property Appraisers Office, FL	IT Organizational Assessment
New York State Teacher's Retirement System	IT Assessment
City of Takoma Park, MD	IT Assessment
City of Kentwood, MI	IT Assessment
City of Peoria, AZ	IT Assessment
City of Madison Heights, MI	IT Assessment and Strategic Plan
City of Ogden, UT	IT Management Audit
County of Barnstable, MA	IT Policies Review
<i>County of Charlotte, FL</i>	<i>IT Assessment</i>
County of Lake Health Department, IL	IT Organizational Assessment
County of Calhoun, MI	IT Strategic Plan
Chester County, PA	IT Strategic Plan
Detroit Retirement Systems, MI	IT Assessment
Broward County, FL	IT Staff Assessment
State of Michigan	IT Performance Audit
Hampton Roads Transit Authority, VA	IT Audit and Network Security Risk Assessment
<i>Broward County, FL</i>	<i>IT Security Controls Audit and Assessment</i>
State of Ohio Auditor of State's Office	IT Performance Audit
City of Detroit, MI	Performance Audit
Oakland County, MI	Performance Audit
Ohio Public Employees Deferred Compensation Program	IT Audit and Network Security Assessment
New York State Teachers' Retirement System	Information Technology Assessment

More specifically, following is a list of the primary references for work similar to what is being requested by the City in which we provided comprehensive IT Assessment and/or Strategic Technology Planning services.

Primary References

Town of Nantucket, MA

Mr. Gregg Tivnan
Assistant Town Manager
16 Broad Street
Nantucket, MA 02554
508.228.7255
gtivnan@nantucket-ma.gov

IT Assessment and Strategic Plan

Conducted a comprehensive information technology assessment that reviewed of all aspects of the Information Technology and GIS department's organization, administration, and technology. Activities performed included administering web-based end-user surveys, interviewing Town staff and conducting a benchmarking study with comparable organization. Also worked with the Town to develop a five-year technology strategic plan and IT project portfolio.

Project Timeline: October 2015 – April 2016

Population: Approximately 11,000

Town of Hilton Head Island, SC

Joshua A. Gruber
Assistant Town Manager
One Town Center Court
Hilton Head Island, SC 29928
843.341.4634 office
843.384.3434
joshg@hiltonheadislandsc.gov

IT Assessment

Conducted a comprehensive information technology assessment that reviewed of all aspects of the Town and Public Safety Information Technology functions' organization, administration, and technology. Activities performed included administering web-based end-user surveys, interviewing Town and Public Safety technical and departmental staff and providing a gap assessment, with recommendation for improvement. Also worked with the Town to develop options and alternatives for a future state Town IT Organizational Structure.

Project Timeline: December 2019 – April 2020

Population: Approximately 39,000

Emerald Coast Utilities Authority, FL

Mr. John Daane

IT Director

9255 Sturdevant Street

Pensacola, FL 32514

850.969.5820

john.daane@ecua.fl.gov

IT Assessment and Strategic Master Plan

Emerald Coast Utilities Authority (ECUA) is the largest utility in the Florida Panhandle, with nearly 600 employees providing services to more than 90,000 water and 68,000 sewer customers and 83,000 sanitation customers. Plante Moran assisted the Authority develop an IT Strategic Master Plan. We interviewed executive and senior level management, facilitated staff focus groups, performed application reviews, conducted an end user survey and analyzed questionnaires completed by IT and department staff. Guided by the assessment results, Plante Moran worked with the Authority to develop a vision, mission, and goals for IT. We worked with the Information Technology Department to translate these goals into supporting strategies, specific implementation projects, and a five-year work and budget plan. Since the plan, the Authority has eliminated \$250,000 from its IT operating budget and has or is implementing 100% of the recommendations under budget. These include the replacement of its existing, aged enterprise resource plan (ERP) system, enhancement of enterprise data and information management processes and solutions, management analytics and reporting improvements, and a new document management solution.

Project Timeline: January 2015 – July 2015

City of Longview, TX

Mr. Justin Cure

Director of Information Services

300 W. Cotton Street

Longview, TX 75606

623.773.7218

jcure@longviewtexas.gov

IT Assessment and Plan

Assisted the city with an information technology assessment and preparation of a strategic plan. Activities include conducting an assessment in the areas of organization, administration, infrastructure, and enterprise applications. Compiled interim issues and opportunities and presented these to City management. Conducted comparative research of similar organizations. Prepared a roadmap of enterprise and departmental applications.

Project Timeline: March 2015 – June 2015

Population: Approximately 81,000

City of Wayne, MI

Lisa Nocerini

City Manager

3355 South Wayne Road Wayne,

Michigan 48184

734.722.2001

lnocerini@ci.wayne.mi.us

IT and Cyber Security Assessment

Conducted an information technology assessment for the city that included a review of all aspects of the organization, administration and use of technology within the city. Assessment included a review and recommendations related to the Cybersecurity position of the City.

