Exhibit E

PROPOSAL RESPONSE FORM – SIGNATURE PAGE
(submit this form with your proposal)

TO: City of Gainesville, Florida
200 East University Avenue
Gainesville, Florida 32601

PROJECT: *ERP Consulting Services*

RFP/RFQ#: *FADM-170007-DH*

RFP/RFQ DUE DATE: *September 22, 2016 at 3 pm*

Proposer's Legal Name: *SoftResources LLC*

Proposer's Alias/DBA: *SoftResources*

Proposer's Address: *11411 NE 124th Street, Suite 270 Kirkland, WA 98034*

PROPOSER'S REPRESENTATIVE (to be contacted for additional information on this proposal)

Name: *Spencer Arnesen*   Telephone Number *425.216.4030*

Date: *9/21/2016*   Fax Number *425.968.4131*

Email address *sarnesen@softresources.com*

ADDENDA

The Proposer hereby acknowledges receipt of Addenda No.'s *1*, *2*, *3*, to these Specifications.

TAXES

The Proposer agrees that any applicable Federal, State and Local sales and use taxes, which are to be paid by City of Gainesville, are included in the stated bid prices. Since often the City of Gainesville is exempt from taxes for equipment, materials and services, it is the responsibility of the Contractor to determine whether sales taxes are applicable. The Contractor is liable for any applicable taxes which are not included in the stated bid prices.

LOCAL PREFERENCE (check one)

Local Preference requested: ☐ YES   ☒ NO

A copy of your Business tax receipt and Zoning Compliance Permit should be submitted with your bid if a local preference is requested.

QUALIFIED LOCAL SMALL BUSINESS STATUS (check one)

Is your business qualified as a Local Small Business in accordance with the City of Gainesville Small Business Procurement Program? (Refer to Definitions)   ☐ YES   ☒ NO

I, _Spencer Arnesen_ as _Principal_ of _SoftResources_
Name of Individual   Title   Company Name

Declare under oath that that this proposal was prepared by SoftResources.

Signature
Signature

State of _Washington_

County of _King_

Subscribes and sworn to before me on this __21__ day of _September_, 20_16_

by _Spencer Arnesen_ representing him/herself to be of the company named herein.

Notary Public
State of Washington
Christine Panian
My Commission Expires 05/02/2020

Christine Panian
Notary Public

_05/02/2020_
My Commission Expires

SoftResources
SOFTWARE CONSULTING

ORIGINAL

Proposal

Enterprise Resource Planning (ERP) Consulting Services
RFP #: FADM-170007-DH

CITY OF
GAINESVILLE
every path starts with passion
FLORIDA

September 22, 2016

Submitted by

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

September 22, 2016

Diane Holder, Purchasing Representative
City of Gainesville
General Government Purchasing
200 East University Avenue, Room 339
Gainesville, FL 32601

Dear Ms. Holder and Team:

SoftResources LLC is pleased to present this proposal to the City of Gainesville, Florida (City) for Enterprise Resource Planning (ERP) Consulting Services, RFP #: FADM-170007-DH. The City's project is an excellent fit for our sole focus on unbiased software consulting services.

SoftResources is independent of software vendors, implementers, and developers and does not receive compensation from software vendors for the recommendations we make. This allows us to fully represent each client's best interest in the consulting services we provide.

Spencer Arnesen, Principal, is legally authorized to bind SoftResources in contract for the services outlined in this proposal, and is the main contact for this proposal. Mr. Arnesen's contact information:

Spencer Arnesen, CPA, Principal
11411 NE 124th Street, Suite 270, Kirkland, WA 98034
sarnesen@softresources.com; 425.216.4030

SoftResources looks forward to the possibility of working with the City on this important project.

Sincerely,

Spencer Arnesen, CPA, Principal
SoftResources LLC

Table of Contents

- Drug-Free Workplace Form
- Exhibit B: Certification of Compliance with Living Wage
- Exhibit C: Living Wage Decision Tree
- Exhibit D: Living Wage Compliance
- Signed Addenda 1, 2, 3

TECHNICAL SPECIFICATIONS

A. SCOPE

The City has a population of approximately 100,000 and approximately 2,200 regular employees that currently use CGI's Advantage ERP solution. The City also has a very antiquated Time Entry system that is nearing end-of-life. With support from the City Council the City is anxious to move forward with its ERP assessment and selection project.

