

**RESOLUTION NO. 22-71**

**A RESOLUTION OF THE CITY OF PANAMA CITY BEACH, FLORIDA, APPROVING AN AGREEMENT WITH PLANTE & MORAN, PLLC FOR ENTERPRISE RESOURCE PLANNING CONSULTING SERVICES, IN THE NOT TO EXCEED AMOUNT OF \$129,600.**

**BE IT RESOLVED** that 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, PLLC, relating to the Enterprise Resource Planning Consulting Services, in the not to exceed amount of One Hundred Twenty Nine Thousand, Six Hundred Dollars (\$129,600.00), in substantially the form **attached** and presented to the Council today, with such changes, insertions or omissions as may be approved by the City Manager and whose execution shall be conclusive evidence of such approval.

**THIS RESOLUTION** shall be effective immediately upon passage.

**PASSED** in regular session this 13<sup>th</sup> day of January, 2022.

**CITY OF PANAMA CITY BEACH**

By: \_\_\_\_\_

  
Mark Sheldon, Mayor

**ATTEST:**

  
\_\_\_\_\_  
Lynne Fasone, City Clerk

**ENGAGEMENT AGREEMENT**

**This agreement is made between Plante & Moran, PLLC (PM), 3000 Town Center, Suite 100, Southfield, MI 48075 and City of Panama City Beach, Florida ("CITY"), 17007 Panama City Beach Parkway, Panama City Beach, FL 32413.**

**Scope of Services**

This Agreement and the accompanying Professional Services Agreement, which is hereby incorporated as part of this Agreement, confirms our understanding of the nature, limitations, and terms of the services Plante & Moran, PLLC (PM) will provide to CITY.

This Agreement also incorporates by reference the Plante Moran Proposal to provide ERP System Consulting Services to CITY dated December 6, 2021.

**Fees and Payment Terms**

The fees to provide the requested services shall not exceed a total of \$129,600 except as provided in the Professional Services Agreement. PM will issue invoices periodically, but no more often than one time per month, and are due within (30) days of receipt.

**Agreed and Accepted**


**We accept this Agreement and the accompanying Professional Services Agreement, which set forth the entire agreement between City of Panama City Beach, Florida and Plante & Moran, PLLC with respect to the services specified in the "Project Description and Approach" section of this engagement agreement. This Agreement may be amended by written agreement between Plante & Moran, PLLC and City of Panama City Beach, Florida.**

**City of Panama City Beach, FL**

  
\_\_\_\_\_  
Mr. Drew R. Whitman  
City Manager

1-27-22  
\_\_\_\_\_  
Date

**Plante & Moran, PLLC**

  
\_\_\_\_\_  
Mr. E. Scott Eiler  
Partner

1-28-22  
\_\_\_\_\_  
Date

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

This Professional Services Agreement is part of the engagement letter dated January 14, 2022 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 Mr. Jason Pickle, IT Manager, 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** – During the course of PM's project activities, PM will provide the City with a written report as described in the Project Description and Approach section of Plante Moran's proposal. Except as provided herein, 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 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 Electronic 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. PUBLIC RECORDS:**

The City is a public agency subject to the Florida Public Records Law expressed in Chapter 119, Florida Statutes. Accordingly, to the extent that it is determined that PM is acting on behalf of City as provided under Section 119.011(2), PM agrees to also comply with that law, specifically including to:

- A. Keep and maintain public records that ordinarily and necessarily would be required by the City in order to perform the service.



- B. Upon request of the City, provide the public with access to public records on the same terms and conditions that the City would provide the records and at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law, or provide the City with a copy of the requested records.
- C. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Consultant does not transfer the records to the City.
- D. Meet all requirements for retaining public records and transfer, at no cost, to the City all public records in possession of the contractor upon termination of the contract and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the City in a format that is compatible with the information technology systems of the City.

IF PM HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO FMLA SOURCE'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT 850.233.5100, [lfasone@pcbqov.com](mailto:lfasone@pcbqov.com), 17007 Panama City Beach Parkway, Panama City Beach, FL 32413.

- 8. **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.
- 9. **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.
- 10. **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, PM shall request in writing an adjustment to the Fee Quotes (a "Fee Adjustment") as soon as practicable to make the City aware of the undisclosed or unforeseeable facts which have caused the need for the Fee Adjustment. Any Fee Adjustment request shall disclose the nature of the request, the amount of the requested Fee Adjustment, and any corresponding adjustment in the time for completion of the services provided herein. At no point shall PM exceed the total amount of the Fee Quotes without prior written authorization by the City Manager.

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 in accordance with this section.

- 11. **Payment Terms** – PM's invoices for professional services are due within thirty (30) days of 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.

12. **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.
13. **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.
14. **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, the City, 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.

15. **Conditions of PM Visit to City 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 based upon the agreement of both parties 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.
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.
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 agreement 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 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**



# Make the mark.

CITY OF PANAMA CITY BEACH, FL  
ERP System Consulting Services Proposal



# Table of contents

<b>Letter of Transmittal</b> .....	<b>2</b>
<i>Firm profile</i> .....	4
<i>Plante Moran’s history and culture, in under five minutes</i> .....	4
<i>Industry Commitment with Florida Focus</i> .....	7
<i>Commitment to Florida Governmental Entities</i> .....	7
<b>Project Team and Experience</b> .....	<b>9</b>
<b>Project Description and Approach</b> .....	<b>20</b>
<i>Project understanding</i> .....	21
<i>Proposed project work plan</i> .....	21
<b>References and Recommendations</b> .....	<b>52</b>
<b>Similar Projects</b> .....	<b>55</b>
<b>Cost Proposal</b> .....	<b>58</b>
<i>Fee summary</i> .....	59
<i>Fee assumptions</i> .....	60
<b>Required Forms</b> .....	<b>61</b>
<i>Attachment A - Proposers Certification Form</i> .....	62
<i>Attachment B - Statement of Public Entity Crimes</i> .....	63
<i>Attachment C - Drug Free Workplace</i> .....	66
<i>Attachment D - Conflict of Interest</i> .....	67
<i>Attachment E - E-Verify Form</i> .....	68
<i>Attachment F - Non-Collusion Affidavit</i> .....	69

# Letter of Transmittal



December 6, 2021

Ms. Tina Kunst  
Purchasing Manager  
The City of Panama City Beach  
17007 Panama City Beach Parkway  
Panama City Beach, Florida 32413

Dear Ms. Kunst,

Thank you for the opportunity to submit our proposal for ERP system consulting services to The City of Panama City Beach ("City"). Based on your RFP, we understand the following about the City and what you need to achieve during this engagement:

#### **A fresh perspective and forward thinking for the City**

Our government technology consulting team is comprised of experts that have served similar organizations in the past as well as many who will bring a fresh perspective from other public and private sector clients. The result will be an independent analysis and specifications definition approach that is forward thinking, bringing new ideas for service delivery to the City while incorporating many of the nuances of municipal operations into our recommendations. We are confident that our collaborative approach to reviewing current business processes and identifying future needs will assist the City in assessing and selecting a future sustainable software solution. As one of the largest consulting and accounting firms

nationally, we have extensive experience and believe we are well qualified in serving the public sector. Over 200 current public sector clients have established Plante Moran as a leader in this industry. Additionally, Plante Moran's proposed project team brings to this engagement extensive knowledge and experience gained in working with municipalities in conducting enterprise system needs assessments, system selections and implementation of ERP solutions. We offer the following benefits:

#### ***The Plante Moran Difference: Our HTE/OneSolution Experts***

We have assisted over 25 clients in their migrations from HTE and/or OneSolution to a new ERP platform. Our team understands the nuances of the environment and will advise your team on the appropriate system and data migration strategy.

- **Significant experience** in performing enterprise system technology assessment, selection and/or implementation projects **for local/Florida public sector agencies** including:
  - City of DeLand, FL
  - City of Miami, FL
  - Village of Wellington, FL
  - City of Winter Park, FL
  - City of Pinellas Park, FL
  - County of Broward, FL
  - City of Hollywood, FL
  - Town of Longboat Key, FL
  - Town of Jupiter, FL

- **ERP Vendor Solution Independence and Knowledge.** While we are **independent of all ERP software vendors and system integrators in the public sector marketplace**, we have significant experience in assessing their solutions through our work with clients like the City. Through our Vendor Liaison Program (VLP), we maintain on-going dialogue with the major ERP software vendors and system integrators to understand their latest product and service offerings.
- **Proven Methodology and Approach.** Plante Moran has developed **a proven methodology and approach based on over 40 years of ERP experience with our public sector clients.** We bring a large depth and range of experience in facilitating current state assessments for our clients allowing them to successfully optimize core business processes and realize the benefits of system integration.
- **A Strong Project Team with Project Management and ERP Expertise.** Our Plante Moran project team members are selected for their **significant experience in the needs assessment, selection, and implementation of municipal ERP systems** as well as their expertise in related public sector operations and industry best practices in all areas of public sector operations including: Financials, Procurement, Budgeting, Inventory Management, Payroll, Human Resources, Utility Billing, and more. Our proposed Project Team staff have worked closely with numerous clients on similar projects within the past five years where our clients were successful at selecting a suitable ERP replacement, which we are assisting them in implementing today.
- **Project Manager experience with Panama City Beach and State of Florida ERP clients.** Our proposed Project Manager, Mike Grossman, was the project manager for the City’s recently developed IT Strategic Plan and is currently leading two ERP engagements in the State of Florida with the Lee County Tax Collector’s Office and the Charlotte County Clerk of the Court.
- **Full Software Lifecycle Involvement.** We have significant experience in leading clients through the complete transition to a new software environment **including business process transformation, feasibility studies, software selection, contract negotiations, implementation planning and management assistance. Contract negotiations experience.** We have recently and successfully assisted clients in negotiating strong contracts with all software vendors that you will likely be considering. We have been able to save our clients significant costs and include important protections in the contract.
- **Professional Associations.** **Our project professionals are active members of national and local organizations** dedicated to improving the financial and technology operations of public sector entities including FGFOA, ASBO, CGCS, GFOA, ICMA, PTI and GMIS.
- **A High Level of Client Satisfaction.** We’ve performed initial software assessment projects for numerous clients who have **subsequently requested selection and implementation assistance.**
- **Our “one-firm” firm philosophy.** This philosophy is a unifying structure that prioritizes client service over maximizing profits, **allowing you to receive the expertise you need regardless of location.** Our project team can bring all necessary resources to bear to the City’s ERP project, including but not limited to human resource policy review, chart-of-accounts redesign assistance, data analytics design, cybersecurity, data conversion strategy, and more.

“Their team brought industry knowledge to the table, government best practices and had experience addressing some of Milwaukee County’s complex issues. Their background and experience along with service-oriented mindset of the staff, is why I highly recommend their organization.”  
 -Laurie Panella, Former CIO Milwaukee County, WI



---

Our “one-firm” firm philosophy is a unifying structure that prioritizes client service over maximizing profits. Unlike other management-consulting firms, we do not have office-level profit centers, meaning our offices do not 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

The City’s future is our priority. We partner with you to help you achieve your goals today and beyond.

Our team blends the technology operations knowledge with seasoned management consultants to work on this important initiative. Our proposal identifies key resources dedicated to the City’s success. We believe that based upon our experience and the quality of our team, we are well qualified to provide objective and comprehensive ERP consulting services for the City. We encourage you to call our references as you perform your due diligence. You will find that they will attest to the quality of our work. If you have any questions concerning this proposal or need to contact any of the project team members, please call me at 248.223.3447 or via email at [scott.eiler@plantemoran.com](mailto:scott.eiler@plantemoran.com). We also acknowledge receipt and review of Addendum 1 dated November 30, 2021. As requested, the proposal remains in effect for 120 days from the proposal date.

Sincerely,

E. Scott Eiler  
Engagement Partner

## Firm profile

We are the 13th largest certified public accounting and management consulting firm in the nation. With **a history spanning nearly 100 years**, our firm provides clients with financial, human capital, operations improvement, strategic planning, technology selection and implementation, and family wealth management services.

### Fast facts



Year founded



3,300+

Staff



24

Offices worldwide



25+

Industries served



50

States with clients



100+

Countries with clients



45+

Services available



30

Languages spoken firmwide

## Plante Moran's history and culture, in under five minutes.

Our firm's founders had a vision: **"to create a people firm disguised as an accounting firm."** In other words, our professional expertise is just one part of who we are. Our character is what sets us apart and allows us to build meaningful relationships with our clients and colleagues.

As we move into the future — and continue to use artificial intelligence, data analytics, and other technologies to empower our client service model in new ways — we'll hold steadfast to that philosophy.



We invite you to watch our short film at [plantemoran.com/get-to-know](https://plantemoran.com/get-to-know), which captures our history, goals, and impact.

## Service capabilities

We have developed a comprehensive menu of services for our governmental clients. Our experienced, independent consultants can complement the expertise and skills of your in-house team.



### 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 & process

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



### Technology strategy

- 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



### ERP

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



### 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.

## Governmental experience that's beyond the expected

When we serve governmental entities, ensuring compliance is just the first step. As City's partner, we'll translate our expertise into solutions, helping you streamline operations, contain costs, and stay ahead of the curve. Why? It's simple: Investing in our clients means investing in the future of our communities.

### What our practice looks like

**500+** Governmental clients, including:

- Airports
- Transportation organizations
- Authorities
- Local government
- Pension systems
- Special districts
- State agencies
- Utilities

**575+** Single audits performed annually

**250+** Staff dedicated to serving governmental clients

**25+** Partners dedicated to serving governmental clients

**1,800+** Public sector clients served

**75** Years serving government entities

**750+** Annual Comprehensive Financial Report (ACFR) audits conducted in the past 25 years whereby the ACFRs have received the GFOA's Certificate of Achievement for Excellence in Financial Reporting

**\$9B** Federal expenditures audited per year

**40** States with public sector clients

### How we stand apart from the competition

When it comes to serving municipalities and government entities, the Plante Moran difference can be boiled down to two key factors:



**1** Our governmental clients are served by professionals who have made the public sector a focus of their careers.

Because our firm is organized by industry (not by office or region), you'll always be served by specialists who have already served many governmental entities, including cities and counties, municipal operations, water and sewer authorities, transit authorities, state government agencies, and public library systems.



**2** Our firm is unmatched in the level of research we conduct on challenges facing governmental leaders.

Our active involvement in government associations – along with our firsthand experience serving a large, diverse client base – is at the heart of our technical expertise. We pass on what we learn to our staff in the form of internal training seminars and to our clients through our webinars, white papers, and toolkits.