Plante Moran has subsequently been retained to provide ongoing support to the City in the implementation of several of the recommendations.

Project Timeline: 2018-19

Population: Approximately 17,000

CentralSquare References

The following lists a representative sample of past client references in which we have provided ERP consulting services where the legacy applications were CentralSquare/HTE similar to what is currently being used by the City.

City of Winter Park, FL

Mr. Parsram Rajaram

IT Manager

401 South Park Avenue

Winter Park, FL 32789

407.599.3432

paroram@cityofwinterpark.org

ERP Needs Assessment and System Selection

Conducted a comprehensive Enterprise Resource Planning (ERP) needs assessment and selection project for the City to replace legacy applications within multiple lines of business within the City. This project included conducting of interviews with process owners and process end-users, identification of functional requirements, and development of an ERP RFP to date. Additional assistance to be provided through project completion includes proposal analysis, due diligence assistance and contract negotiations and statement of work development with the selected ERP vendor.

Project Timeline: January 2015 – July 2016

Village of Wellington, FL

Ms. Tanya Quickel

Director of Administrative &
Financial Services

12300 Forest Hill Blvd.

Wellington, FL 33414

561.791.4113

tquickel@wellingtonfl.gov

ERP Selection Services

Conducted a comprehensive Enterprise Resource Planning (ERP) needs assessment and selection project for the Village to replace legacy applications within multiple lines of business within the Village. The project will include conducting of interviews with process owners and process end-users, development of a Needs Assessment report identifying process improvement opportunities, development of an ERP RFP, proposal analysis, due diligence assistance and contract negotiations and statement of work development with the selected ERP vendor.

Project Timeline: Sept 2016 – Nov 2017

ERP Implementation Management Assistance

Subsequent to selection of the ERP system, we were engaged to provide implementation management assistance associated with deployment of the selected ERP.

Project Timeline: Dec 2017 – Current

Town of Jupiter, FL

Mr. Mike Vilella

Finance Director

210 Military Trail

Jupiter, FL 33458

561.741.2218

michaelv@jupiter.fl.us

Financial Management System Selection and Implementation Assistance

Conducted a comprehensive Financial Management Information System (FMIS) selection project for the Town to replace legacy financial and human resources applications. This project included conducting of interviews with process owners and process end-users, development of a FMS RFP, proposal analysis, due diligence assistance and contract negotiations and statement of work development with the selected FMS vendor. We then provided assistance with implementation of the selected software solution.