SoftResources understands that the City wishes to determine whether to maintain status quo with current ERP (CGI Advantage) and peripherals vs. migrating/upgrading to a newer version of Advantage vs. selecting new ERP software from one vendor vs. selecting best of breed software from multiple vendors.

CGI Advantage ERP solution currently provides the following functions:

Financial System	Human Resources System
• General Ledger	• Payroll (multiple union contracts and shift workers)
• Accounts Receivable	• Retiree Payroll (multiple retirement systems)
• Limited Cash Receipts	• Limited Employee Self Service
• Purchasing/Inventory Management	• Employee Records
• Budgeting	• Position Control
• Asset Management (Fixed Assets)	• Limited Use of Benefits Subsystem

The following functionality is also considered to be in scope for this project:

Additional Desired Function	Other Systems Consideration
• Learning Management	• Document Management (within ERP)
• Employee Relations Tracking	• Timekeeping System
• Employee Performance Management	• Cashiering System
• Manager Self Service	
• Vendor Self Service	
• Case Management	
• Reporting and Query Tools	
• Multi-year data	
• Applicant Tracking and Onboarding	

Please note that the scope of SoftResources' software selection proposal is to do an assessment of the current ERP solution and provide software selection services. At this time, we are expecting to provide a single RFP for an ERP solution and/or best of breed solutions to cover the modules requested because some functionality such as Time Entry, HR/Payroll, etc. may be provided by 3rd Party solutions. We will work with the City, but this proposal does not include multiple RFP's to select best of breed software solutions.

SoftResources recommends the following approach for the City's project. It is organized by phase along with associated tasks and deliverables and an estimated timeline. Some common tasks within different phases may be performed concurrently. Upon further discussion and insight about this project, the City and SoftResources may agree upon changes to this Work Plan.

1. Needs Assessment

1.1 Project Planning

SoftResources will work with the City to refine and finalize the Project Plan that will govern the project. The following specific items will be addressed via teleconference:

a. **Team introductions.** Coordinate and conduct Team introductions and collect contact information.

b. **Scoping and Planning.** Coordinate with the City to discuss and align expectations for the contracted scope of work, drivers and objectives, resource availability and constraints. Finalize the Project Plan and Schedule – timeline, milestones, deliverables, resources and responsibilities, and communications channel.

c. **Project Management.** Manage and update the Project Plan and Schedule and maintain project related communications with the City via email and teleconference. Status updates will coincide with major milestones and deliverables over the life of the project to update on progress.

Deliverables: Project Plan and Schedule
                      Project Status Updates

1.2 Requirements Analysis

SoftResources will conduct a series of On-Site Workshops to analyze ERP requirements and observe business processes resulting in the key functional and technical specifications as follows:

a. **Schedule On-Site Workshops.** Work with the City to identify staff that will participate in Workshops and develop a 3-day Workshop Schedule. Participants will include the City's Project Team, stakeholders, executive management, IT, technical staff, department heads, key users, subject matter experts (SMEs), etc. Attendance at Workshops will be based on specific area of responsibility. The City can expect 16-24 Workshops each lasting 1-2 hours.

    To promote collaboration across the City Workshops are scheduled by department (e.g., Budget and Finance, Human Resources, IT, Purchasing, etc.) and by function/module area (e.g., General Ledger, Accounts Receivables, Accounts Payable, Payroll, Budget, Purchasing, HR, etc.).

b. **Workshop Memo.** Customize SoftResources' Workshop Memo template with City-specific details. This memo will be used to invite City personnel to the interviews and contains thought provoking questions to help prepare attendees to discuss their area of expertise and core responsibilities during workshops. The City will issue to attendees.