*Industry Commitment with Florida Focus*

Because of our broad governmental client base, we are able to devote the necessary time to specialize and thus provide maximum service. Our consultants have a variety of professional designations and are active participants in state and national government organizations. In addition, our consultants are very active in making presentations to a variety of governmental organizations on current issues. To assist us in this specialization, we are **active** members of numerous local government professional associations that have a partial or major focus on the application of technology for government in the state of Florida, including:

- **Florida Government Finance Officers Association (FGFOA)**, an organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.
- **Florida and International City/County Management Association (FCCMA)**, an organization that develops and advances professional local government management to create sustainable communities that improve lives worldwide.
- **Florida Local Government Information Systems Association (FLGISA)**, an organization composed of municipal information technology directors with a primary goal to foster a unified effort among government entities to integrate and disseminate their respective research and design efforts in the area of automated information sciences. We have been an annual conference exhibitor from 2015 – 2019.
- **Building Officials Association of Florida (BOAF)**, an organization formed to ensure the health, safety and welfare of the public through safe building practices by equipping building professionals through education, advocacy, leadership and code development.
- **Property Appraisers Association of Florida (PAAF)**, an organization formed to ensure uniform and equitable assessments occur throughout the state.
- **Florida Tax Collectors Association (FTCA)**, a collaborative network of Florida’s 67 Tax Collectors that work to provide leadership, legislative advocacy, and shared partnership to support the state-constitution officer in each county political subdivision and the families they serve.

*Commitment to Florida Governmental Entities*

Plante Moran has significant experience in providing strategic technology consulting services to local Florida governments. Through these experiences we have gained a strong understanding as to how local government operations function to include the underlying business processes and associated technologies that are required to support these business processes. Florida governmental jurisdictions that we have serviced include the following entities many of which we have performed multiple projects:

- **13 County entities to include**
  - Broward County
  - Charlotte County
  - Charlotte County Clerk of the Court
  - Collier County

- Escambia County Housing Finance Authority
  - Juvenile Welfare Board of Pinellas County
  - Lee County
  - Lee County Tax Collector's Office
  - Miami-Dade County
  - Osceola County Property Appraiser's Office
  - Pasco County
  - St. Lucie County Property Appraiser's Office
  - St. Lucie County Clerk of the Court
- **26 municipalities to include**
    - City of Cooper City
    - City of Coral Springs
    - City of DeLand
    - City of Delray Beach
    - City of Doral
    - City of Fernandina Beach
    - City of Ft. Lauderdale
    - City of Fort Walton Beach
    - City of Gainesville
    - City of Hallandale Beach
    - City of Hollywood
    - City of Lynn Haven
    - City of Miami
    - City of Miramar
    - City of North Miami Beach
    - City of Oakland Park
    - City of Panama City Beach
    - 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
- **8 special district and State entities to include**
    - 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
    - State of Florida, Department of Financial Services, Division of Rehabilitation & Liquidation
    - State of Florida, Department of Motor Vehicles
    - Toho Water Authority (TWA)

# Project Team and Experience

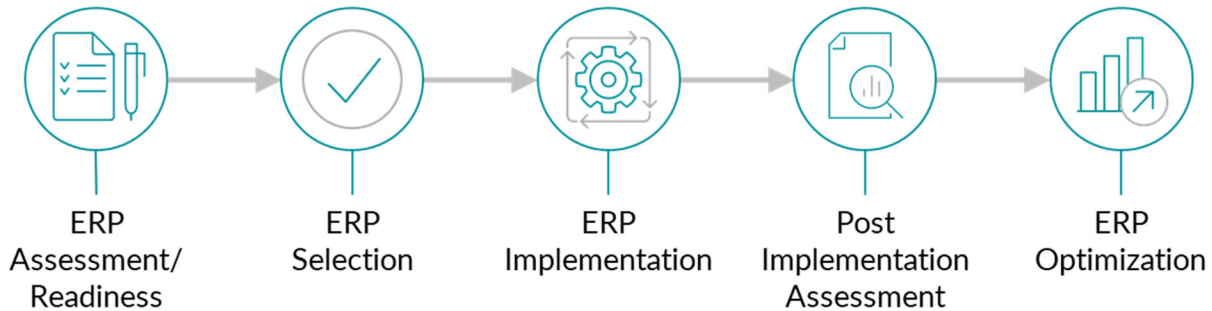


## ERP organization capabilities

### 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.

#### ***The Plante Moran Difference: Negotiating Power***

We have recently negotiated contracts with all major ERP software providers the State will be considering and can identify additional leverage points and vendor concessions.

#### 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.

## Enterprise software system selection qualifications

During our 40+ years of conducting enterprise system selection projects, we have developed an extensive set of tools, templates, and methods to streamline a selection project while ensuring that the integrity and thoroughness of the process is maintained.

Managing and optimizing enterprise systems, individually and as a whole, is a continuous and dynamic process necessary for improving ROI, efficiency, and control across your organization. Our tailored, systematic approach prevents costly customizations and workarounds. It brings you closer to meeting the objectives for your IT investments while also reducing risk.

Our management consultants bring expertise to bear on multiple enterprise systems that support multiple lines of business within a City-based organization, including:



Enterprise resource planning



Human capital management



Enterprise asset management



Content management



Utility billing & collection



Mass appraisal & tax billing



Land management systems



Parks & recreation

## ERP solutions analyzed and selected

Overall, it is our goal for our clients to find the solution that best meets their current and future needs. As a result, our clients have selected a wide variety of government focused ERP solutions over the years. A listing of products that have been selected by our clients over the last five (5) years in which we have also assisted in negotiating contracts and providing implementation assistance are as follows:

- Oracle PeopleSoft
- Oracle EBS
- Oracle Cloud ERP
- SAP
- Workday
- Infor CloudSuite
- Infor Lawson
- Microsoft Dynamics AX
- CGI Advantage
- Microsoft Dynamics 360
- Tyler Munis
- Tyler Incode
- Tyler EnerGov
- Tyler Executime
- Tyler/New World Systems
- Kronos
- Asset Works
- MS Govern
- Sympro
- Time Force
- Trapeze
- NEOGOV
- CentralSquare
- OneSolution
- BS&A Software
- iNovah
- ADP
- OpenGov

## Recent relevant scope experience (with HTE or OneSolution replacements)

The table below provides a **partial listing** of local municipalities and counties for which Plante Moran has provided similar services in which these entities were **using CentralSquare OneSolution, HTE or Central Square Pentamation within the last several years.**

Client name	Project title
<b>Local Municipalities</b>	
<b>Cape Fear Public Utility Authority, NC</b>	ERP Assessment
<b>City of Appleton, WI</b>	ERP Assessment and Selection Services
<b>City of Asheville, NC</b>	Enterprise System Selection Services
<b>City of Bend, OR</b>	Enterprise System Planning Services
<b>City of Columbia, MO</b>	Enterprise System Needs Assessment, Selection and Implementation Management Assistance
<b>City of Coral Springs, FL</b>	ERP Options Analysis
<b>City of Delray Beach, FL</b>	ERP Options Analysis
<b>City of Dublin, OH</b>	Enterprise System Selection Services
<b>City of East Lansing, MI</b>	Enterprise System Needs Assessment
<b>City of Flagstaff, AZ</b>	Enterprise System Due Diligence Assistance
<b>City of Greenville, NC</b>	Enterprise System Selection Services
<b>City of Hallandale Beach, FL</b>	Enterprise System Selection and Implementation Management Assistance
<b>City of Kirkwood, MO</b>	ERP Assessment and Selection Services
<b>City of Norman, OK</b>	ERP Assessment and Selection Services
<b>City of Paducah, KY</b>	Enterprise System Selection Services
<b>City of Pueblo, CO</b>	ERP Implementation Services
<b>City of St. Charles, MO</b>	ERP Assessment and Selection Services
<b>City of Winter Park, FL</b>	ERP Assessment and Selection Services
<b>County of Anoka, MN</b>	ERP Assessment and Selection Services
<b>Health Research, Inc. NY</b>	ERP Assessment and Selection Services
<b>New Braunfels Utilities, TX</b>	ERP Assessment, Selection and Implementation Management Assistance
<b>Town of Jupiter FL</b>	ERP Assessment, Selection and Implementation Management Assistance
<b>Village of Arlington Heights, IL</b>	ERP Assessment and Selection Services
<b>Village of Elk Grove, IL</b>	Enterprise System Selection Services
<b>Village of Wellington, FL</b>	ERP Assessment, Selection, Implementation Services
<b>Village of Woodridge, IL</b>	Enterprise System Selection Services
<b>Spotsylvania County, VA</b>	ERP Options Analysis

## Project team overview

The core Plante Moran project team members are selected for their significant experience in providing information technology systems review to government clients. Plante Moran will supplement the defined project team with other Plante Moran team members as required. As a firm with over 3,300 staff members, we have deep resources to support the project.

## Project team roles & responsibilities

Team members	Roles & responsibilities
<b>Scott Eiler</b> Partner	<b>Engagement Partner</b> Focused on the City's satisfaction with the work of our consulting team, Scott's primary goal is to make sure we are applying the right resources of the firm to proactively look out for your interests, respond to your questions promptly, meet all deadlines, ensure no surprises, and value your time.
<b>Mike Grossman</b> Manager	<b>Project Manager</b> Responsible for managing the day-to-day performance of the team, as well as the development of all deliverables.
<b>Kris Morton</b> Senior Consultant	<b>Project Consultant</b> Kris will participate in project tasks including interviews, gap analysis, requirements, development, and proposal analysis.
<b>Tracey Rau</b> Senior Manager	<b>Utility Billing Subject Matter Expert</b> Tracey will provide subject matter expertise throughout the duration of the project in Utility Billing. She will provide guidance on following best practices and support development of utility billing requirements for the RFP.
<b>Chris Blough</b> Senior Manager	<b>Community Development Subject Matter Expert</b> Chris will provide subject matter expertise throughout the duration of the project in Community Development areas, including code enforcement, inspections, permitting, and licensing. He will provide guidance on following best practices and support development of community development requirements for the RFP.



# Scott Eiler, PMP, ITIL, Prosci

Partner  
Management Consulting

## Summary of experience

Scott has over thirty -two years of 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.

## 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

**ERP Solution Lifecycle Deployment:** Significant experience in managing the entire process of selecting and deploying ERP solutions for governmental clients including conducting needs assessments, cost benefit analysis, defining system requirements, selecting and evaluating potential technology solutions, contract negotiations, statement of work development, implementation planning, implementation management and operational redesign.

**Technology Planning:** Experience in developing strategic technology plans and conducting information technology assessments for governmental clients. Assessment efforts have included the evaluation of all aspects of Organization, Administration and Technology within many large and complex IT environments. Through these efforts, he has gained a vast level of experience on technologies relevant to the various lines of business within a municipal and County government.

## Selected key clients

- Broward County, FL
- Collier County, FL
- Dane County, WI
- Miami-Dade County, FL
- DuPage County, IL
- Gwinnett County, GA
- City of Norfolk, VA
- Horry County, SC
- Johnson County, KS
- Kent County, MI
- Lake County, IL
- Oakland County, MI
- St. Louis County, MO
- City of Ft. Lauderdale, FL
- City of West Palm Beach, FL
- City of Mesa, AZ
- City of Columbia, MO
- City of Chandler, AZ
- Solid Waste Authority of Palm Beach County (SWA), FL
- Waukesha County, WI
- City of Cleveland, OH
- City of Hollywood, FL
- City of Kirkwood, MO
- City of O’Fallon, MO
- City of Pueblo, CO
- City of Winter Park, FL
- Village of Wellington, FL



# Mike Grossman

Manager  
Management Consulting

## Summary of experience

Mike has over 5 years of experience in Plante Moran’s IT Consulting practice. He has worked on a variety of projects, including enterprise software assessments, software selections, software implementations, IT assessments and IT strategic plans.

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

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.

## Selected key clients

1. Charlotte County Clerk of the Courts, FL
2. City of O’Fallon, MO
3. County of Anoka, MN
4. City of San Mateo, CA
5. City of Fort Walton Beach, FL
6. City of Roswell, GA
7. Saint Louis University
8. City of Sunnyvale, CA
9. City of Georgetown, TX
10. Las Vegas Visitors and Convention Authority
11. City of Kirkwood, MO
12. County of Ramsey, MN
13. American Health Information Management Association, Chicago IL
14. Maricopa Association of Governments, AZ
15. City of Peoria, IL
16. Anoka County, MN
17. County of Kent, MI
18. Toho Water Authority, FL
19. County of Monterey, CA
20. County of Boone, MO
21. State of Wyoming
22. County of Yakima, WA
23. Regional Transportation Authority, Chicago IL
24. Golden Gate Bridge Highway and Transportation District

## Education

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





## Kris Morton

Senior Consultant  
Management Consulting

### Summary of experience

Kris has 8 years of experience leading software implementations in both the private and public sectors. She has experience as a software trainer, implementation consultant, and in software support. She has also worked extensively with data conversions, testing, and validations. Kris has worked extensively with Financial Management, Utility Billing, Asset Management, and Work Orders in addition to custom reporting solutions. She has hands-on experience leading local governments and special districts through software conversions and working to streamline the process and improve functionality for staff and citizens.

### Education

Master of Education, University of Michigan

Bachelor of Arts, Criminal Justice, Michigan State University

### Selected key clients

25. Lee County Tax Collector, FL
26. Winter Haven, FL
27. South Tahoe Public Utility District, CA
28. Madison, MS
29. New Windsor, NY
30. Rensselaer, NY
31. Eagle County, CO
32. Reno, NV
33. Cosumnes CSD, CA





# Tracey Rau

Senior Manager  
Management Consulting

## Summary of experience

Tracey has more than thirty years of detailed experience with ERP systems in a multitude of roles and responsibilities exclusively working in the public sector. She has experience as a trainer, software support specialist, implementation consultant and various management positions. Additionally, she was instrumental in managing the design, development, testing, and deployment of data conversion tools and approaches between software applications to assist clients with their migrations. Through this time, she has gained significant experience in various municipal functions including Financial Management, Utility Billing, Planning & Zoning, Permits, Code Enforcement, Business License, Fleet Management, Work Orders, Facilities, Taxes, Assessing and others. At Plante Moran, Tracey's focus is on serving her government clients with needs assessment, system selection, implementation management and technology planning projects, which includes the operational impact of implementing new systems. Tracey currently is the Practice Leader for Utility Systems/CIS Consulting.