Project Timeline: March 2011 – November 2012

City of Johns Creek, GA

Jason Woolums

IT Director

11360 Lakefield Drive, Johns

Creek, GA 30097

678.512.3215

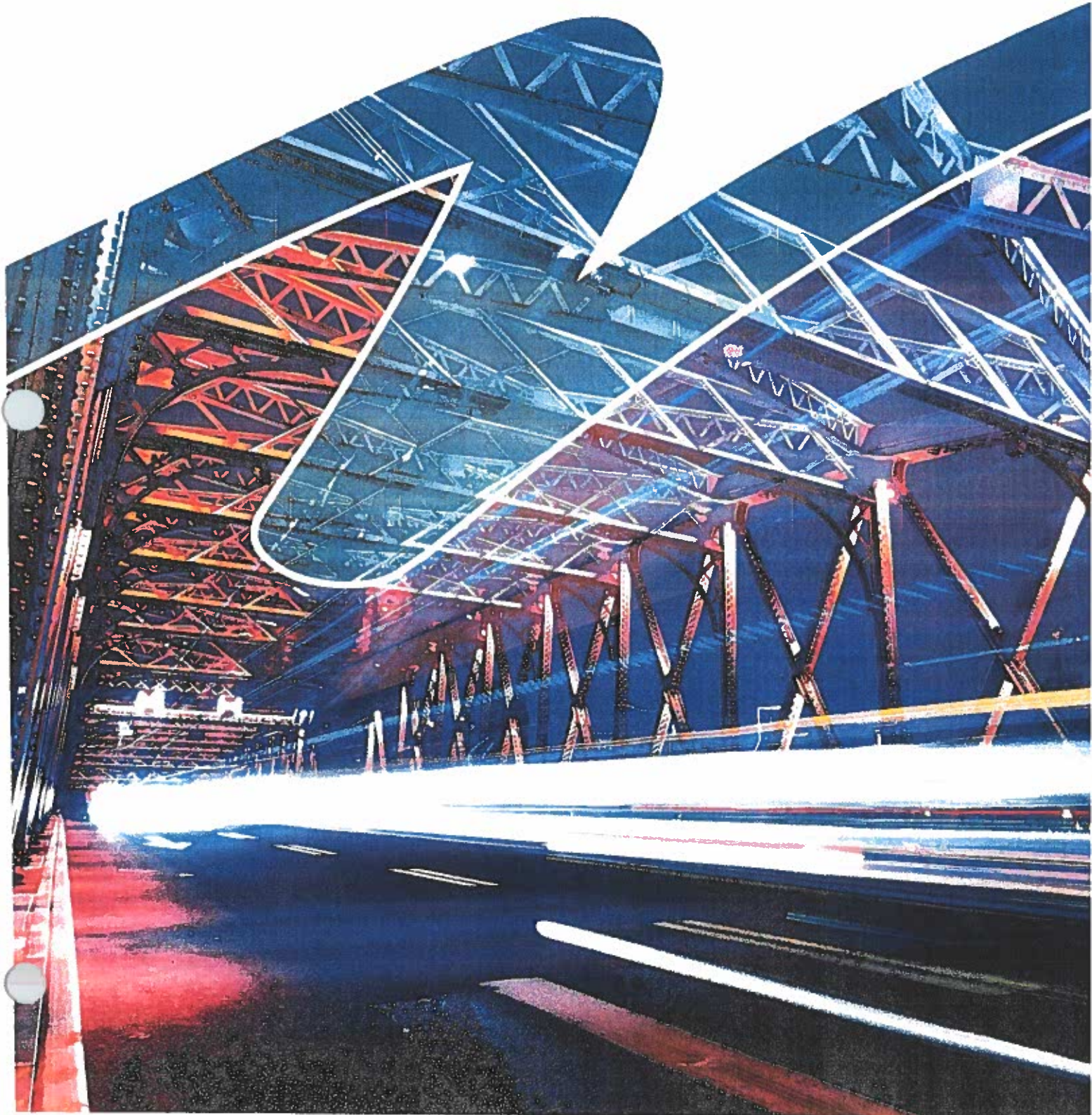
Jason.Woolums@johnscreekga.gov

ERP Needs Assessment, RFP Development, System Selection, Contract Negotiations and SOW Development Consulting Services

Conducted a comprehensive Enterprise Resource Planning (ERP) needs assessment with an option and cost analysis, on whether to continue with the City's current software or procure for new software. The City opted to replace their legacy applications for financials and community development (CD). Therefore, we continued our services for a systems selection through contract negotiations. This project included assisting with project management activities; conducting interviews with process owners and end users; developing an ERP and CD Systems Selection RFP, conducting proposal analysis for both ERP and CD vendors; assisting with due diligence for vendor questions, reference checking and site visits; facilitating contract negotiations and statement of work development with the selected ERP vendor.

Project Timeline: January 2019 – April 2020

Pricing



Plante Moran provides a not-to-exceed cost of \$48,800 to complete the tasks as proposed in our work plan for Phase 1, and \$35,910 for Phase 2.

Totals by Phase	Fees
Phase 1: IT assessment	\$48,800
Phase 2: IT Strategic Plan	\$35,910
Total:	\$84,710

Cost Assumptions

Our fees are based on the assumptions listed below. Should these assumptions change, we would adjust our professional fees accordingly, in consultation with the City.

- Project status meetings will be conducted remotely and occur no more than once weekly with the City's project manager.
- Data and information are provided in a reasonable format and timeframe requested.
- City staff are available for interviews and focus groups as scheduled by Plante Moran and the City's project manager.
- The total number and duration of interviews shall be according to the approved project plan and schedule.
- There will be a single draft-to-final process for each deliverable.
- The City will have 10 working days or other number of days as mutually agreed to in the project schedule to approve or provide comments on all interim, draft, and final deliverables; all resulting delays may affect project schedule and fees.
- All project activities progress according to the final accepted, detailed project plan and schedule.
- It is anticipated that nearly all of the work will be performed in a remote manner.

Additional firm Information



Why choose Plante Moran



"One-Firm" Firm Philosophy

We are unique with our "one-firm" firm philosophy and structure. Based on this philosophy and structure, we are fundamentally built different from our competitors. There are no competing profit centers, so we are able to bring our full breadth of experts from across the firm to serve your specific needs.



More Senior-level Involvement

Our staffing mix involves a high degree of partner and senior manager-level involvement in our engagements. As a result, we bring more experience directly to the field, improving the quality and effectiveness of our interactions with your internal IT staff and executive management, often generating additional value.



Team Continuity

Plante Moran has one of the lowest staff turnover rates among the top 100 accounting firms, and you can expect continuity from your team year after year. Our greatest asset is our people — not just our knowledge, but also our integrity and commitment to our clients and the community. We strive to be a caring, professional firm; and we are proud to say we have the highest staff retention rates among all major accounting firms and numerous client relationships of 10 years or more. Our team will work hard to build a long-term, beneficial relationship.