c. **City Documentation Review.** Become familiar with the City's current ERP environment through review of existing documentation such as: requirements data, organization charts, annual and strategic plans, current system diagrams, existing workflow documentation, commissioned reports, etc. This review assists us to more effectively utilize personnel time during On-site Workshops.

d. **Facilitate On-site Workshops.** SoftResources will travel to Gainesville, Florida to facilitate three days of scheduled workshops (16-24 sessions). Using interactive-style interviewing we will gain insights into the City's current ERP environment and gather input from system users as follows:

- Analyze how the current ERP system is used, strengths and weaknesses, functional and technical requirements, vision for new software.
- Make business process observations and discuss manual and workaround processes that may be improved with new software.
- Review the current ERP environment and technology infrastructure including peripheral systems.
- Provide educational insights into the capabilities of modern ERP systems and best practices.
- Advise and discuss ERP strategy that will best suit the City and its business needs (e.g., module footprint desired in new ERP system)
- Analyze change management and readiness for implementing a new ERP solution.
- As needed, conduct follow up calls with personnel for clarification and additional details.

e. **Key Requirements Definition.** Develop the Key Functional and Technical Requirements document (150-350 requirements) in table format using the interview notes, review of City documentation, and our experience. Present the draft to the City via email and teleconference to gather City input. City input will be added and the final Key functional and Technical Requirements document will be approved by the City. This document will be used for the Needs Assessment, inserted into the RFP for software, and used to evaluate the vendors for fit to the City.

The Key Requirements document will identify and prioritize (e.g., R=Required, I=Important, N=Nice to Have, E=Explore) the key requirements unique to the City for technology, modules/functionality, implementation, future requirements, business needs, peripheral systems interfaces/integration, costing, etc. The software decision is optimized by focusing on key differentiators unique to the City.

Deliverables: Workshop Schedule
Workshop Memo
Key Functional and Technical Requirements Document

1.3. ERP Needs Analysis

SoftResources will analyze the City's options for implementing ERP software as follows:

a. **Review Current Systems and Platforms.** Conduct a high-level review of the City's existing CGI financial solution. This will include high-level functional review and an assessment of the product's viability for the City over the long term.

b. **Current Business System Analysis.** Conduct review of the Business Systems analyzed in the requirements interviews; identify key strengths, issues, and concerns with each system. Based on our experience working with software solutions with other City clients and discussion with some potential software vendors – identify the business software solutions that should be maintained, upgraded, or replaced.

c. **Business Process Review.** Conduct a high-level review of key business processes that could be improved with the implementation of a new ERP solutions. We will provide recommendations for process improvement. This will be provided in table format to compare the broken process and recommended improvement.

d. **ERP Alternative Analysis.** Use our experience of conducting ERP selection projects to hold discussions with a few potential ERP vendors to assess the feasibility of the following ERP approaches for the City: 1) Maintain the current CGI solution, 2) Upgrade to CGI Advantage Cloud, 3) Conduct a software selection project for a new ERP solution, or 4) Conduct an ERP software selection and Best of Breed software solution.

e. **ERP Needs Assessment Report.** Compile the results of the assessment analysis into a written ERP Needs Assessment Report (10-20 pages) that will include the following (this may be adjusted based upon discussions with the City and the results of the research):

   ✓ Executive Summary
   ✓ Key Requirements Document
   ✓ Business Process Recommendations
   ✓ Current ERP System Assessment
   ✓ ERP Alternatives Analysis
   ✓ Recommendations and Next Steps

f. **Prepare Assessment Presentation.** Prepare a PowerPoint presentation highlighting our findings and present on-site in Gainesville, Florida and answer any questions the City may have regarding the analysis, assumptions, recommendations and plan of action.

Deliverables: Needs Assessment Report and Presentation

1. Needs Assessment Timeline Estimate

Task	Month 1	Month 2	Month 3
1.1 Project Planning	▬▬▬		
1.2 Requirements Analysis		▬▬▬	
1.3 ERP Needs Assessment			▬▬▬

2. Project Management Team Setup

SoftResources will advise the City with set up of the internal Project Management Team and discuss the methodology to be used through the procurement cycle of the ERP software.