## Education

Bachelor of Arts, College of Business  
Michigan State University

## Professional training & affiliations

Customer Service (CS) Week

Michigan Water Environment  
Association (MWEA)

Government Finance Officers  
Association (GFOA)

Michigan Government Finance  
Officers Association (MGFOA)

34. Technology Resource Committee  
Chairperson 2014 – 2020
35. Technology Resource Committee  
member 2009 – 2014
36. Standards Committee member  
2005 – 2006

## Selected presentations & articles

- [Optimization or transformation: Public sector enterprise software in a remote environment](#)
- [Software replacement plans canceled? Optimize your existing enterprise system](#)

## Selected key clients

37. Sewerage & Water Board of New Orleans, LA
38. City of St. Clair Shores, MI
39. Gulf Coast Water Authority, TX
40. Santa Margarita Water Dist, CA
41. Toho Water Authority, FL
42. Eastern Municipal Water Dist., CA
43. Cheyenne WY's Board of Public Utilities
44. City of Waco, TX
45. City of Pueblo, CO
46. City of Independence, MO
47. City of Columbia, MO
48. City of Miramar, FL
49. Borough of State College, PA
50. Muskegon County, MI
51. City of Cleveland, OH
52. City of East Lansing, MI
53. City of Palo Alto, CA
54. Washington Township, MI
55. County of Boone, MO
56. City of Wauwatosa, WI
57. City of North Miami Beach, FL
58. City of St. Louis, MO
59. County of Charlotte, FL
60. County of Shelby, TN
61. County of Gwinnett, GA
62. City of Roswell, GA
63. City of Longview, TX
64. Town of Cary, NC
65. County of St. Lucie, FL
66. City of Oakland Park, FL
67. City of Farmington, MI
68. City of Flint, MI
69. City of Asheville, NC
70. City of Cooper City, FL
71. County of Genesee, MI
72. Broward County FL
73. Village of Wellington, FL
74. Village of Elk Grove, IL
75. City of Sacramento, CA
76. City of DeLand, FL
77. City of Johns Creek, GA
78. City of Greeley, CO
79. City of Peoria, IL
80. City of St. Charles, IL
81. City of Ft Collins, CO



# Christopher Blough, MPA, PMP

Senior Manager

Management Consulting

## Summary of experience

As a Senior Manager, Chris leads Plante Moran's Public Services Practice with 20 years of technology applications management specializing in county, municipal, and special purpose government. As a project manager and principal consultant, he leads strategic technology planning, digital business process transformation, and solution delivery for land management, licensing, building safety, and property/health code enforcement services. His teams facilitate business process assessments, requirements definition, solution selection, and implementation assurance services for communities elevating their levels of public service while experiencing rapid population and economic growth.

**LEAN Six Sigma (LSS) Process Optimization:** Chris integrates LSS practices with clients to optimize business processes by increasing customer value recognition throughout the IT service delivery lifecycle for both internal and external stakeholders. He equips clients to qualify and prioritize IT projects and services using data-driven and analytics insights.

## Recent and relevant project experiences

**City of West Palm Beach, FL, Permitting System Replacement:** Lead consultant for one of Florida's fastest growing communities facing an 11% annual increase in permitting activity and a \$3 billion backlog in proposed and scheduled projects in 2017. The project scope involved process diagramming for 27 major processes involving 750 activities. Through this process discovery, the City is using 80 use cases specific to core business requirements to software demos representing the needs of Planning, Building Safety Code, Engineering, Utilities, Fire, Police, Public Works, Parks and Recreation, and Property Code Enforcement.

**County of Collier, FL, Mapping and Documentation of Core Business Processes:** Project manager leading the documentation of current-state and future-state business processes spanning all functions of the land development and code enforcement lifecycle. Services included training on LEAN and Six Sigma principles contributing to an Agency-wide, performance management framework including the creation of performance metrics and continuous improvement strategies. It also included a position turnover analysis involving 350 employees assessing the impacts at the process level involving over 800 activities performed to administer enforcement and compliance in accordance with County, State, and Federal land development laws.

## Education

Master of Public Administration,  
Eastern Michigan University

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

## Selected publications

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

## Professional training & affiliations

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

Lean Six Sigma Green Belt, Purdue  
University

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

Institute of Asset Management  
Certificate #1029965

Project Management Institute, Great  
Lakes Chapter

## Selected clients

**City of Hollywood, FL:** Lead  
Consultant, CD Permitting Business  
Needs Evaluation

**City of Sunnyvale CA:** Project  
Manager, CD System Assessment and  
Selection

**Village of Arlington Heights, IL:**  
Project Manager, CD Needs  
Assessment and Requirements  
Definition

# Project Description and Approach





## Project understanding

---

The City implemented its current ERP system, HTE, in 2001. The City now uses the Naviline user interface and Central Square Technologies handles the system and hardware maintenance while the City focuses on business processes and daily operations. The current system was primarily selected due to its alignment with finance and utility billing processes, but the City now wants to include more departments in the ERP system to improve data reporting and streamline business processes. The City intends to explore the ERP marketplace to replace Naviline with a solution that is a right-fit for the City now and can be leveraged for years to come. The City recognizes that the replacement of their legacy ERP software is also a valuable opportunity to improve Department business processes and enhance management’s ability to measure performance and make decisions.

Therefore, the City is seeking consulting services to perform an ERP needs assessment, document software requirements, assist with the RFP development and proposal evaluation process to select a new ERP software vendor, and participate in contract negotiations and statement of work development.

## Proposed project work plan

---

Our work plan lists each phase and its respective activities. The list of activities includes details of how and why the activities are performed, as well as the responsible parties.

### Phase 0: Project management

**Phase objective and summary of activities:** The purpose of this phase is to provide leadership throughout the duration of the assessment and selection project. Throughout the project, we will conduct activities that are relevant to managing the project. The major activities to be performed are as follows:

- Develop a Project Organizational Structure that defines staff roles, expectations, and communication strategy
- Develop a Project Charter that provides a framework from which the project will progress
- Develop a detailed Project Plan identifying the activities, responsibilities, and timing of tasks necessary to complete the project
- Establish a Project Collaboration Environment to act as a repository for project information
- Conduct periodic status meetings to monitor project progress

Measurable objective	Deliverables/Milestones
Manage the defined project through to successful completion within budget and on schedule while meeting project goals and objectives	<ul style="list-style-type: none"><li>• Project Kickoff</li><li>• Project Organizational Structure</li><li>• Project Charter</li><li>• Project Plan/Work Plan</li><li>• Project Collaboration Center</li><li>• Project Meeting Minutes</li></ul>

## 1. Project initiation

---

We will conduct a project initiation meeting to introduce the project team, finalize the project scope, deliverables and timetables. We accomplish these objectives through the development of a project organizational structure, project charter, detailed project plan and regularly scheduled progress meetings.

## 2. Define project organizational structure

---

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

- A visual depiction of the project organizational structure and hierarchy
- A framework in which project decisions are made
- A detailed understanding of the roles and responsibilities of the individuals and groups on the project
- A framework in which project management related tasks are organized and managed around key elements including budget management, change control, issues resolution, risk management, status reporting, etc.

Our understanding and knowledge of implementing effective governance on large-scale ERP projects is significant. In fact, we authored a chapter in Public Technology Institute's book entitled "CIO Leadership for Cities and Counties – Emerging Trends and Practices" on Information Technology Governance. Our approach to establishing a governance structure with the City will consist of the following activities. We will blend our experience in implementing ERP governance structures with the needs and existing structures in place at the City.

- We will review and confirm the identification of the City entities that will be involved and affected by the project.
- We will work with the City to identify existing governance structures that are already in place that relate to the business processes that are being considered within the scope of the project. These governance structures will include both business and technical committees that are currently in existence.
- We will obtain background information on governance material and discussions that have already occurred related to the project.
- Using this baseline material, we will collectively draft a proposed project governance structure for the assessment phase of the project that visually depicts the various individuals and groups that will be part of that structure.
- We envision that the roles and responsibilities that would need to be included as part of this ERP Replacement project would be as follows:

Project role	Individual(s)	Responsibility
<b>Executive Sponsor</b>	<b>Senior Level Business Staff Person</b>	<ul style="list-style-type: none"> <li>• Maintain the project vision</li> <li>• Act as the project champion</li> <li>• Energize the project leadership and teams</li> <li>• Be visibly committed to the project</li> <li>• Provide a strategic perspective when defining the needs for a future ERP and associated processes</li> <li>• Remove project roadblocks</li> <li>• Secure alignment across departments</li> <li>• Coach the project leadership</li> </ul>
<b>Project Steering Committee</b>	<b>Senior Level City Staff</b>	<p>Enterprise system projects require executive level support from all organizational areas significantly impacted by a new system. The Project Steering Committee should provide incentives to the Citywide staff to view the project as a top priority. To the extent possible, the Project Steering Committee is comprised of senior-level managers who can make the decisions regarding changes in organizational policy and procedures.</p> <ul style="list-style-type: none"> <li>• Steer the Project Managers</li> <li>• Address issues presented by the Project Manager</li> <li>• Clear roadblocks that jeopardize project success</li> <li>• Create the conditions to make the Project Managers successful in their role</li> <li>• Review and decide on proposed changes to organizational policies and procedures that will be impacted by the project</li> <li>• Review and provide feedback on the consultant's report</li> <li>• Review and approve release of the ERP RFP documents</li> <li>• Review significant project recommendations (e.g., recommended Vendor solution)</li> </ul>
<b>Software Selection Committee</b>	<b>Selected City Staff</b>	<ul style="list-style-type: none"> <li>• Review Vendor responses</li> <li>• Conduct initial ranking of Vendor responses</li> <li>• Conduct ranking of finalist Vendor solutions</li> </ul>
<b>Project Manager</b>	<b>City Project Management Individual (could be a</b>	<p>It is critical that the project manager be at the center of all project communications and activities so that they are current on the status of the project. All communications and questions about the project shall be directed to the project manager.</p>

Project role	Individual(s)	Responsibility
	<b>technical or businessperson)</b>	<ul style="list-style-type: none"> <li>• Ensure that prompt and clear communications to the City department staff is conducted</li> <li>• Act as the focal point for collection of needed documentation for review by the consultant</li> <li>• Manage project milestones &amp; activities</li> <li>• Manage the project budget</li> <li>• Communicate project status, issues and risks to the appropriate stakeholders</li> <li>• Document and track to resolution project issues and decisions</li> <li>• Escalate issues in a timely manner to the Project Steering Committee or Executive Sponsor as appropriate</li> <li>• Oversee planning activities associated with project</li> <li>• Ensure that project deliverables are reviewed by appropriate City staff</li> <li>• Create monthly status reports</li> <li>• Provide progress updates to the City management, Project Steering Committee and other interested stakeholders</li> <li>• Work with the team leads in communicating decisions that need to be brought to the Project Steering Committee for review and resolution</li> </ul>
<b>Project Administrator</b>	<b>Administrative Staff Person(s)</b>	<ul style="list-style-type: none"> <li>• Schedule necessary project-related meetings</li> <li>• Ensure availability of appropriate resources to support project meetings</li> <li>• Take minutes at meetings, as needed</li> <li>• Ensure project communications are distributed</li> <li>• Assist in coordination of Vendor demonstration activities</li> </ul>
<b>Module Leads</b>	<b>Process Owners of the various ERP areas</b>	<ul style="list-style-type: none"> <li>• Participate in stakeholder interview sessions</li> <li>• Participate in the development, review and finalization of the RFP functional requirements to include reports, interfaces, conversions, forms and workflows within their area of responsibility</li> <li>• Review and provide feedback on appropriate sections of Vendor responses</li> <li>• Provide feedback and input on scripts to be used during Vendor demonstration activities</li> <li>• Participate in Vendor demonstrations</li> </ul>

Project role	Individual(s)	Responsibility
		<ul style="list-style-type: none"> <li>• Provide feedback on demonstration and due diligence activities</li> <li>• Participate in the development of the appropriate sections of the statement of work document</li> </ul>
<b>Non-Process Owning Departments</b>	<b>TBD</b>	<ul style="list-style-type: none"> <li>• Participate on project teams, as requested</li> <li>• Provide input from an end-user perspective related to various processes that are executed in their department</li> </ul>
<b>Technical Team</b>	<b>TBD</b>	<ul style="list-style-type: none"> <li>• Provide information on the City’s current IT infrastructure</li> <li>• Assist in the development, review and finalization of the RFP technical requirements</li> <li>• Review and provide feedback on the technical components of Vendor responses</li> <li>• Conduct due diligence on technical aspects of the Vendors’ solutions</li> <li>• Assess the impact of Vendor solutions on the City’s IT infrastructure</li> <li>• Participate in the technical sessions associated with the vendor demonstrations</li> <li>• Participate in the SOW development for those elements that are of a technical nature</li> </ul>
<b>Outside Consultant</b>	<b>Plante Moran</b>	<ul style="list-style-type: none"> <li>• Support the planning and procurement phase of the project</li> <li>• Apprise the project manager of current and potential project risks and discusses means of mitigating these risks</li> <li>• Provide leadership and guidance to the City throughout the project</li> <li>• Develop project deliverables</li> </ul>

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

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



### 3. Develop project charter

---

We will develop a draft Project Charter that provides a framework for the following areas of focus:

- Project overview
- Vision statement
- Project objectives
- Business drivers
- Project stakeholders
- Project influences
- Project constraints
- Project guiding principles
- Scope plan (both in and out of scope items)
- Project milestones and deliverables
- Project staffing

The Project Charter will be provided to the City for review and approval prior to commencing with significant project activities. A significant component of developing the project charter is the identification of Guiding Principles that will drive many of the project decisions.

***More specifically, many of the decisions to be made relate to the leveraging of best practices within existing or new software versus customizing the software to support existing business processes. A sample of these principles is as follows:***

- We will embrace process improvement strategies and implementation of new and best business practices as opposed to implementing new technology to support business processes that are not efficient and are outdated
- Focus on modifying our business processes first versus customizing the software to satisfy business processes
- Focus on the outcomes versus how those outcomes are achieved when reviewing business processes and software
- Information is a City asset to the extent that it is not confidential or private
- Establish common processes and practices across the City
- Focus on process and transaction quality; build quality at the source
- Provide relevant, timely, and consistent management information
- Minimize resources allocated to transactional activities; focus more on information to sustain the business
- The Project Steering Committee shall be composed of City leadership staff that is committed to dedicating appropriate staff resources to ensure the success of the project
- City shall embrace vendor system best practices, wherever possible
- Decisions related to project activities and system implementation shall be developed for the betterment of the entire City organization
- Department needs shall be given adequate consideration in the development of project policies and activities

- The Project Steering Committee commits to maintaining communication throughout the project
- City's critical IT architecture and standards shall be followed while other standards may be open to modification
- Investments in technology shall improve capacity, efficiency, and reduce cost
- City is committed to providing staff training to become proficient in their functions

#### 4. Develop detailed project plan

---

We will work with the City to incorporate the following into a detailed Microsoft Project <sup>TM</sup> Plan:

- Major phases and milestones
- Work tasks and associated due dates with assigned responsibilities

We will work with the City Project Manager during this activity to design a Project Plan for the contracted project phases and meets the City's overall priorities.