No Surprises

The security of knowing there will be no unwanted surprises because of upfront planning, regular communications, and early identification of issues that will be resolved before project-end. Risks are dealt with prior to project-end to provide a smooth audit, exceed key service deadlines, and ensure no surprises after the project-end.



Proactive Communication

We are proactive in our communication with clients. We are interested in your activities, and we are dedicated to helping you succeed. We will be available to assist you throughout the year. Our approach emphasizes 24-hour turnaround on communications, and attendance at your meetings with the Audit Committee.



Commitment

We listen upfront to what you need and we deliver. On time and what you requested. We meet the promises we make. This is the number one thing that business executives tell us they want when we ask them what is important when hiring a professional service company, and we strive to meet their needs.

Strong client satisfaction results

At Plante Moran, we know our job is incomplete unless you're confident in our value. We enlist an independent third party to conduct an ongoing survey program that collects feedback from our clients. This tool allows us to identify areas of satisfaction or dissatisfaction so we can reinforce the good and quickly correct any areas of concern. The results of each client satisfaction survey are reviewed by firm management. We're gratified that our clients love us, and we work hard to keep it that way, but as a prospective client, you deserve to see the numbers for yourself.

98%

of clients say we match the **right people and resources** to their specialized needs.

98%

of clients feel we invest time to **build a relationship** with their organization.

97%

of clients believe we are **proactive to their needs**.

What does this mean for you?

One touchpoint

You'll have access to the right experts at the right time.

Lasting relationships

The better we know you, the better we can serve you.

Innovative solutions

We'll help you achieve your goals today and beyond.

Plante Moran Professional Services Agreement

Professional Services Agreement – Consulting Services Addendum to Plante & Moran, PLLC Engagement Agreement

This Professional Services Agreement is part of the engagement agreement for our consulting services dated <Date> between Plante & Moran, PLLC (referred to herein as “PM”) and City of Panama City Beach, FL (referred to herein as “the City”).

- 1. Management Responsibilities** – The consulting services PM will provide are inherently advisory in nature. PM has no responsibility for any management decisions or management functions in connection with its engagement to provide these services. Further, the City acknowledges that the City is responsible for all such management decisions and management functions; for evaluating the adequacy and results of the services PM will provide and accepting responsibility for the results of those services; and for establishing and maintaining internal controls, including monitoring ongoing activities, in connection with PM’s engagement. the City has designated <Designated Project Supervisor>, <Title of Project Supervisor>, to oversee the services PM will provide.

The City represents and warrants that any and all information that it transmits to Plante Moran will be done so in full compliance with all applicable federal, state, and foreign privacy and data protection laws, as well as all other applicable regulations and directives, as may be amended from time to time (collectively, “Data Privacy Laws”). The City shall not disclose personal data of data subjects who are entitled to certain rights and protections afforded by applicable federal, state, and foreign privacy and data protection laws (“Personal Data”) to PM without prior notification to PM. The City shall make reasonable efforts to limit the disclosure of Personal Data to PM to the minimum necessary to accomplish the intended purpose of the disclosure to PM.

- 2. Nature of Services** – PM’s project activities will be based on information and records provided to PM by the City. PM will rely on such underlying information and records and the project activities will not include audit or verification of the information and records provided to PM in connection with the project activities.

The project activities PM will perform will not constitute an examination or audit of any the City financial statements or any other items, including the City’s internal controls. Additionally, this engagement will not include preparation or review of any tax returns or consulting regarding tax matters. If the City requires financial statements or other financial information for third-party use, or if the City requires tax preparation or consulting services, a separate engagement letter will be required. Accordingly, the City agrees not to associate or make reference to PM in connection with any financial statements or other financial information of the City. In addition, PM’s engagement is not designed and cannot be relied upon to disclose errors, fraud, or illegal acts that may exist. However, PM will inform you of any such matters that come to PM’s attention.

3. **Vendor Selection** – Unless expressly agreed to in writing by Plante Moran, Plante Moran does not conduct independent due diligence activities regarding potential vendors that may respond or have responded to the City's request for proposals. Plante Moran's role relative to due diligence activities is limited to assisting the City develop and/or follow a process by which the City participates in due diligence activities that are designed to evaluate vendors and solutions against the City's decision criteria. Plante Moran's assistance in this regard is designed to help the City execute a selection methodology that is consistently and fairly applied to all vendors involved in the bid process. It is the City's responsibility to assess, evaluate, and weigh the results of the due diligence activities the City conducts, and the City is ultimately responsible for making and accepting responsibility for the decision it makes relative to vendor and solution selection.
4. **Use of Report** – At the conclusion of PM's project activities, PM will provide the City with a written report as described in this engagement agreement. PM's report will be restricted solely to use by management of the City and the City agrees that PM's report will not be distributed to any outside parties for any purpose other than to carry out legal responsibilities of the City. PM will have no responsibility to update PM's report for any events or circumstances that occur or become known subsequent to the date of that report.
5. **Interactive Analyses and Visualizations** – In instances where PM expressly agrees in the accompanying agreement to provide interactive analyses or visualization tools (collectively, "Electronic Documents") to the City, such Electronic Documents will be provided in a format determined to be acceptable to both parties. the City acknowledges and agrees that the City's ability to access such Electronic Documents may require software programs that PM does not develop, license, or support, and the City shall be solely responsible for the costs to obtain, use, or support any such required software. PM makes no representation or warranty with respect to such software or the continuing functionality of such software relative to the Electronic Documents and disclaims any and all express or implied warranties if any, associated with such software, its merchantability, and/or its fitness for any particular use by the City.