2.1 Project Team

Using the knowledge gained through the assessment and based on best practices for Project Team structure, SoftResources will advise the City with identifying the Project Team members, roles, and responsibilities, (e.g., Project Team, Executive Team, and Extended Team). Additionally, the following will be discussed:

a. Timeline will be reviewed based on the outcome of the Needs Assessment and revised as necessary to ensure the procurement of software progresses in a timely manner.

b. Stakeholder input/involvement will be reviewed to discuss the time commitment that will be required of City personnel through the software procurement process.

c. SoftResources' Software Selection best practices that will be used throughout the procurement cycle.

Deliverables: **Project Team Roles and Responsibilities**

2. Project Management Team Setup Timeline Estimate

Task	Month 1	Month 2	Month 3
2.1 Project Team			▬▬▬▬

3. Development of ERP RFP

SoftResources will work with the City to develop a Request for Proposal (RFP) for new ERP software.

3.1 Prepare RFP

SoftResources will prepare an RFP for ERP Software. Our focused RFP encourages vendor participation and allows the vendors to more easily determine if they are a fit. SoftResources will perform the following tasks:

a. **Prepare Request for Proposal.** Based on the City's requirements and beginning with our forms-based RFP template we will prepare the RFP. We will work with the City to incorporate its purchasing requirements and include the Key Functional and Technical Requirements document. The RFP will be organized to allow for consistent and effective evaluation of vendor responses. Information requested includes: vendor information; cost for software, maintenance, implementation, and training; implementation methodology and team; vendor references; and other information pertinent to the software evaluation process.

b. **City Review of RFP Draft.** Deliver the RFP via email and teleconference for review and feedback from the City. SoftResources will edit with City feedback and finalize the RFP for final approval.

c. **Create Vendor Long List.** Create the Vendor Long List of ERP vendors using the City's key requirements and our experience. The Vendor Long List is used to foster vendor participation and to mitigate the risk that the right vendor does not respond. All vendors on the list will be notified of the City's RFP (this is in addition to the City's standard practice advertising RFPs).

Deliverables: **RFP for ERP Software**
Vendor Long List

3. RFP P Timeline Estimate

Task	Month 3	Month 4	Month 5
3.1 Prepare RFP	▬▬▬▬	▬▬▬	

4. Proposal Submission and Vendor Evaluation

SoftResources will evaluate RFP vendor proposals and conduct detailed vendor analysis to make a Short List Recommendation of approximately three solutions.

4.1 ERP Proposal Submission

SoftResources will work with the City to complete a successful RFP solicitation as follows:

a. **Vendor Notification.** The City will issue the RFP according to its purchasing requirements. SoftResources will assist to notify the Long List of vendors of the City's RFP.

b. **Solicitation Activities.** Work with the City to prepare for and assist with the facilitation of a standard methodology for question and answer addenda (the City will answer vendor questions as they are in the best position to respond), and act as a liaison between the City and the vendors throughout the RFP solicitation. We recommend the City allow the vendors at least four weeks to respond.

4.1 ERP Proposal Submission Timeline Estimate

Task	Month 3	Month 4	Month 5
4.1 RFP Management			

4.2 Vendor Analysis

The City will receive the RFP vendor proposals and provide one hard copy and one soft copy to SoftResources. SoftResources will work together with the City Project Team to evaluate and research the vendors as follows:

a. **Initial Review of Vendor Proposals.** All proposals received by the City will undergo an initial review. Those vendors who do not pass this initial review will be eliminated based on the following:

   ✓ RFP Compliance
   ✓ Vendor Experience with Similar Entities
   ✓ Cost Estimates for Software, Implementation and Training
   ✓ Implementation Team
   ✓ City Specific Requirements

b. **Detailed Vendor Analysis.** The remaining vendor proposals will continue to be evaluated through detailed discussions with the vendor's development and technical personnel to validate and clarify the information provided in their proposals. Vendor viability, key requirements fit, costing and implementation assumptions are all discussed. These detailed discussions with the vendors is the best way to mitigate the risk of inaccurate assumptions about the requirements and the vendors' answers, and to gain added insight into the vendor's software, culture and viability fit to the City. The City may wish to participate through this process as time permits.