#### 5. Establish project collaboration center

---

Collaboration environments such as Microsoft SharePoint are increasingly viable tools in which to establish project collaboration environments for small, mid-size and large-scale projects. These environments can serve a variety of purposes including acting as a repository for documentation developed during an ERP engagement.

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

#### 6. Schedule and moderate project status meetings

---

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

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

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

## Phase 1: Needs assessment

**Phase objective and summary of activities:** The purpose of this phase is to conduct an analysis of process areas relevant to the project to understand and document current process and identify gaps and potential opportunities for improvement. Activities to be included in this phase are as follows:

- Obtain and review relevant City documents to obtain background information on the current and desired ERP environment
- Assess the City’s current technology infrastructure and ERP environment
- Conduct interviews with key stakeholders
- Conduct business process mapping activities
- Develop an ERP Needs Assessment Report including:
  - ◆ Issues and opportunities for improvement
  - ◆ Application migration plan
  - ◆ Total cost of ownership estimate
  - ◆ ERP Marketplace overview
- Develop ERP functional and technical requirements

Measurable objective	Deliverables/Milestones
<ul style="list-style-type: none"> <li>• Understanding of current technical environment and staffing availability</li> <li>• Established staff expectations on a future environment with a new ERP</li> <li>• Understanding of electronic information needs (including reporting), across the City</li> <li>• Knowledge of current ERP work processes</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder interviews</li> <li>• IT Infrastructure Requirements</li> <li>• High-level As-Is and To-Be business process maps</li> <li>• Issues and Opportunities for Improvement</li> <li>• ERP functional and technical requirements</li> <li>• ERP Needs Assessment Report</li> <li>• Application Migration Plan</li> <li>• Proposed project plan</li> </ul>

### 1. Review documents

Plante Moran will review any available existing documentation gathered and provided by the City to gain a comprehensive understanding of the City’s ERP-related operations and current technologies. Documents we will review include the following:

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

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

## 2. Assess the City’s information technology infrastructure

---

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

## 3. Conduct stakeholder interviews

---

After reviewing the documentation collected, Plante Moran will conduct on-site interviews with teams representing both process owner and end user departments directly involved with the City’s business processes. These meetings will include, but are not limited to, the following key City business process areas:

- |                                |  |                        |
|--------------------------------|--|------------------------|
| • Accounts Payable             | • Contract Management                          | • General Ledger       |
| • Accounts Receivable          | • Expense Reimbursement                        | • Inventory            |
| • Bank Reconciliation          | • Fixed Assets                                 | • Parks and Recreation |
| • Budgeting                    | • Human Resources and<br>Employee Self-Service | • Payroll              |
| • Building Inspection Services | • Grant Accounting                             | • Project Accounting   |
| • Cash Receipting              |  | • Timekeeping          |
| • Code Enforcement             |  |                        |

### Stakeholder Questionnaire

Question	Response
1. Name	
2. Department	



Question	Response																								
3. What are the primary functions performed by your area?																									
4. What major applications/ technologies are you currently using?  Where does the application server physically reside? In a department, Central IT Server Room, or at a 3 <sup>rd</sup> Party Facility?	<table border="1"> <thead> <tr> <th>Name of System</th> <th>Location of Server</th> <th>Purpose/Function</th> </tr> </thead> <tbody> <tr> <td></td> <td>Please Select</td> <td></td> </tr> <tr> <td></td> <td>Please Select</td> <td></td> </tr> <tr> <td></td> <td>Please Select</td> <td></td> </tr> <tr> <td></td> <td>Please Select</td> <td></td> </tr> <tr> <td></td> <td>Please Select</td> <td></td> </tr> <tr> <td></td> <td>Please Select</td> <td></td> </tr> <tr> <td></td> <td>Please Select</td> <td></td> </tr> </tbody> </table>	Name of System	Location of Server	Purpose/Function		Please Select			Please Select			Please Select			Please Select			Please Select			Please Select			Please Select	
	Name of System	Location of Server	Purpose/Function																						
		Please Select																							
		Please Select																							
		Please Select																							
		Please Select																							
		Please Select																							
		Please Select																							
	Please Select																								
If additional rows are needed, please include in the comments section below.																									
5. What are the major <i>operational challenges or trends</i> , within your department or business unit, you are currently facing or expect to face in the future that could be enabled and/or improved through technology?																									
6. What new major technology initiatives or projects are planned for your area? Is central IT involved in the project?	<table border="1"> <thead> <tr> <th>Name of Application, or Project</th> <th>Description</th> <th>Status</th> <th>Is Central IT involved?</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>Please Select</td> <td>Please Select</td> </tr> <tr> <td></td> <td></td> <td>Please Select</td> <td>Please Select</td> </tr> <tr> <td></td> <td></td> <td>Please Select</td> <td>Please Select</td> </tr> <tr> <td></td> <td></td> <td>Please Select</td> <td>Please Select</td> </tr> </tbody> </table>	Name of Application, or Project	Description	Status	Is Central IT involved?			Please Select	Please Select			Please Select	Please Select			Please Select	Please Select			Please Select	Please Select				
	Name of Application, or Project	Description	Status	Is Central IT involved?																					
			Please Select	Please Select																					
			Please Select	Please Select																					
			Please Select	Please Select																					
		Please Select	Please Select																						
		Please Select	Please Select																						
		Please Select	Please Select																						
		Please Select	Please Select																						

### Sample Needs Assessment Questionnaire

Prior to the interviews, we will distribute a questionnaire, so stakeholders can prepare for the session and provide initial thoughts to guide the conversations. The questionnaire will allow us to be more efficient during the interviews.

During the interviews, we will discuss key current business and technological workflows to define the current systems and required system interfaces. These sessions will focus on reviewing sub-functions performed within each of the areas above to discuss both system and operational areas. We will also discuss pain points of the current systems, along with functionality process owners and end users find useful. These interviews will address the following areas:

- Inventory and use of existing business processes and systems
- Identification of process and system deficiencies/limitations and discussion of proposed solutions
- Identification of shadow systems that have been developed
- Plans for process and technology changes



- Needs for data sharing and integration including interaction with Clients, the State, outside agencies, and other City departments
- Existing processes and workflows
- Issues and opportunities within each of the process areas

Our approach to the interviews in this and subsequent work plan tasks will be both educational and investigative:

### **Educational**

- Advantages/Disadvantages of a new integrated ERP in open environments
- Advantages/Disadvantages of re-designed and technology-enhanced processes
- Costs and benefits of re-designed and technology-enhanced processes

### **Investigative**

- Business processes in all areas of City operations
- Interaction between processes
- Integration requirements between applications / technologies
- Organizational limitations and barriers to change that may hinder the implementation of process re-designs and new / enhanced technologies
- Hardware and operating system standards
- Functional deficiencies in the legacy ERP
- Diagramming of the current hardware, infrastructure, facilities and software being used by City departments
- Determining security, facility, communications (LAN/WAN), and other requirements for the new ERP
- Identifying staff concerns regarding process inefficiencies, paper dependencies, data handling redundancies, etc., and discuss proposed solutions
- Discussing proposed new and/or upgraded technologies and services that the staff believes will be of benefit to their department's operations and to the quality of customer services
- Identifying staff concerns regarding the support of legacy processes and technologies
- Identifying current process and technology enhancement initiatives underway and their anticipated objectives
- Identifying current and anticipated data sharing requirements between City departments, with entities outside of the City, and with customers

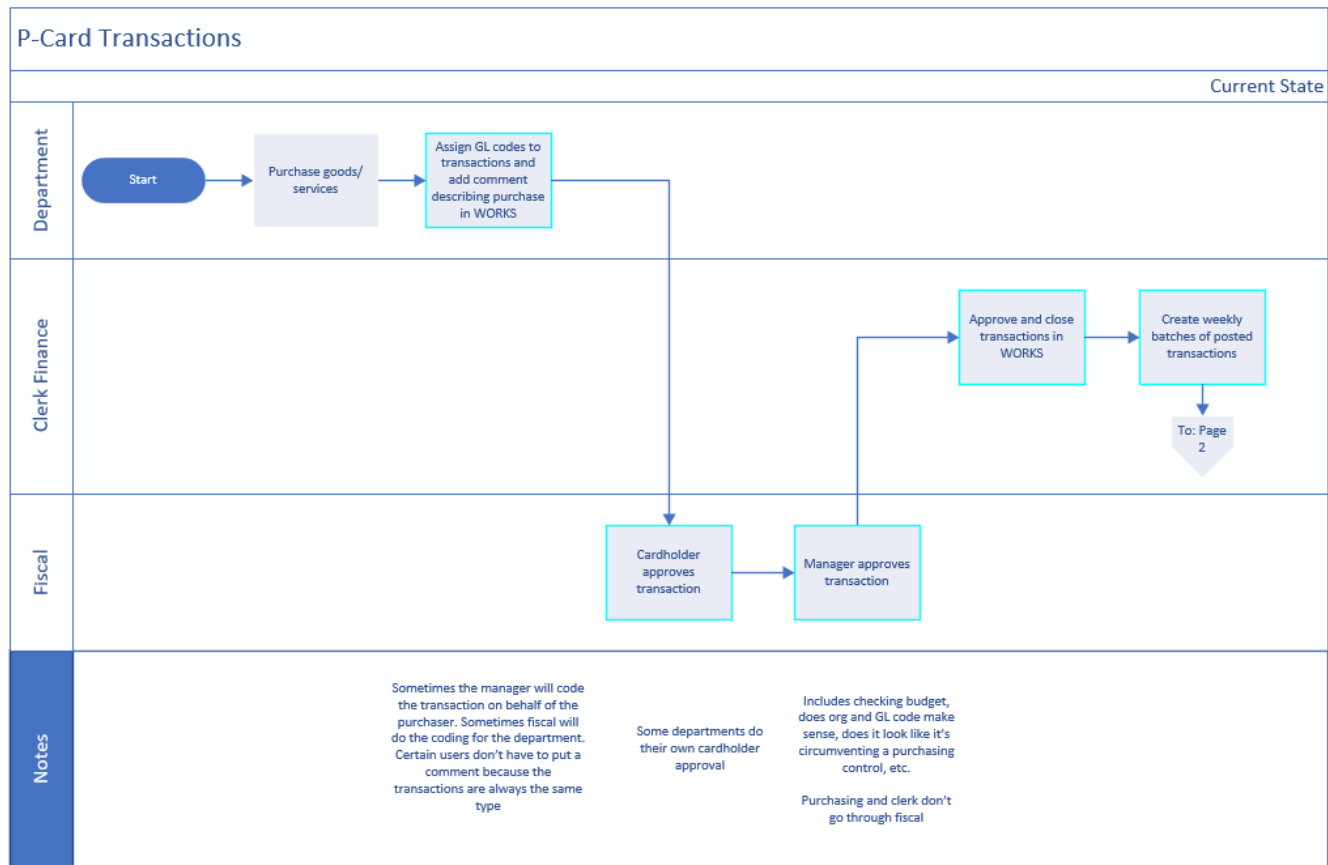
These sessions will focus on reviewing sub-functions that performed within each of the financial areas to discuss both system and operational areas.

## 4. Conduct detailed business process mapping and review

As part of the interview session process with the departments, we will assess key business processes for a more detailed review that will encompass the following activities for each designated process:

- Document the existing As-Is process including the identification of issues and opportunities with the existing process for re-engineering purposes
- Document a high-level To-Be process based on opportunities to redesign the process to achieve overall improved efficiencies and effectiveness in how the process is performed
- Potentially include these redesigned process maps in a future ERP RFP to allow vendors to respond as to how they would be able to support these processes with their product and to also use as the basis for vendor demonstration scripts for the finalist vendors

We are happy to discuss various approaches with the City during the Project Initiation step, including the specific list of processes to map. As these processes can have variability in terms of size and complexity, we would like to discuss specific work effort required with the City to determine a mutually agreeable list of business processes.



*Sample Current State Process Map*

## 5. Identify future state business use cases and link to specific business requirements

---

As a basis for the development of software requirements, we will leverage existing best practice software and technical requirements that we have developed for government clients with similar size/complexity along with critical and unique requirements and interfaces defined in previous work steps. The requirements are grouped by functional area and use case, such as Accounts Payable – receiving an invoice. We will then list the business outcomes typically required to successfully complete this use case. These requirements, when combined with the City’s unique requirements, will form the basis of the City’s technical and functional requirements.

We distribute the requirements to the City departments involved in the interview process for review, prioritization and feedback. Next, we hold several cross-functional requirement meetings to collect feedback/edits and verify priorities from the departments via web meeting. Then we incorporate final edits, additions, and deletions to the requirements for use in the RFP. This activity ensures that we continually seek feedback from the users and entrenches their engagement in the process.

Vendors will review the requirement forms in the RFP and respond accordingly. The vendors will enter responses under the Availability column on the forms as follows:

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

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

Each outcome will be prioritized on two scales: gap and impact. The measure of gap indicates the level of improvement than can be gained by replacing the current ERP system. The measure of impact indicates the importance of the business outcomes to the City’s operations. These two scales will allow the City to see the extent that a new system will improve operational efficiency and differentiate the different vendor’s responses.

The following table depicts a sample view of the Accounts Payable requirements used for the remaining functional requirements and will be the basis for the subsequent requirements traceability matrix.