If and to the extent provided by PM, Electronic Documents are provided solely for the purpose of supporting the project deliverables and are to be used only as expressly described in and authorized by the project deliverables. PM disclaims any responsibility for any use of the Electronic Documents that is not expressly provided for in and authorized by the project deliverables. Further, the City acknowledges that the City is solely responsible for evaluating the adequacy and accuracy of any results generated through the use of Electronic Documents. PM will have no responsibility to support or update the Electric Documents for any events or circumstances that occur or become known subsequent to the date of their corresponding project deliverables.

the City acknowledges that PM may utilize proprietary works of authorship that have not been created specifically for the City and were conceived, created, or developed prior to, or independent of, this engagement including, without limitation, computer programs, methodologies, algorithms, models, templates, software configurations, flowcharts, architecture designs, tools, specifications, drawings, sketches, models, samples, records, and documentation (collectively, "PM Intellectual Property"). the City agrees and acknowledges that PM Intellectual Property is and shall remain solely and exclusively the property of PM.

Upon payment for the engaged services, to the extent that PM incorporates PM Intellectual Property into the Electronic Documents (which PM shall do only as expressly provided for in the accompanying agreement), PM grants to the City a limited royalty-free, nonexclusive, right and license to use such incorporated PM Intellectual Property for internal purposes only and in the original format. The City agrees not to copy, publish, modify, disclose, distribute, decompile, reverse engineer, or create derivative works based on PM Intellectual Property. Notwithstanding the foregoing, in no event will PM be precluded from developing for itself or for others, works of authorship which are similar to those included in the project deliverables.

If and to the extent PM shares information obtained from third-party data sources with the City, the City agrees not to (i) disclose or redistribute any such third-party data to third parties without the express written consent of PM; or (ii) attempt to extract, manipulate, or copy any embedded or aggregated third-party data from the Electronic Documents for any purpose.

6. **Confidentiality, Ownership, and Retention of Workpapers** – During the course of this engagement, PM and PM staff may have access to proprietary information of the City, including, but not limited to, information regarding general ledger balances, financial transactions, trade secrets, business methods, plans, or projects. PM acknowledges that such information, regardless of its form, is confidential and proprietary to the City. PM will comply with all applicable ethical standards, laws, and regulations as to the retention, protection, use, and distribution of such confidential client information. Except to the extent set forth herein, PM will not disclose such information to any third party without the prior written consent of the City.

In the interest of facilitating PM's services to the City, PM may communicate or exchange data by internet, email, facsimile transmission or other electronic methods. While PM will use its best efforts to keep such communications and transmissions secure in accordance with PM's obligations under applicable laws and professional standards, the City recognizes and accepts that PM has no control over the unauthorized interception of these communications or transmissions once they have been sent, and consents to PM's use of these electronic devices during this engagement.

Professional standards require that PM create and retain certain workpapers for engagements of this nature. All workpapers created in the course of this engagement are and shall remain the property of PM. PM will maintain the confidentiality of all such workpapers as long as they remain in PM's possession.

Both the City and PM acknowledge, however, that PM may be required to make its workpapers available to regulatory authorities or by court order or subpoena in a legal, administrative, arbitration, or similar proceeding in which PM is not a party. Disclosure of confidential information in accordance with requirements of regulatory authorities or pursuant to court order or subpoena shall not constitute a breach of the provisions of this agreement. In the event that a request for any confidential information or workpapers covered by this agreement is made by regulatory authorities or pursuant to a court order or subpoena, PM agrees to inform the City in a timely manner of such request and to cooperate with the City should the City attempt, at the City's cost, to limit such access. This provision will survive the termination of this agreement. PM's efforts in complying with such requests will be deemed billable to the City as a separate engagement. PM shall be entitled to compensation for its time and reasonable reimbursement of its expenses (including legal fees) in complying with the request.

PM reserves the right to destroy, and it is understood that PM will destroy, workpapers created in the course of this engagement in accordance with PM's record retention and destruction policies, which are designed to meet all relevant regulatory requirements for retention of workpapers. PM has no obligation to maintain workpapers other than for its own purposes or to meet those regulatory requirements.