4.3 Short List Recommendation

SoftResources will assist the City as they determine a Short List of approximately three vendor solutions and compile the vendor analysis as follows:

a. **Short List Vendor Comparison Chart.** Prepare in table format the strengths and weaknesses and fit/gap of the City Short List approximately three vendors that best meet the City's requirements in a side-by-side comparison against the City's key functional and technical requirements. Additional information and insights gained through the detailed vendor analysis is also added. The Short List Vendor Comparison Chart is a valuable decision tool, and will aid the City during software demos and final decision.

b.   **Pricing Analysis.** A review of the estimated cost over five years for each of the Short Listed vendors in an equalized format.

c.   **Short List Presentation.** Prepare an executive-level PowerPoint document that provides an overview of the project to date, identification of the Short List, an executive summary of each of the short listed vendors based on the information provided in their RFP and the additional research information. We will present the Short List information via conference call and answer questions the City may have. Please note that the City will make the determination of the final vendors to be short listed.

Deliverables: Short List Vendor Comparison Chart
Pricing Analysis
Short List Presentation

4.4 Demo Script and Request for Demo Letter

SoftResources will create a custom Demo Script and Request for Demo Letter as follows:

a.   **Custom Demo Script.** Using the analysis gathered through vendor evaluation and the City's key requirements develop a draft Demo script customized to the City's needs. The Script will be delivered via email to the City. The Demo Script requires the vendors to show: 1) how key City requirements will be handled, 2) the City's functional footprint, 3) specific data gathered through on-site interviews and direct vendor discussions that needs further investigation, and 4) one or two city-specific business case scenarios of unique business processes (SoftResources will advise the City through the writing of these). The City will approve, finalize, and issue the Demo Script.

b.   **Customized Request for Demo Letter.** Customize our Request for Demo Letter template to reflect the City's situation and requirements including information about whom to contact at the City, expectations for the demos, and instructions to the short list vendors for how to properly prepare for the live demonstrations. The Request for Demo Letter will be delivered to the City via email. The City will issue the Request for Demo Letter with the Demo Script to the short listed vendors.

Deliverables: Custom Demo Script
Request for Demo Letter

4.5 Demo Facilitation

SoftResources will facilitate the Demo process as follows:

a.   **Schedule On-Site Vendor Demos.** Assist the City to schedule the short listed vendor demos. Based on the information provided in the City's RFP, we anticipate three 2-day vendor demos plus a Demo Wrap Up Meeting the day following the final demo. We recommend that the City schedule the live demonstrations as close together as possible for best comparative analysis.

b.   **Conduct Pre-Demo Meetings.** Work with the City to set up and conduct Pre-Demo Meetings with each short listed vendor to assist the vendors to prepare for successful demos. Typically done via teleconference. The Pre-Demo Meetings provide each short listed vendor with information about the City and answers questions the vendors may have regarding the City's project or the Demo Script. SoftResources will participate and facilitate the Pre-Demo Meetings via teleconference.

c. **Facilitate On-Site Demos.** Attend and facilitate the software demos on-site at City offices. We will provide an orientation of the demo process to all attendees. As noted, the length of the software demos will depend on the number of modules included in the scope. At this time we estimate three, 2-day demos, but this may change depending on the needs of the City. Demo feedback from City attendees will be collected and demo analysis provided including:

  - Demo Feedback. Provide Demo Feedback documents to all attendees who will keep notes and rate the demos. All Demo Feedback documents will be collected by SoftResources at the conclusion of each demo. At the end of each demo day conduct a brief wrap-up with the City's Project Team to address unanswered questions and discuss the next-day schedule.

  - Demo Feedback Analysis. Compile feedback collected from the attendees' Demo Feedback documents and present it to the City at the Demo Wrap Up Meeting.

d. **Facilitate Demo Wrap Up Meeting.** On the day following the final software demo facilitate an on-site Demo Wrap Up Meeting with the City. The purpose of this meeting is to determine the top two finalist vendors. We will discuss the Demo Feedback Analysis, facilitate discussion for the City to rank the vendors with the purpose to eliminate the lowest ranked vendor(s), answer questions, note follow up items and outline next steps.