#	Business Area	Functional Area	Use Case	Requirement	Measure of Gap	Measure of Impact
1	Finance	Accounts Payable	Maintain a Vendor File	Ability to set a vendor preference for separate checks (not combining invoices into a single payment), and system will automatically generate the separate checks when processing payments to that vendor.	3	4
2	Finance	Accounts Payable	Maintain a Vendor File	Ability to annually archive inactive vendors based upon flexible, user-generated parameters.	3	3
3	Finance	Accounts Payable	Maintain a Vendor File	Ability to assign a vendor number to a one-time vendor that has multiple payments and move historical transactions to this vendor number.	3	3
4	Finance	Accounts Payable	Maintain a Vendor File	Ability to assign classifications to vendors (i.e. Regular, One-Time, Employee, EFT, Payroll, etc.) and the ability to limit access for updating vendor information based on vendor classification.	3	3
5	Finance	Accounts Payable	Maintain a Vendor File	Ability to create foreign address with a minimum of 6 lines.	2	3

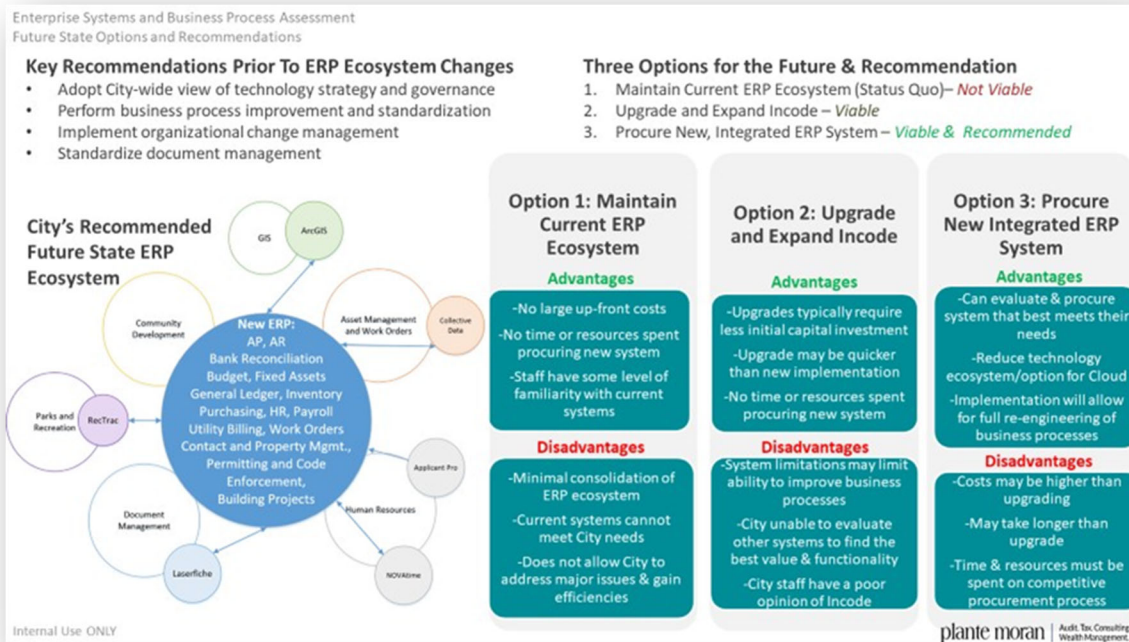
### Sample Accounts Payable Requirements

## 6. Prepare ERP needs assessment report

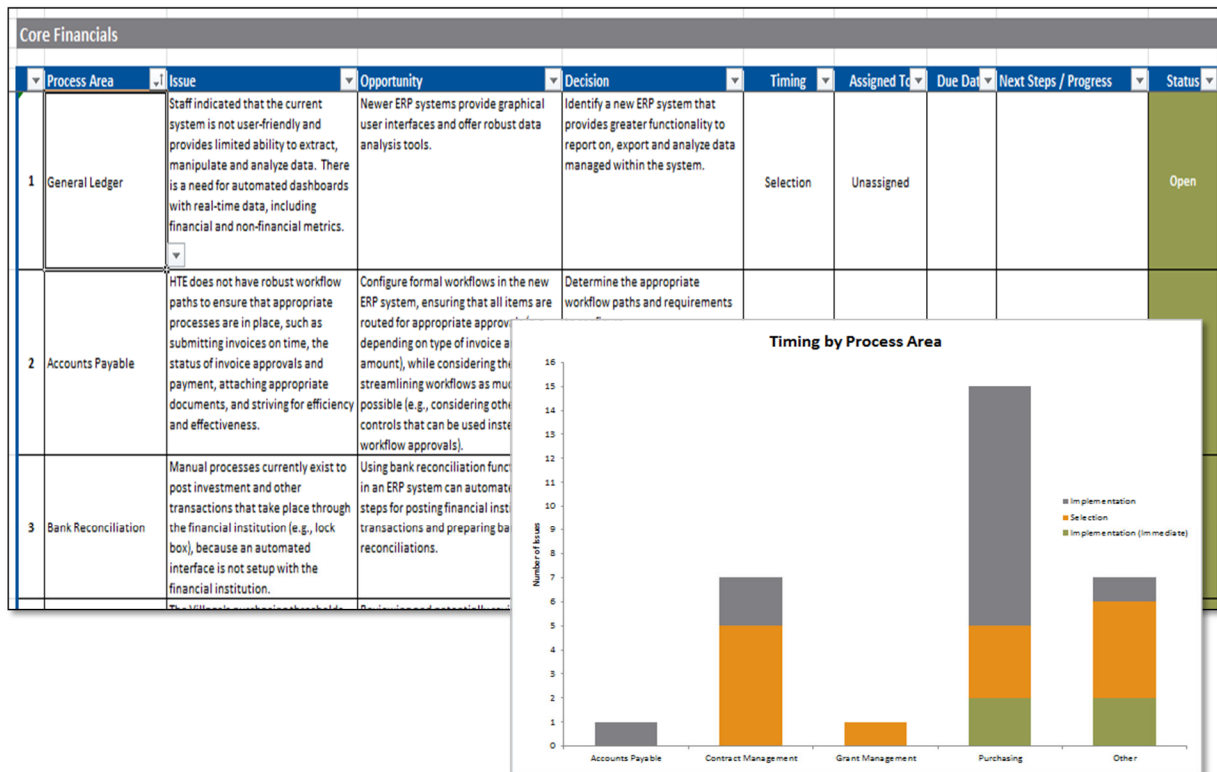
We will prepare an ERP needs assessment report encompassing each of the process areas identifying potential areas for improvement. The analysis will include:

- An **executive summary**, for City that summarizes the key opportunities for improvement and the recommended option for the RFP strategy.
- Strengths and limitations of the current system and processing environment to include **gaps, identification of areas for improvement and desired enhancements** for each functional area system environment and opportunities to address each issue.
- A system **application migration plan** documenting the current systems to be replaced, considered for replacement, or interfaced to the new business system.
- A **total cost of ownership estimate** that includes both internal costs (staffing to select, implement and support system) and external costs (software license/SaaS fees, implementation fees, etc.).
- An **ERP Awareness and current ERP Marketplace Overview** analysis including an analysis of vendor products/modules in the marketplace and **what types of ERP systems and deployment methods organizations of the City's size are using today**. This study will include **recommendations to inform the City's RFP strategy** for phase 2.

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



Sample Needs Assessment Executive Summary Placemat Deliverable



### Sample Issues and Opportunities List

The Application Migration Plan will be refined with the City in the subsequent project phase.

- A preliminary listing of suggested interfaces between City systems and a new ERP system. Listing to be refined with City staff through the Requirements Definition phase.
- Document existing setup of the City’s technical infrastructure and identify any gaps to address prior to implementing a new system.
- The existing system’s gaps, strengths and weaknesses by application.
- Overview of technical requirements under City’s existing infrastructure to include security and other relevant areas.

### Legend for current applications

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

Finally, we will provide recommendations for the system selection phase activities and, for planning purposes, provide general recommendations of the implementation effort.



## 7. Present ERP needs assessment report

---

After reviewing the ERP needs assessment report with the City core project team, we will present the findings to City senior management. The goal of this presentation will be for City to make an informed decision for their future ERP strategy.

### Phase 2: RFP development and selection assistance

**Phase objective and summary of activities:** The purpose of this phase is to conduct an ERP procurement process that will lead to the selection of a preferred ERP vendor in which a Statement of Work (SOW) and contract will be negotiated. This will include the following activities:

- Define Vendor Selection Criteria and Weighting Factors to evaluate vendor responses
- Define a Decision-Making process that will be used to guide the evaluation and ultimate decision on a selected vendor
- Develop and distribute a Request for Proposal (RFP) to providers of ERP software solutions
- Analyze vendor RFP responses
- Conduct vendor demonstrations and additional due diligence activities
- Negotiate a contract and statement of work with the selected vendor

Measurable objective	Deliverables/milestones
<b>Identification of ERP requirements unique to the City</b>	<ul style="list-style-type: none"><li>• Vendor Selection Criteria</li><li>• Decision-Making Process</li><li>• Request for Proposal</li></ul>
<b>Develop a Request for Proposal (RFP) that represents the needs of the City.</b>	<ul style="list-style-type: none"><li>• Manage ERP Vendor Q&amp;A prior to the proposal due date</li><li>• ERP Vendor List</li><li>• Vendor Pre-Bid Meeting</li></ul>
<b>Consensus decision for selected ERP vendor.</b>	<ul style="list-style-type: none"><li>• RFP Addendum</li><li>• ERP Proposal Analysis</li><li>• Demonstration Materials</li><li>• Site Visit Templates</li><li>• Reference Checking Templates</li><li>• Selected ERP Vendor</li><li>• Negotiated Contract and Statement of Work</li></ul>

### 1. Develop solution selection criteria and define decision-making process

---

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

software solutions for government clients. We will work with the Steering Committee to define criteria appropriate to the circumstances and environment of the City. The list also explains how the ranking of RFP responses occurs:

**Criterion: Software Requirements Compliance**

- Response weightings (see section identify future state business use cases and link to specific business requirements above for further detail) are used to calculate an overall weighted requirements compliance percentage for each requirement / application module sub-section
- Relative weightings of requirement / application module sub-sections in comparison to one another are used to calculate an overall weighted specification compliance percentage for the entire software solution
- Compare compliance percentages of each vendor

**Criterion: Vendor Background Questionnaire Responses**

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

**Criterion: Costs**

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

**Criterion: Professional Services Contract Compliance**

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

**Criterion: Implementation Services Compliance**

- Various point scores assigned to each implementation phase / activity and a total score is calculated
- Compare point scores with other vendors' scores

We typically use a tiered process in which to reach the finalist decision. For example, the City may wish to specify minimum criteria that all responding vendors are required to meet in order for their bid response to be considered (e.g., minimum population size of organization with installation of the current version of their software, bid response does not exceed a particular dollar figure, etc.). For those vendors meeting the initial criteria, their bid responses will be evaluated against a second level of criteria prior to any formal due diligence activities, vendor demonstrations, etc. This evaluation is based solely on their RFP response. Based on the City Procurement rules, the top two or three vendors that score the highest on this second round of scoring are the finalist vendors. For the finalist vendors, we perform a deeper and more comprehensive score based on the following sources of information:

- Vendor RFP response
- Vendor demonstration(s)
- Reference checking with comparable sites
- Potential site visits

- Other due diligence activities (e.g., vendor research, knowledge of vendor in marketplace as noted by other clients or industry analysts)

We establish categories of criteria and sub-criteria along with weightings to conduct an unbiased scoring of the finalist vendors. The City can decide whether to conduct the scoring of the finalist vendors:

- in either a group setting with all members of the Steering Committee developing a single score
- or individually by members of the selection who will score vendors in areas that they have comfort in scoring.

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

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

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

## 2. Develop request for proposal (RFP) document

---

We will develop a single ERP RFP document to solicit responses in a format that will ease analysis. The RFP will be developed with the intent of maximizing functionality requested from a single ERP vendor. We will structure the RFP and encourage a single, prime contractor vendor to partner with other vendors in order to provide the City with a complete solution. The RFP will be tailored to the City’s unique purchasing requirements, but is minimally expected to include the following:

- Background information on the City and the scope of the project, including:
  - ◆ Current environment and Technology standards
  - ◆ Operating volumes
  - ◆ Other planned, related City initiatives
  - ◆ Interfaces required
- A discussion of the timeline and approach being taken by the City to select a finalist software solution, including:
  - ◆ Expression of Interest
  - ◆ Selection criteria
  - ◆ Timeline
- Guidelines for ERP software and implementation vendors to submit proposals
  - ◆ Proposal response format

- ◆ Details of Implementation services requested
  - Project Management
  - System and operational procedure development
  - Hardware and software installation
  - Data conversion
  - Report development
  - Integration and interface development
  - Training for implementation team and end users
  - Documentation development
  - Process redesign
  - Ongoing support and maintenance services
- ◆ City’s contractual terms and conditions
- ◆ Minimum and recommended hardware
- ERP software requirements
- Various forms for the vendors to complete and return, including:
  - ◆ Software and Technical Specifications
  - ◆ Vendor Background Questionnaire
  - ◆ Pricing Summary
  - ◆ Reference Forms
- Attachments as appropriate

In order to expedite the RFP process, we use a planning matrix that allows us to track all components of the RFP. A portion of the planning matrix is provided below:

RFP Planning Matrix				
City of Sample				
#	Topic/Question	Response/Action Item	Assigned To	Status
General				0 Open
1	Does the City require use of a RFP number? What number will be used?	No		Added to RFP
2	What is the “name” of the project, to be used on the RFP. (i.e. – ERP System Selection Project)	ERP Replacement Project		Added to RFP
3	Will the RFP document be labeled as an RFP, RLI, ITB, ITN, other?	RFP		Added to RFP
Procurement Policy Compliance				2 Open
4	Is it customary/required for the City to publish the project budget in the RFP?	No		Closed
5	What other local purchasing requirements go in the RFP? (e.g. Drug Free Workplace, vendor registration or application, Minority Business Outreach) beyond those incorporated by Legal?	Business tax registration San Mateo minimum wage Certificate of non-discrimination		Open
6	What are the standard City forms and exhibits that should be included in the RFP?	Insurance SOW Fee Schedule		Open
7	Is it customary/required to establish evaluation criteria at a summary or a detail level?	Summary level		Closed
8	Will scoring be performed at an individual level or group level?	Individual		Closed
9	Will technical scoring of the proposals be performed prior to any communication related to vendor pricing?	No - all in one		Closed
10	Is it customary/required to establish the relative weightings of evaluation criteria? How about publishing them in the RFP?	Weighted and not published		Closed
11	How long should the vendors hold pricing in their proposal response?		180	Added to RFP
12	Is it customary/required for the City to require a separate sealed cost proposal?	No		Closed

### 3. Distribute request for proposal (RFP) document

---

We will distribute the RFP to the City for review and feedback. We will incorporate all feedback and necessary revisions before the City approves, finalizes and distributes all RFP contents. Additionally, we will also provide the City with a list of ERP vendors who have indicated an interest in receiving RFPs from our clients or who have proposed to our clients RFP's in the past.

During this activity, we will provide consultation to the City project manager and selection committee regarding the ERP marketplace and appropriate distribution protocols including advertising, bid services, and other methods to solicit responses.