Upon the City's written request, PM may, at its sole discretion, allow others to view any workpapers remaining in its possession if there is a specific business purpose for such a review. PM will evaluate each written request independently. The City acknowledges and agrees that PM will have no obligation to provide such access or to provide copies of PM's workpapers, without regard to whether access had been granted with respect to any prior requests.

7. **Consent to Disclosures to Service Providers** – In some circumstances, PM may use third-party service providers to assist PM with its services, including affiliates of PM within or outside the United States. In those circumstances, PM will be solely responsible for the provision of any services by any such third-party service providers and for the protection of any information provided to such third-party service providers. PM will require any such third-party service provider to: (i) maintain the confidentiality of any information furnished; and (ii) not use any information for any purpose unrelated to assisting with PM's services for the City. In order to enable these third-party service providers to assist PM in this capacity, the City, by its duly authorized signature on the accompanying engagement letter, consents to PM's disclosure of all or any portion of the City's information, including tax return information, to such third-party service providers, including affiliates of PM outside of the United States, if and to the extent such information is relevant to the services such third-party service providers may provide and agrees that PM's disclosure of such information for such purposes shall not constitute a breach of the provisions of this agreement. The City's consent shall be continuing until the services provided for this engagement agreement are completed.
8. **Third-Party Data** – PM may reference third-party data sources in performing the services described in the agreement. Third-party data may include publicly available data, commercially available data licensed to PM, or information obtained from other sources. PM will use its judgment, discretion, best efforts, and good faith in evaluating the use of third-party data sources, but does not warrant or guarantee the accuracy, completeness, or timeliness of any data obtained from third-party data sources and disclaims any liability arising out of or relating to the use of data from third-party data sources. The City acknowledges that any commercially available third-party data sources referenced by PM are licensed to PM and PM's ability to share information obtained from commercially available third-party data sources is often restricted by the terms of use granted to PM by the licensor and, unless expressly set forth in the accompanying agreement, PM makes no representation or warranty that the City will have access to data obtained from third-party data sources. If and to the extent PM shares information obtained from third-party data sources with the City, the City agrees not to disclose or redistribute any such third-party data to third parties without the express written consent of PM. This agreement does not convey to the City a sublicense to any third-party data source unless expressly agreed to in writing and signed by a duly authorized representative of PM. However, nothing herein shall prevent the City from directly contracting with or obtaining a license from any third-party data source if the City determines, in its sole discretion, that any such direct contract or license to be in its best interest.

9. **Fee Quotes** – In any circumstance where PM has provided estimated fees, fixed fees or not-to-exceed fees (“Fee Quotes”), these Fee Quotes are based on the City personnel providing PM staff the assistance necessary to satisfy the City responsibilities under the scope of services. This assistance includes availability and cooperation of those the City personnel relevant to PM’s project activities and providing needed information to PM in a timely and orderly manner. In the event that undisclosed or unforeseeable facts regarding these matters causes the actual work required for this engagement to vary from PM’s Fee Quotes, those Fee Quotes will be adjusted for the additional time PM incurs as a result.

In any circumstance where PM’s work is rescheduled, PM offers no guarantee, express or implied, that PM will be able to meet any previously established deadline related to the completion of PM’s work. Because rescheduling its work imposes additional costs on PM, in any circumstance where PM has provided Fee Quotes, those Fee Quotes may be adjusted for additional time PM incurs as a result of rescheduling its work.

PM will advise the City in the event these circumstances occur; however, it is acknowledged that the exact impact on the Fee Quote may not be determinable until the conclusion of the engagement. Such fee adjustments will be determined in accordance with the Fee Adjustments provision of this agreement.

10. **Payment Terms** – PM’s invoices for professional services are due upon receipt unless otherwise specified in the agreement. In the event any of PM’s invoices are not paid in accordance with the terms of this agreement, PM may elect, at PM’s sole discretion, to suspend work until PM receives payment in full for all amounts due or terminate this engagement. In the event that work is suspended, for nonpayment or other reasons, and subsequently resumed, PM offers no guarantee, express or implied, that PM will be able to meet any previously established deadlines related to the completion of PM’s consulting work or issuance of PM’s consulting report upon resumption of PM’s work. The City agrees that in the event that work is suspended, for non-payment or other reasons, PM shall not be liable for any damages that occur as a result of PM ceasing to render services.
11. **Fee Adjustments** – Any fee adjustments for reasons described in this agreement will be determined based on the actual time expended by PM staff at PM’s current hourly rates, plus related costs PM incurs, and included as an adjustment to PM’s invoices related to this engagement. The City acknowledges and agrees that payment for all such fee adjustments will be made in accordance with the payment terms provided in this agreement.
12. **Force Majeure** – Neither party shall be deemed to be in breach of this engagement agreement as a result of any delays or non-performance directly or indirectly resulting from circumstances or causes beyond its reasonable control, including, without limitation, fire or other casualty, acts of God, war or other violence, or epidemic (each individually a “Force Majeure Event”). A Force Majeure Event shall not excuse any payment obligation relating to fees or costs incurred prior to any such Force Majeure Event.