Deliverables: Demo Feedback Document
Demo Wrap Up Analysis

4.6 Decision Analysis

Ideally, the City will have identified two finalist vendors to perform due diligence with and make the final decision. SoftResources will continue to manage vendor communications and provide guidance through the final decision as follows:

a. **Final Decision Support.** Provide tools and templates, assist through the review of data collected throughout the vendor evaluation process, and advise the City through the final decision process.

b. **Vendor Management.** Continue to manage vendor communications and questions and do follow up work and act as a liaison.

c. **Due Diligence Demos.** As needed, advise the City with Due Diligence Demos with the top two finalists to gather details around key areas of functionality that may have been difficult to fully evaluate during the initial on-site demos. Due Diligence Demos are typically handled through a web-demo process.

d. **Vendor Reference Checks.** Advise the City through the Vendor Reference Check process, and provide our Reference Check template that includes directions and pertinent questions to structure and maximize the reference checks. Vendor reference checks are important as they allow the City to see how other organizations are using the considered software to improve business processes.

e. **Final Decision.** Prepare for and participate with the City in the final decision meeting via teleconference. We will discuss information gathered and facilitate discussion of the pros and cons of the finalist vendors so the City can make an informed software decision. The City will make the final decision.

Deliverables: Reference Check Templates
Final Decision Tools and Templates

4. Vendor Evaluation Timeline Estimate

Task	Month 5	Month 6	Month 7	Month 8
4.2 Vendor Evaluation	▬▬▬▬▬			
4.3 Short List Recommendation		▬▬▬▬▬		
4.4 Demo Script + RFD Letter		▬▬▬▬▬		
4.5 Demo Facilitation			▬▬▬▬▬▬▬▬▬▬	
Task	**Month 8**	**Month 9**	**Month 10**	**Month 11**
4.6 Decision Analysis	▬▬▬▬▬			

5. Contract Negotiation

SoftResources will act in an advisory role to assist the City through the contract negotiation process. We know the terms and conditions and typical discounts that should be included in the contract to protect the City's interests. Our philosophy is to negotiate a contract that is a win-win for both sides, and to promote a strong working relationship moving forward. SoftResources is not a law firm and the contract will need final legal review. However, we frequently work with our client's legal counsel and offer valuable insight into software-specific contracts throughout the negotiations process.

Depending on the type of software selected, the City may have three contracts to negotiate 1) Software License, 2) Software Maintenance, and 3) Implementation Services. If a hosted or Cloud vendor is selected, a Service Level Agreement (SLA) will be negotiated. We strongly recommend that the Statement of Work also be agreed upon prior to signing the software contracts. SoftResources will perform the following tasks:

5.1 Contract Review

SoftResources will review the software license, maintenance, and implementation services contracts or SLA and suggest pricing issues, and contract clauses and protections that should be negotiated in the contract. SoftResources will prepare a written Software Contract Review document of key clauses that need to be negotiated, removed, changed and/or inserted into the contract and discuss with the City in a 2-4 hour teleconference.

5.2 Statement of Work (SOW) Review

SoftResources will assist the City with negotiating the vendor's SOW prior to signing the software contract. SoftResources will review the SOW and deliverables proposed by the software vendor, provide written recommendations and discuss in a 2-4 hour conference call.

5.3 Direct Negotiations Participation

SoftResources will participate with the City and its legal counsel with negotiating a fair contract with the finalist vendor. SoftResources' assistance with contract negotiations is invaluable because of the insight we bring based on our experience of years of negotiating software contracts. City's legal counsel will provide final review and approval of the contract.