### 4. Participate in vendor pre-bid meeting

---

We will participate in a vendor pre-bid meeting. Prior to the Pre-Bid meeting, we will provide a sample agenda and upon completion of the meeting, provide a meeting recap.

### 5. Manage ERP vendor Q&A during pre-proposal due date timeframe

---

We anticipate that the City procurement policy would, as is common with many public sector organizations, require that the City staff be the formal key point of vendor contact for the RFP. In accordance with typical public sector procurement practices for RFP's, we would expect that the City's purchasing staff would act as the first line of vendor communication and interaction for a formal written Q&A and proposal clarification process.

Plante Moran would support this activity by working to draft the responses to the City compiled list of vendor questions.

We would develop draft responses based on our understanding of the City's expectations established during prior project activities. We would then work with the City to identify the appropriate the City resources for any additional or supplemental, review and clarification.

As the draft is completed, the City's PMO and potentially the Steering Committee will review the draft responses. Feedback will be captured, and revisions will be made before the document is finalized and distributed by the City purchasing staff either directly or via the bid services based upon methods described in the RFP.

### 6. Assist in evaluation activities

---

In preparation of receiving Vendor responses to the RFP, we will work with the PMO and the procurement function to finalize logistics of due diligence activities to include:

- Responsiveness review
- Proposal analysis (technical and price) for initial evaluation and post oral presentation / demonstrations
- Presentation of facts to the various City committees
- Preparation of questions and demonstration scripts for oral presentations
- Participation in oral presentations / process demonstrations

- Lab sessions, if deemed appropriate and needed
- Reference checking
- Any potential site visit(s)
- Preparation of recommendation request to negotiate and any supporting documentation

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

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

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

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

---

We will provide guidance to the City in the development of demonstration and oral presentation materials intended to direct the Vendor demonstrations and presentations towards the needs of the City. We will work with the City to develop three general sets of script material:

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

We intend for these scripts to facilitate the Vendors demonstration their solution according to the needs and interests of the City. Furthermore, these scripts allow for a more standardized process from which to compare the Vendors. Specifically, we will:

- Provide the City with a baseline set of scripts, drawing on our existing library of scripts and scenarios we have developed through years of experience working with similar entities on ERP system selection engagements.
- Provide a training session for the City Module Leads so they can tailor the baseline set of scripts by incorporating unique script requirements and scenarios for each of the functional areas to be demonstrated
- Review and provide feedback on the scripts developed by the City Module Leads
- Deploy rules for break-out lab environments where individuals can ask questions of the system functionality for items that have been demonstrated up to that point
- Deploy rules for a potential overflow of items that have not been fully covered or missed in a demonstration session



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

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

We would expect the completion of that the Demonstration Scripts prior to receipt of the proposal responses in order to ensure the integrity of the process. An example of a Vendor demonstration script is provided below:

#### Sample demonstration script

Use Case #	BUSINESS ACTIVITY	PROCESS AREA
88.	Demonstrate how to make compensation updates to an employee record, including mass updates to all employees or within a bargaining unit.	Session 10: Core HR
89.	Employee self-service portal: Electronic employee access to their information such as time off balances, ability to request time off, and hours worked.	Session 10: Core HR
90.	Demonstrate a termination workflow that includes returning all City equipment.	Session 10: Core HR
91.	Reporting: Generate as needed reports for key HR metrics including turnover by department or position, time to fill, overtime, etc.	Session 10: Core HR
92.	Show how the system can managed EEO-4 reporting requirements	Session 10: Core HR
93.	Demonstrate how the system maintains a history of job announcements, advertisements and specifications to be re-used in the future.	Session 10: Recruiting / Applicant Tracking
94.	Demonstrate how the system can capture candidate requirements, prequalification, etc.	Session 10: Recruiting / Applicant Tracking
95.	Managing the submission and tracking of applications including manager access and notes for each application and interview	Session 10: Recruiting / Applicant Tracking

## 8. Analyze proposals and select semi-finalists

Vendors will be instructed to complete the forms in the RFP and return them in hard copy and on a USB drive or other electronic format with their proposals. Proposal responses received will be significantly large documents that will be composed of several different sections. Additionally, the ability for a single stakeholder group to conduct an effective evaluation of the entire document will not be possible. As a

result, we are proposing the following steps to prepare the City for conducting a thorough review of the proposals:

- We will work with the City to finalize a Proposal Review Section Assignment document that we have used with other clients. This document is a grid that identifies the various sections of the proposal response and who is assigned to conduct a review of each section.
- We will work with the City to finalize the evaluation form that used by the proposal reviewers to review their assigned sections of the proposal responses. This form, that has been used on other similar client engagements, provides the ability to document the following for each Vendor proposal:
  - ◆ Strengths
  - ◆ Concerns
  - ◆ General observations and comments
  - ◆ Follow-up questions
  - ◆ Areas that require review by other reviewers
- We will review with the City the reports that will be generated from our analysis to include:
  - ◆ Set of initial reports that will be provided to the appropriate review teams within the first couple of days after the proposals have been received to assist them in their analysis activities related to the Vendor's response to the functional specifications
  - ◆ Analysis that will be presented at the initial evaluation meeting
- We will review and confirm with the City the process the Selection Committee will use for scoring as part of the initial evaluation meeting.
- We will review and confirm with the City the logistics for storing the evaluation forms completed by the various review teams.
- We will review and confirm the proper steps that the various review teams need to undertake to review their assigned sections of the proposals.
- Once all of the decisions are made on the activities to be performed and tools used, we will conduct a meeting with the various City staff who will be involved in the evaluation process to walk through the steps and supporting tools that will be used to evaluate the proposals. At this meeting, we will also review and discuss, at a high-level, subsequent due diligence activities to occur after the initial evaluation meeting to set expectations as to activities that will be performed, their expected level of involvement and timing.

Once the City receives the proposals, the City will conduct a responsiveness determination prior to disseminating the proposals for review. Only those proposals deemed responsive will be subject to review.

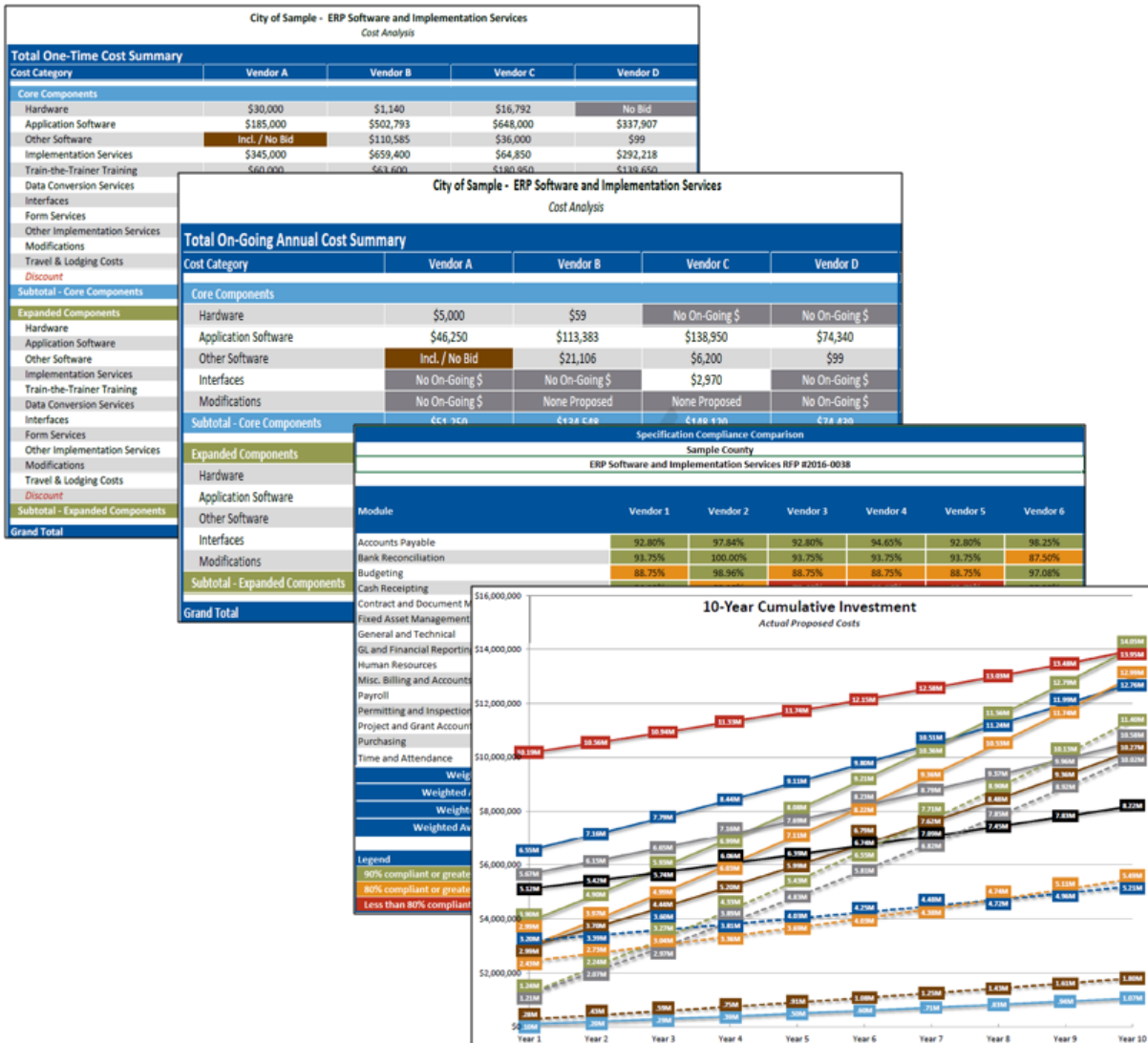
The proposal analysis will use a semi-automated process to tabulate responses to the application specifications included in Attachment 1 of the RFP. A percent compliance will be calculated and incorporated into a proposal comparison template we have developed. The templates will also allow the City to measure each Vendor on the following items:

- Ability to meet requirements
- Software licensing costs
- Hardware purchase costs
- Implementation, training, conversion, and modification services costs

- On-going support costs
- Contract terms and implementation schedule compliance
- General background criteria (e.g., number of installations, historical financial performance, number of support staff, platforms supported, etc.)

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

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



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

## 9. Participate in vendor demonstration activities

---

We would anticipate that vendor demonstrations will take place at the City and should include a cross-section of staff from the City. We will work with the City to assist in management of the demonstrations and presentations by providing logistics advice, tools, agendas and demonstration scripts as well as training for staff that will participate in the Vendor demonstrations and conduct demonstration scoring. Much of the planning activities will occur while the RFP is out for review, so the City can expediently execute Vendor demonstration activities after the initial evaluation meeting. Activities that will occur relative to Vendor demonstrations and oral presentations are as follows:

### Planning activities:

- We will work with the City to develop a demonstration agenda that focuses on the following four areas:
  - ◆ Application Software
  - ◆ Technical
  - ◆ Implementation Services
- Many decisions will be discussed with the City relative to the demonstration agenda, including:
  - ◆ Amount of time for each session
  - ◆ Anticipated City attendees at each session
  - ◆ Identification of who will be able to “score” the demonstrations
  - ◆ Whether multiple sessions can be running at one time
  - ◆ Identification of Vendor staff that will be required to attend the demonstration sessions (e.g., Project Manager, key leads in each of the areas)
  - ◆ Logistical requirements for the demonstration areas (i.e., Internet access, phone access, projection unit, etc.)
  - ◆ Consideration of lab environments for City staff to use for follow-up questions
  - ◆ Consideration of session overflow in case demonstration sessions are not completed in the allotted time
  - ◆ Determination of interviewing the key Vendor leads themselves by a select group of City staff
  - ◆ Other items
- We will work with the City to discuss the logistics of managing the demonstrations themselves, including:
  - ◆ Facilitation guidelines that contain a Vendor Demonstration Session Best Practices and Guidelines tool we have used with past clients
  - ◆ Coordination with Vendors on session set-up
  - ◆ Provision of feedback forms to staff attending the demonstrations that will be based on the developed demonstration scripts
  - ◆ Collection of feedback forms and compiling the results

- ◆ Debrief discussions to discuss any methods for improving the management of the demonstration session themselves
- ◆ Securing the necessary conference rooms and meeting areas based on the number of anticipated attendees and the likely timeframe for the demonstration sessions
- We would anticipate working with the City Project Manager and City Purchasing to initiate contact with the Vendors to determine proposed demonstration dates. Certain decisions related to Vendor demonstration timing will be discussed in advance of these calls as follows:
  - ◆ Will the highest scoring vendor from the initial round of evaluation receive first choice of dates?
  - ◆ Will each vendor have the same amount of time to review the demonstration scripts prior to their demonstration dates
- Once Vendor demonstration timing and order has been determined and other critical decisions related to demonstration content and logistics are finalized, that information will be compiled into a Vendor Demonstration Logistics document that will be provided to each of the Vendors. Additionally, we will provide the finalized agenda and demonstration scripts for Vendors to use to prepare for their session. It is likely that there will be dialogue with the Vendors regarding the documents that we provide, and we will work with the Vendor and City to discuss these questions. Additionally, we would anticipate that the City would ensure that the necessary demonstration and lab areas are secured and scheduled.
- We would anticipate conducting a training session in advance of the first demonstration session with those individuals that will be scoring the sessions to:
  - ◆ Review and discuss how to complete the demonstration feedback form
  - ◆ Discuss the logistics of the how the sessions will be conducted
  - ◆ Discuss how the results of the demonstration sessions will be compiled and used in the evaluation process

### Demonstration debrief:

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

Then we will distribute follow-up questions to the Vendor by City Purchasing with the responses to these questions distributed back to the teams for review.

## 10. Assist in reference checking and site visit activities

---

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

- We will work with the City to determine what areas of reference checking should be performed, which may include the following areas of each Vendor solution:
  - ◆ Software
  - ◆ Technical
  - ◆ Hosting
  - ◆ Staffing (e.g., leads, project manager)

- Based on the Vendor’s proposal, we will review their proposed references and determine if they are appropriate or whether additional references are required.
- We would anticipate that, based on City procedure, a single City individual would provide the initial contact to the reference site to indicate that they would like to have other City staff contact their peers at that site who had been identified by the Vendor as a reference.
- We would work with the City to modify existing reference checking forms that we have developed for other clients and use these as the basis for collecting reference checking from peer organizations.
- We would anticipate delivery of these forms to the reference site in advance of the reference check and that City staff would conduct the reference call themselves with the results compiled on these forms.
- We would anticipate that a debrief session would be performed with all leads at the conclusion of each reference check to discuss the results.
- Similar to reference checking activities, the City may conclude to conduct site visits either to the reference site and/or potentially to the Vendor themselves. The process for executing these activities would be somewhat similar to the reference checking activities to be performed.