- 13. Exclusion of Certain Damages** – Except to the extent finally determined to have resulted from PM’s gross negligence or willful misconduct, the liability of PM and any of PM’s officers, directors, partners, members, managers, employees, affiliated, parent or subsidiary entities, and approved allied third-party service providers (collectively, “PM Persons”) for any and all claims, losses, costs, and damages of any nature whatsoever is limited so that the total aggregate liability of the PM and/or the PM Persons with respect to and arising out of the services provided hereunder shall not exceed the total fees paid to PM for the services provided in connection with this engagement agreement. It is agreed that these limitations on PM’s and the PM Persons’ maximum liability are reasonable in view of, among other things, the nature, scope, and limitations of the services PM is to provide, and the fees PM is to receive under this engagement. In no event shall the PM or the PM Persons be liable, whether a claim be in tort, contract, or otherwise, for any consequential, indirect, lost profit, punitive, exemplary, or other special damages. The exclusion of certain damages as set forth in this Section apply to any and all liabilities or causes of action against PM and/or the PM Persons, however alleged or arising, unless and to the extent otherwise prohibited by law. This provision shall survive the termination of this engagement.

In the event this engagement agreement expressly identified multiple phases of services, the total aggregate liability of PM shall be limited to no more than the total amount of fees received by PM for the particular phase of services alleged to have given rise to any such liability.

- 14. Conditions of PM Visit to Client Facilities** – the City agrees that PM’s services will be provided remotely to the maximum extent possible. In order to facilitate the provision of services remotely, the City agrees to provide documentation and other information reasonably required by PM for PM’s performance of the engaged services electronically to the extent possible throughout the course of the engagement. In the event in-person visits to the City’s facility are determined by PM in its sole discretion to be necessary for the performance of the engaged services, the City agrees, as a pre-condition to any such in-person visit, to provide to PM for PM’s evaluation the City’s policies and procedures that the City has implemented and will adhere to relating to workplace safety and the prevention of the transmission of disease at its facility. In addition, the City affirms that it is in compliance with applicable Centers for Disease Control and Prevention and OSHA guidance pertaining to the prevention of the transmission of disease (collectively, “Applicable Preventative Guidance”) and agrees that it shall continue to comply with Applicable Preventative Guidance throughout any in-person visits by PM to the City’s facility. The City further affirms that it is in compliance and shall continue to comply with all other applicable laws, regulations, or executive orders relating to COVID-19 and the prevention of the spread thereof (collectively, “COVID-19 Laws”) and agrees that it shall continue to comply with COVID-19 Laws throughout any in-person visits by PM to the City’s facility. Notwithstanding the foregoing, PM reserves the right to suspend or refrain from any in-person visit by PM to the City’s facility or impose further conditions on any such in-person visit if and as PM deems necessary at its sole discretion. the City agrees and acknowledges that any determination by PM to visit the City’s facility is not and shall not be construed to be or relied on by the City as a determination by PM of the City’s compliance with Applicable Preventative Guidance or any COVID-19 Laws.

15. **Defense, Indemnification, and Hold Harmless** – As a condition of PM's willingness to perform the services provided for in the agreement, the City agrees to defend, indemnify, and hold PM and the PM Persons harmless against any claims by third parties for losses, claims, damages, or liabilities, to which PM or the PM Persons may become subject in connection with or related to the services performed in the engagement, unless a court having jurisdiction shall have determined in a final judgment that such loss, claim, damage, or liability resulted primarily from the willful misconduct or gross negligence of PM, or one of the PM Persons. This defense, indemnity, and hold harmless obligation includes the obligation to reimburse PM and/or the PM Persons for any legal or other expenses incurred by PM or the PM Persons, as incurred, in connection with investigating or defending any such losses, claims, damages, or liabilities.
16. **Receipt of Legal Process** – In the event PM is required to respond to a subpoena, court order, or other legal process (in a matter involving the City but not PM) for the production of documents and/or testimony relative to information PM obtained and/or prepared during the course of this engagement, the City agrees to compensate PM for the affected PM staff's time at such staff's current hourly rates, and to reimburse PM for all of PM's out-of-pocket costs incurred associated with PM's response unless otherwise reimbursed by a third party.
17. **Termination of Engagement** – This agreement may be terminated by either party upon written notice. Upon notification of termination, PM's services will cease and PM's engagement will be deemed to have been completed. the City will be obligated to compensate PM for all time expended and to reimburse PM for related costs PM incurs through the date of termination of this engagement.
18. **Time Limits** – Except for actions to enforce payment of PM's invoices and without limiting any claims for indemnification hereunder, any claim or cause of action arising under or otherwise relating to this engagement must be filed within two years from the completion of the engagement without regard to any statutory provision to the contrary.
19. **Entire Agreement** – This engagement agreement is contractual in nature and includes all of the relevant terms that will govern the engagement for which it has been prepared. The terms of this letter supersede any prior oral or written representations or commitments by or between the parties regarding the subject matter hereof. Any material changes or additions to the terms set forth in this letter will only become effective if evidenced by a written amendment to this agreement, signed by all of the parties.
20. **Severability** – If any provision of this engagement agreement (in whole or part) is held to be invalid or otherwise unenforceable, the other provisions shall remain in full force and effect.
21. **Conflicts of Interest** – PM's engagement acceptance procedures include a check as to whether any conflicts of interest exist that would prevent PM's acceptance of this engagement. No such conflicts have been identified. The City understands and acknowledges that PM may be engaged to provide professional services, now or in the future, unrelated to this engagement to parties whose interests may not be consistent with interests of the City.

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22. **Agreement Not to Influence** – the City and PM each agree that each respective organization and its employees will not endeavor to influence the other’s employees to seek any employment or other contractual arrangement with it, during this engagement or for a period of one year after termination of the engagement. the City agrees that PM employees are not “contract for hire.” PM may release the City from these restrictions if the City agrees to reimburse PM for its recruiting, training, and administrative investment in the applicable employee. In such event, the reimbursement amount shall be equal to two hundred hours of billings at the current hourly rate for the PM employee.
 23. **Signatures** – Any electronic signature transmitted through DocuSign or manual signature on the agreement transmitted by facsimile or by electronic mail in portable document format may be considered an original signature.
 24. **Governing Law** – This agreement shall be governed by and construed in accordance with the laws of the State of Florida, and jurisdiction over any action to enforce this agreement, or any dispute arising from or relating to this agreement shall reside exclusively within the State of Florida.

End of Professional Services Agreement – Consulting Services

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



Scott Eiler
Engagement Partner
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27400 Northwestern Highway
Southfield, MI 48034

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CITY OF PANAMA CITY BEACH
BUDGET TRANSFER FORM BF-10

No. BA # 5

FUND	GENERAL	ACCOUNT DESCRIPTION	APPROVED BUDGET	BUDGET ADJUSTMENT	NEW BUDGET BALANCE
TO	001-1300-513.31-60	Professional Services-Other	495,000.00	7,000.00	502,000.00
TO	001-2201-522.31-60	Professional Services-Other	36,000.00	2,800.00	38,800.00
TO	001-2400-524.31-60	Professional Services-Other	9,600.00	3,500.00	13,100.00
TO	001-4100-541.31-60	Professional Services-Other	42,500.00	1,050.00	43,550.00
TO	001-7201-572.31-60	Professional Services-Other	10,000.00	2,800.00	12,800.00
FROM	001-8100-999.96-00	Reserves Available for Expenditures	9,265,840.00	(17,150.00)	9,248,690.00
	CRA				
TO	160-5901-559.31-60	Professional Services-Other	137,000.00	1,400.00	138,400.00
FROM	160-5901-559.95-00	Reserves Restricted	43,898,549.00	(1,400.00)	43,897,149.00
	STORMWATER				
TO	180-3800-538.31-60	Professional Services-Other	26,500.00	1,050.00	27,550.00
FROM	180-8100-999.95-00	Reserves Restricted	282,037.00	(1,050.00)	280,987.00
	UTILITY				
TO	401-3300-533.31-60	Professional Services-Other	45,000.00	7,000.00	52,000.00
TO	401-3500-535.31-60	Professional Services-Other	265,000.00	5,600.00	270,600.00
FROM	401-8100-999.96-00	Reserves Available for Expenditures	38,011,718.00	(12,600.00)	37,999,118.00
	PIER				
TO	402-7500-575.31-60	Professional Services-Other	6,500.00	1,050.00	7,550.00
FROM	402-7500-575.96-00	Reserves Available for Expenditures	457,633.00	(1,050.00)	456,583.00
	AQUATIC CENTER				
TO	403-0000-572.31-60	Professional Services-Other	4,500.00	1,750.00	6,250.00
FROM	403-0000-999.96-00	Reserves Available for Expenditures	291,389.00	(1,750.00)	289,639.00
		Check Adjustment Totals:	93,284,766.00	0.00	93,284,766.00

BRIEF JUSTIFICATION FOR BUDGET ADJUSTMENT:

To amend the budget for IT Assessment study from estimated amount of \$50,000 in original budget to amount per proposal submitted by Plante Moran of \$84,710 (rounded to \$85,000)

ROUTING FOR APPROVAL _____ DEPARTMENT HEAD _____ DATE _____ CITY MANAGER _____ DA _____

FINANCE DIRECTOR _____ DATE _____