## 11. Assist in additional vendor questioning

---

Throughout the course of the Vendor evaluation process, we will collect questions to further clarify and understand the solutions proposed by each of the Vendors. This will start with the initial proposal analysis process and continue throughout the course of due diligence activities. We will assist in the identification of additional questions and provide those to the City for distribution to the Vendors.

As part of this question and answer process, we will want to ensure that responses to the questions do not embellish the Vendor’s proposal response but rather clarifies information that the Vendors provided in their proposal response.

## 12. Assist in the selection of a preferred vendor

---

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

Together, based on the demonstrations, vendor proposals and other due diligence activities, we will review and discuss the semi-finalist vendors overall solution and facilitate one meeting with the Selection Committee to decide on a finalist vendor using the previously developed decision-making process. At the City’s request, we will develop a synopsis of the entire system selection process.

## 13. Negotiate contract and statement of work (SOW)

---

Having been involved with many ERP selection and implementation projects, we are well aware of potential issues that may arise during system implementation that are governed by the SOW and contract. As a result, we have a very strong perspective of the importance of developing a comprehensive



Statement of Work (SOW) and negotiating a contract that protects the financial and other interests of the City. Our assistance to the City in this area would be as follows:

- During the selection phase of the project, we will institute the concept of a Solution Gap Log that incorporates gaps between the selected Vendor’s solution and the needs of the City.
- We will leverage our SOW checklist that we have refined through several other projects to ensure that the scope of software, hardware and services is adequately addressed in the SOW
- Having negotiated contracts for nearly 40 years, we have a number of contract provisions that we would recommend including

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

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

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

## Approach to mitigate risks and provide successful solutions

As a firm, we bring a number of tools, methodologies, and technology to enhance the ability for a successful project as follows:

- |   |   |
|---|---|
| <b>Staff Capabilities</b>                         | We will be assigning senior-level staff to the project that have conducted numerous engagements similar to what is requested by the City for a significant number of clients over a long period of time.  |
| <b>Leveraging of Previous Tools and Templates</b> | Having performed a number of ERP software needs assessments, RFP developments, selections, and implementation assistance, we bring a significant number of project tools and templates that have been used on previous projects and can be brought to bear for the City to expedite the execution of the project including: <ul style="list-style-type: none"><li>• Project Charter Template</li><li>• Application Migration and Integration Matrices</li><li>• ERP Implementation Cost Categories</li><li>• Best Practice ERP Software RFP materials</li></ul> |

- Process Owner and End-User Interview Questionnaires
- ERP Needs Assessment (sub) Process Checklist
- Vendor Selection Criteria Matrices
- Vendor Demonstration Script Templates
- Vendor Background Questionnaire
- Best Practice ERP System Specifications
- Best Practice ERP Software Contractual Terms & Conditions
- Seven Year Financial Impact Analysis
- Vendor Proposal Analysis Template
- Vendor Demonstration Scoring Sheets
- Statement of Work Template
- Detailed Implementation Management Checklist

## Project risks

ERP projects have a wide scope and involve a variety of different stakeholders with different needs and wants. As a result, there are many risks inherent in these projects. The following table includes common risks and mitigation strategies to avoid them.

Common risk	Response/Mitigation strategy
Resource constraints	<ul style="list-style-type: none"> <li>• Identify backups for key resources</li> <li>• Utilize surveys, questionnaires, and existing background information to reduce time in meetings</li> </ul>
Budget constraints	<ul style="list-style-type: none"> <li>• Prioritize scope based on expected value gained</li> <li>• Develop comprehensive total cost of ownership estimate and validate during contract negotiations</li> </ul>
Change management	<ul style="list-style-type: none"> <li>• Begin change management activities during assessment phase</li> <li>• Identify areas of most resistance and target outreach to them</li> </ul>
Timely Decision Making	<ul style="list-style-type: none"> <li>• Clearly define schedule and expectations for key decision points</li> <li>• Provide concise analysis to facilitate quicker review and decisions</li> </ul>
City-wide buy-in	<ul style="list-style-type: none"> <li>• Include representation from throughout city in project governance structure</li> <li>• Departmental participation in interviews and selection committee</li> </ul>
Loss of organizational-wide perspective	<ul style="list-style-type: none"> <li>• Create selection criteria that considers city-wide goals and needs</li> <li>• Include wide variety of stakeholders in project activities</li> <li>• Strong project sponsorship that maintains project vision</li> </ul>

## Key assumptions:

- The City will assign a project manager who will work with our project manager and be responsible for coordinating schedules and task completion with the City's project team
- Project team members will be available to participate in the ERP project when required
- The City will assign a project sponsor who will maintain the project's vision and clear roadblocks
- City departmental support, involvement, and follow-through during all phases of the project

- City staff recognizes the primary objectives and organizational end goals to be met through this project
- All City staff can recognize and be open to opportunities for system and process improvements
- City staff are willing to share information

## Project Schedule:

The following schedule is our proposed schedule based on the project workplan. The final schedule will depend on City availability to participate in project tasks. We welcome the opportunity to discuss the project schedule with the City and modify to best meet your needs.

Task Name	Duration	Start	Finish
<b>Phase 0: Project Management</b>	<b>255 days</b>	<b>Tue 2/1/22</b>	<b>Mon 12/19/22</b>
Conduct Project Initiation Activities	2 days	Tue 2/1/22	Wed 2/2/22
Define Project Organizational Structure	5 days	Thu 2/3/22	Wed 2/9/22
Develop Project Charter	5 days	Thu 2/3/22	Wed 2/9/22
Develop Project Plan	10 days	Thu 2/3/22	Wed 2/16/22
Establish Project Collaboration Center	2 days	Thu 2/3/22	Fri 2/4/22
Schedule and Moderate Project Status Meetings	230 days	Tue 2/1/22	Mon 12/19/22
<b>Phase 1: Needs assessment</b>	<b>60 days</b>	<b>Thu 2/10/22</b>	<b>Wed 5/4/22</b>
Review Documents	10 days	Thu 2/10/22	Wed 2/23/22
Assess City's Information Technology Infrastructure	10 days	Thu 2/24/22	Wed 3/9/22
Conduct stakeholder interviews	15 days	Thu 2/24/22	Wed 3/16/22
Conduct process mapping and review	10 days	Thu 3/17/22	Wed 3/30/22
Develop Functional and Technical Requirements	20 days	Thu 3/17/22	Wed 4/13/22
Prepare ERP needs assessment report	15 days	Thu 3/31/22	Wed 4/20/22
Present ERP needs assessment report	10 days	Thu 4/21/22	Wed 5/4/22
<b>Phase 2: RFP development and selection assistance</b>	<b>163 days</b>	<b>Thu 5/5/22</b>	<b>Mon 12/19/22</b>
Develop Solution Selection Criteria and Define Decision-Making Process	5 days	Thu 5/5/22	Wed 5/11/22
Develop Request for Proposal (RFP) Document	20 days	Thu 5/5/22	Wed 6/1/22
Distribute Request for Proposal (RFP) Document	5 days	Thu 6/2/22	Wed 6/8/22
Manage ERP Vendor Q&A During Pre-Proposal Due Date Timeframe	25 days	Thu 6/9/22	Wed 7/13/22
Conduct Proposal Analysis Activities	13 days	Thu 7/14/22	Mon 8/1/22
Assist in the Development of Vendor Demonstration Materials	10 days	Thu 7/14/22	Wed 7/27/22
Analyze Proposals and Select Semi-Finalists	10 days	Tue 8/2/22	Mon 8/15/22
Schedule and Conduct Vendor Demonstrations	20 days	Tue 8/16/22	Mon 9/12/22
Assist in Reference Checks and Site Visits	10 days	Tue 9/13/22	Mon 9/26/22
Assist in Additional Vendor Questioning	10 days	Tue 9/27/22	Mon 10/10/22
Conduct Additional Due Diligence	10 days	Tue 9/13/22	Mon 9/26/22
Assist in the Selection of a Preferred Vendor	5 days	Tue 9/27/22	Mon 10/3/22
Negotiate SOW and Contracts	55 days	Tue 10/4/22	Mon 12/19/22

# References and Recommendations



### City of O'Fallon, MO

Mr. Paul Huff  
IT Director  
100 N Main St  
O'Fallon, MO 63366  
636.240.2000  
[PHuff@ofallon.mo.us](mailto:PHuff@ofallon.mo.us)

Population: 91,316

### ERP needs assessment, system selection, and implementation management assistance

Plante Moran conducted a comprehensive Enterprise Resource Planning (ERP) needs assessment and selection project for the City to replace legacy applications within multiple lines of business, including finance, human resources, utility billing, and asset management. This project included conducting interviews with process owners and process end-users, development of an ERP RFP, proposal analysis, and due diligence assistance. We assisted the City with contract negotiations and statement of work development with the selected ERP vendor, and we are providing implementation management assistance.

Key staff: Eiler, Grossman

Project Timeline: August 2018 – March 2021

### City of DeLand, FL

Mr. Greg Whidden  
IT Director  
120 S. Florida Ave.  
DeLand, FL 32720  
386.626.7088  
[whiddeng@deland.org](mailto:whiddeng@deland.org)

Population: 34,851

### ERP Software Assessment & RFP Development Consulting Services

Conducted a comprehensive Enterprise Resource Planning (ERP) needs assessment and selection project for the City to replace legacy applications for financials, payroll, human resources, utility billing, and parking tickets. This project included conducting interviews with process owners and end users, development of an ERP RFP, proposal analysis, due diligence assistance and contract negotiations and statement of work development with the selected ERP vendor.

Key Staff: Eiler, Rau

Project Timeline: February 2019 – March 2020

### Town of Little Elm, TX

Ms. Rebecca Hunter  
Purchasing Manager  
100 W. Eldorado Parkway  
Little Elm, TX 75068  
214.975.0411  
[rhunter@littleelm.org](mailto:rhunter@littleelm.org)

Population: 53,126

### ERP Selection Project

Plante Moran assisted the Town of Little Elm with an ERP System Selection. Plante Moran assisted the Town with ERP requirements development, RFP development and distribution, proposal analysis, due diligence assistance, and contract negotiations and statement of work development. Financials, Utility Billing, Payroll, and Human Resources was in scope. The Town has retained Plante Moran to assist with their ERP implementation project in a co-project manager role.

Key Staff: Grossman

Project Timeline: March 2021 - present

## Village of Arlington Heights, IL

Ms. Sarah Fitzgibbons  
Management Analyst II  
33 South Arlington Heights  
Road  
Arlington Heights, IL 60005  
847.368.5126  
[sfitzgibbons@vah.com](mailto:sfitzgibbons@vah.com)

Population: 74,760

## 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](mailto:tquickel@wellingtonfl.gov)

Population: 64,396

## Enterprise Resource Planning (ERP) Needs Assessment and System Selection

Conducted a comprehensive Enterprise Resource Planning (ERP) needs assessment and selection project for the Village to replace legacy applications within multiple lines of business, including financials, human resources, and community development. This project included interviewing process owners and end-users, developing current and future state process maps, identifying gaps and opportunities for improvement, developing functional and technical requirements, creating and releasing an RFP, analyzing proposals, and negotiating the contract and statement of work with the Village's selected vendor.

Key Staff: Blough, Grossman

Timeline: November 2019 – November 2021

### 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.

Key Staff: Eiler

Project Timeline: September 2016 – November 2017

### ERP implementation management assistance

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

Key Staff: Eiler

Project Timeline: December 2017 – November 2020



# Similar Projects



## Similar Project Results

The following table includes details of completed projects for clients of a comparable size to the City of Panama City Beach. The vendors we expected to propose depend on many factors including the client's size, location, functional scope, and on-premise vs vendor hosted requirements. Respondents with an asterisk (\*) next to their name were the selected vendor.

Client	Description	Respondents	Missing Vendors
<b>City of Milford, DE</b>  Timeline: Aug 2020 – Sep 2021  Population: 11,111	The City of Milford released an RFP requesting a vendor-hosted solution including Financials, Human Resources, Utility Billing, and Tax Billing and Collection software. Proposers had to respond to at least 1 of the 4 scope areas. Both respondents proposed all scope areas. After completing the evaluation process, the City selected Tyler as the preferred vendor and successfully negotiated a contract and statement of work.	<ul style="list-style-type: none"> <li>• Edmunds</li> <li>• Tyler (Munis)</li> </ul>	None
<b>City of DeLand, FL</b>  Timeline: Feb 2019 – Mar 2020  Population: 34,851	The City of DeLand released an RFP requesting either a city-hosted or vendor-hosted solution including Financials, Human Resources, and Utility Billing functionality. The City received 3 proposals and selected BS&A as their preferred vendor after completing the evaluation process. The City successfully negotiated a contract and statement of work with BS&A.	<ul style="list-style-type: none"> <li>• BS&amp;A*</li> <li>• Central Square</li> <li>• Tyler (Munis)</li> </ul>	None
<b>City of Centerville, OH</b>  Timeline: Mar 2017 – Feb 2018  Population 23,817	The City of Centerville released an RFP requesting either a city-hosted or vendor-hosted solution including Financials, Human Resources, Permitting, and Inspections and Code Enforcement functionality. The City received 4 proposals and selected Tyler as their preferred vendor after completing the evaluation process. The City successfully negotiated a contract and statement of work with Tyler.	<ul style="list-style-type: none"> <li>• BS&amp;A</li> <li>• Civica</li> <li>• Software Solutions (Visual Intelligence Portfolio)</li> <li>• Tyler (Munis)*</li> </ul>	None

Client	Description	Respondents	Missing Vendors
<b>Village of Glencoe, IL</b> Timeline: Jan 2017 - Present Population: 8,888	The Village of Glencoe released an RFP requesting either a village-hosted or vendor-hosted solution including Financials, Human Resources, Community Development, and Utility Billing functionality. The Village received two vendor proposals and selected Tyler as their preferred vendor after completing the evaluation process. The Village successfully negotiated a contract and statement of work with Tyler.	<ul style="list-style-type: none"> <li>• BS&amp;A</li> <li>• Tyler (Incode)*</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>City of Delaware, OH</b> Timeline: Sep 2018 – Nov 2019 Population 40,568	The City of Delaware released an RFP requesting either a city-hosted or vendor-hosted solution including Financials, Human Resources, and Utility Billing. Vendors could optionally propose additional financial modules such as contract management and debt management. The City received 7 responses; however, Kronos and NEOGOV only bid time and attendance software. After completing the evaluation process, the City chose Tyler as their preferred vendor and successfully negotiated and contract and statement of work.	<ul style="list-style-type: none"> <li>• Central Square</li> <li>• Ciber (Oracle)</li> <li>• Civica</li> <li>• Infolob (Oracle)</li> <li>• Kronos</li> <li>• NeoGov</li> <li>• Tyler (Munis)*</li> </ul>	<ul style="list-style-type: none"> <li>• BS&amp;A</li> <li>• Cayenta</li> </ul>
<b>City of Winter Park, FL</b> Timeline: Jan 2015 – Jul 2016 Population: 30,208	The City of Winter Park released an invitation to negotiate (ITN) requesting either a city-hosted or vendor-hosted solution including Financials, Human Resources, Community Development, Work Order Management, and Utility Billing. The City received 4 responses, and selected Tyler as their preferred vendor after the evaluation process. The City successfully negotiated a contract and statement of work with Tyler.	<ul style="list-style-type: none"> <li>• Accela</li> <li>• New World</li> <li>• Quintel</li> <li>• Tyler (Munis)</li> </ul>	<ul style="list-style-type: none"> <li>• BS&amp;A</li> </ul>

# Cost Proposal



## Fee summary

This professional services fee is predicated on the division of roles and responsibilities between the City and Plante Moran staff. Our proposed fee is inclusive of all travel and incidental expenses. The table below includes pricing by proposed work plan phases. All work plan tasks referenced in the RFP are included within the phases below:

Plante Moran proposed phase	Included	Hours	Cost
Phase 0: Project Management	<ul style="list-style-type: none"> <li>Project initiation activities and deliverables</li> <li>Develop project organizational structure</li> <li>Create project charter and plan</li> <li>Establish collaboration center</li> <li>Schedule and moderate status meetings</li> </ul>	52	\$12,480
Phase 1: Assessment and system review	<ul style="list-style-type: none"> <li>Review documents</li> <li>Conduct IT infrastructure assessment</li> <li>Conduct stakeholder interviews</li> <li>Conduct business process mapping and review</li> <li>Develop functional and technical requirements</li> <li>Prepare ERP needs assessment and report</li> <li>Present ERP needs assessment report</li> </ul>	234	\$56,160
Phase 2: Development of RFP and selection	<ul style="list-style-type: none"> <li>Develop solution selection criteria and define decision-making process</li> <li>Develop request for proposal</li> <li>Distribute request for proposal</li> <li>Manage vendor Q&amp;A during pre-proposal due date timeframe</li> <li>Conduct proposal analysis activities</li> <li>Assist in development of vendor demonstration materials</li> <li>Analyze proposals and select semi-finalists</li> <li>Schedule and conduct vendor demonstrations</li> <li>Assist in reference checking and site visit activities</li> <li>Assist in additional vendor questioning</li> <li>Conduct additional due diligence</li> <li>Assist in the selection of preferred vendor</li> <li>Negotiate contract and statement of work</li> </ul>	254	\$60,960
<b>Total Proposed Cost (Phase 0-2)</b>		<b>540</b>	<b>\$129,600</b>



## Fee assumptions

---

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

- This professional services fee is predicated on the division of roles and responsibilities between the City and Plante Moran staff.
- For RFP-development related activities it is assumed that one (1) RFP document will be created inclusive of software and services.
- The City will assign a project manager that will work directly with Plante Moran staff.
- Project status meetings will be conducted remotely and occur no more than once weekly with the City's project manager.
- Client data and information will be provided to Plante Moran 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.
- On-site work will be done according to the approved project plan and schedule.
- Plante Moran will conduct one week of on-site interviews and process mapping.
- Additional follow-up interviews (if needed) may take place via web conference.
- Specification validation sessions will be conducted via web conference.
- There will be a single draft-to-final process for each deliverable.
- The City will have ten 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.
- Any onsite work activity will be confirmed at least two weeks prior to the agreed upon travel date; any travel change fees incurred after such date will be expensed to the City.
- All onsite work will occur between Monday and Thursday.



# Required Forms



# Attachment A - Proposers Certification Form

## Attachment A

### PROPOSER'S CERTIFICATION

I have carefully examined the Request for Proposal, and any other documents accompanying or made a part of this RFP.

I certify that all information contained in this submittal is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this Request for Proposal.

I further certify, under oath, that this submittal is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting an RFP for this proposal; no officer, employee or agent of the City of Panama City Beach or of any other proposer interested in said submittal; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

NAME OF BUSINESS: Plante & Moran, PLLC

BY: E. Scott Eiler  
SIGNATURE

NAME & TITLE, TYPED OR PRINTED: E. Scott Eiler, Partner

MAILING ADDRESS: 3000 Town Center, Suite 100

CITY, STATE, ZIP CODE: Southfield, MI 48075

TELEPHONE NUMBER: 248.223.3447

EMAIL: scott.eiler@plantemoran.com

State of: Michigan

County of: Oakland

Acknowledged and subscribed before me on the 3rd day of December, 2021, by E. Scott Eiler, as the Partner of [business] Plante & Moran, PLLC

Gina M. Mancinelli  
Signature of Notary

Notary Public, State of MI

Personally Known  -OR- Produced Identification of: \_\_\_\_\_

GINA M. MANCINELLI  
NOTARY PUBLIC, STATE OF MI  
COUNTY OF WASHINGTON  
MY COMMISSION EXPIRES Nov 12, 2026  
ACTING IN COUNTY OF Oakland

## Attachment B - Statement of Public Entity Crimes

---

### Attachment B

#### Statement on Public Entity Crimes

#### PUR7068 - Public Entity Crime Form

---

#### SWORN STATEMENT PURSUANT TO SECTION 287.133(3) (a), FLORIDA STATUTES, PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted to the City of Panama City Beach  
by E. Scott Eiler  
for Plante & Moran, PLLC

whose business address is

3000 Town Center, Suite 100, Southfield, MI 48075  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ and (if applicable) its

Federal Employer Identification Number (FEIN) is 38-1357951

(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement:  
\_\_\_\_\_

2. I understand that a "public entity crime" as defined in Paragraph 287.133 (1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133 (1) (b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an "affiliate" as defined in Paragraph 287.133(1) (a), Florida Statutes, means:



- a. A predecessor or successor of a person convicted of a public entity crime; or
- b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1) (e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applied to bid on contracts for the provision of goods or services led by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. [Indicate which statement applies.]

Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Office of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vender list. [Attach a copy of the final order]

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THE PUBLIC

ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

E. Scott Eiden  
Signature

Sworn to and subscribed before me this 3rd day of December, 2021.

Gina M Mancinelli  
Notary Public

Personally known  OR produced identification

Notary Public- State of Mi

My commission expires 11-12-26

[Printed, typed or stamped commissioned name of notary public]



GINA M. MANCINELLI  
NOTARY PUBLIC, STATE OF MI  
COUNTY OF WASHTENAW  
MY COMMISSION EXPIRES Nov 12, 2026  
ACTING IN COUNTY OF Oakland

-----  
**End of PUR 7068**  
-----

## Attachment C - Drug Free Workplace

---

### Attachment C

#### DRUG-FREE WORKPLACE FORM

The undersigned vendor, in accordance with Florida Statute 287.087 hereby certifies that  
Plante & Moran, PLLC does:  
Name of Business

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, employee assistance programs and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under proposal a copy of the statement specified in Paragraph 1.
4. In the statement specified in Paragraph 1, notify the employees that, as a condition of working on the commodities or contractual services that are under proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Florida Statute 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of Paragraphs 1 thru 5.

As the person authorized to sign this statement, I certify that this Respondent complies fully with above requirements.

COMPANY: Plante & Moran, PLLC

SIGNATURE: E. Scott Eiler

NAME: E. Scott Eiler

TITLE: Partner

DATE: 12/3/2021



## Attachment D - Conflict of Interest

---

### Attachment D

#### CONFLICT/NON-CONFLICT OF INTEREST STATEMENT

Check one:

To the best of our knowledge, the undersigned Respondent has no potential conflict of interest due to any other clients, contracts, or property interest for this project.

or

The undersigned Respondent, by attachment to this form, submits information which may be a potential conflict of interest due to other clients, contracts, or property interest for this project. This includes and requires disclosure of any officer, director, partner, proprietor, associate or agent of the Respondent who is also an officer or employee of the City or of its agencies.

#### LITIGATION STATEMENT

Check One:

The undersigned Respondent has had no litigation and/or judgments entered against it by any local, state or federal entity and has had no litigation and/or judgments entered against such entities during the past ten (10) years.

The undersigned Respondent, **by attachment to this form**, submits a summary and disposition of individual cases of litigation and/or judgments entered by or against any local, state or federal entity, by any state or federal court, during the past ten (10) years.

COMPANY: Plante & Moran, PLLC

SIGNATURE: E. Scott Eiler

NAME: E. Scott Eiler

TITLE: Partner

DATE: 12/3/2021

Failure to check the appropriate blocks above may result in disqualification of your proposal. Likewise, failure to provide documentation of a possible conflict of interest, or a summary of past litigation and/or judgments, may result in disqualification of your proposal.

# Attachment E - E-Verify Form

## Attachment E

### E-VERIFY FORM

**PER FLORIDA STATUTE 448.095, CONTRACTORS AND SUBCONTRACTORS MUST REGISTER WITH AND USE THE E-VERIFY SYSTEM TO VERIFY THE WORK AUTHORIZATION STATUS OF ALL NEWLY HIRED EMPLOYEES.**

**THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/ PROPOSAL. FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL NONRESPONSIVE.**

The affiant, by virtue of the signature below, certifies that:

1. The Contractor and its Subcontractors are aware of the requirements of Florida Statute 448.095.
2. The Contractor and its Subcontractors are registered with and using the E-Verify system to verify the work authorization status of newly hired employees.
3. The Contractor will not enter into a contract with any Subcontractor unless each party to the contract registers with and uses the E-Verify system.
4. The Subcontractor will provide the Contractor with an affidavit stating that the Subcontractor does not employ, contract with, or subcontract with unauthorized alien.
5. All employees hired by Contractor on or after January 1, 2021, have had their work authorization status verified through the E-Verify system.
6. The City may terminate this contract on the good faith belief that the Contract or its Subcontractors knowingly violated Florida Statutes 448.09(1) or 448.095(2)(c).
7. If this Contract is terminated pursuant to Florida Statute 448.095(2)(c), the Contractor may not be awarded a public contract for at least 1 year after the date on which this Contract was terminated.
8. The Contractor is liable for any additional cost incurred by the City as a result of the termination of this Contract.



STATE OF Michigan  
 COUNTY OF Oakland

E. Scott Eiler  
 Authorized Signature  
 E. Scott Eiler  
 Printed Name  
 Partner  
 Title  
 Plante & Moran, PLLC  
 Name of Entity/Corporation

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization. on, this 3rd day of December, 2021, by E. SCOTT EILER (name of person whose signature is being notarized) as the PARTNER (title) of PLANTE-MORAN, PLLC (name of corporation/entity), personally known or produced (type of identification) as identification, and who did/did not take an oath.

My Commission Expires: 11-12-26  
 NOTARY SEAL ABOVE

Gina M Mancinelli  
 Notary Public  
 GINA M MANCINELLI  
 Printed Name

GINA M. MANCINELLI  
 NOTARY PUBLIC, STATE OF MI  
 COUNTY OF WASHTEENAW  
 MY COMMISSION EXPIRES Nov 12, 2026  
 ACTING IN COUNTY OF Oakland

## Attachment F - Non-Collusion Affidavit

### Attachment F

### NON-COLLUSION AFFIDAVIT

STATE OF ~~FLORIDA~~ Michigan  
COUNTY OF Oakland

E. Scott Eiler being, first duly sworn, deposes and says that he is of Plante & Moran, PLLC, the party making the foregoing Proposal or Bid; that such Bid is genuine and not collusive or sham; that said bidder is not financially interested in or otherwise affiliated in a business way with any other bidder on the same contract; that said bidder has not colluded, conspired, connived, or agreed, directly or indirectly, with any bidders or person, to put in a sham bid or that such other person shall refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference, with any person, to fix the bid price or affiant or any other bidder, or to fix any overhead, profit or cost element of said bid price, or that of any other bidder, or to secure any advantage against the City of Panama City Beach, Florida, or any person or persons interested in the proposed contract; and that all statements contained in said proposal or bid are true; and further, that such bidder has not directly or indirectly submitted this bid, or the contents thereof, or divulged information or data relative thereto to any association or to any member or agent thereof.

E. Scott Eiler  
Affiant



Sworn to and subscribed before me this 3rd day of December, 2021.

GINA M. MANCINELLI  
NOTARY PUBLIC, STATE OF MI  
COUNTY OF WASHTENAW  
MY COMMISSION EXPIRES Nov 22, 2020  
ACTING IN COUNTY OF oakland

Gina M Mancinelli  
Notary Public

GINA M MANCINELLI  
Printed Name



# Get to know more about Plante Moran



Click the items below to learn more about additional Plante Moran resources and initiatives that may benefit you.

## Committed to inclusion and diversity



We all belong at Plante Moran

[LEARN MORE](#)



Our commitment to our staff and clients

[WATCH VIDEO](#)



## Serving you as you grow



[VIEW OUR FULL MENU OF SERVICES](#)

## A steady stream of resources to keep you updated



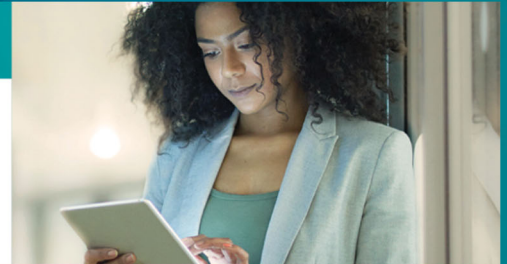
Browse our resources

[LEARN MORE](#)



Customize your email experience

[SUBSCRIBE NOW](#)



## Results from our most recent client satisfaction survey

[WATCH THE VIDEO](#)

**99%**

of clients say we have knowledge of their industry.

**99%**

of clients say we understand their organization's needs.

**99%**

of clients believe we provide sound business advice.

## We're passionate about giving back to our communities



[READ MORE](#)

## Consistently ranked on FORTUNE magazine's list of "100 Best Companies to Work For"

— every year since **1998**

[VIEW COMPLETE LIST OF OUR AWARDS](#)



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



**E. Scott Eiler**  
Engagement Partner  
248-223-3447  
scott.eiler@plantemoran.com

According to our recent  
client satisfaction survey,

**97%**

of clients say they  
**would recommend  
Plante Moran.**