**Deliverables: Software Contract Written Comments
                   Written SOW Recommendations**

5. Contract Negotiation Timeline Estimate

Task	Month 10	Month 11	Month 12
5.1 Contract Review	————————		
5.2 SOW Review	————————		
5.3 Direct Negotiations Participation	————————		

6. Implementation

SoftResources provides Implementation Oversight and Project Management as requested by our clients. We work on behalf of the City (not the vendor) during the implementation to resolve issues and assist with managing the project. The scope of work for implementation will be determined after the selection of the software solution is completed. Per the City's RFP pricing has not been provided in this proposal.

The role of the SoftResources Project Manager (PM) typically requires approximately 20-50% of a full time equivalent (FTE) staff person over the life of the implementation project. This estimate assumes that some weeks the PM will consume 100% of an FTE while other weeks little or no assistance will be required. In addition, we anticipate some of the services will require the PM to be on-site at the City offices while other services may be provided in a remote fashion via teleconference or email communications.

6.1 Project Management

Estimated Timeline: To be determined based on software selected and modules to be implemented

Implementation success is dependent on many factors including the City's Project Team, the software solution selected, and the vendor implementation team. SoftResources will work to mitigate implementation risk by advising the City through the process, monitoring project progress, augmenting City resources, and working with the software vendor to facilitate project progression. SoftResources may provide any or all of the following implementation services:

a. **Project Plan.** Review the Project Plan and Timeline that is put together by the selected implementation vendor. The implementation plan will include a kickoff meeting and define tasks, assign responsibility, milestones, and deliverables. We will work with the City's core Project Team and implementation vendor to make modifications to the plan as necessary.

b. **Quality Control Plan.** Work with the City Project Team and implementation partner to develop a Quality Control Plan for the project. We will work with the implementation group to set up scheduled tests at various stages of the project.

c. **Project Management.** Maintain the overall timeline and plan for the life of the project in conjunction with the Vendor and make periodic Project Progress Reports. This will include

communication with City internal staff so they understand assignments, as well as associated due dates and deliverables through clear and effective communication.

d. **Data Conversion.** Assist with the development of a high level Data Conversion Plan, review of technical specifications for conversion and mapping of data. Execution of the Data Conversion Plan from identification of data to be converted, extraction of data from legacy systems, importing data to replacement applications and testing of converted data.

e. **Testing.** Development of a high level Testing Plan for all stages of the vendor's implementation methodology, development of test scripts , participation in application testing, documentation of testing results and identification of configuration adjustments required.

f. **User Training.** Assist with the development and execution of a high level Training Plan. Typically includes identification of who needs to be trained, what they need to be trained on, who will provide the training, what training materials are required, who will develop the training materials and when the training will be delivered.

g. **Project Close Out.** The City will be responsible to participate in the final testing and for the final acceptance of the implemented software. SoftResources can assist with the following common tasks included in this stage of a project (to be determined with the City):

- Review of Project Plan to ensure all tasks are complete.
- Assessment of implementation success based on defined goals and objectives.
- Ensure Cutover Strategy has been developed and executed.
- Participation in vendor hand-off from implementation services staff to support staff.

City Participation and Responsibilities

It is expected that the City's participation and responsibilities will include:

1. Put together a project team and coordinate the project team roles and responsibilities.
2. Make available all of the criteria considered important to the final decision.
3. Ensure employees are available for interviews.
4. Review and approve the Key Requirements.
5. Review and approve RFP for software, issue the RFP and answer vendor questions/addenda.
6. Review and approve the Short List.
7. Finalize the Demo Script including any business case scenarios before sending to vendors.
8. Issue the Demo Script to the short listed vendors.
9. Hold software demos.
10. Be responsible for giving vendors the appropriate assumptions so they can price proposals.
11. Conduct due diligence with the finalist vendors.
12. Perform user reference checks.
13. Make the final decision.
14. Sign the contract and begin implementation.
15. Provide staff and resources necessary to successfully implement the ERP solution

Be responsible for all the other phases and steps not assigned to SoftResources.

B. BACKGROUND

SoftResources LLC is a software consulting firm dedicated to helping government, nonprofit and commercial organizations throughout North America make knowledgeable decisions about business software.

In the last 21 years we have worked with approximately 100 government organizations to complete over 170 software projects. SoftResources' success is driven by our consultants who are committed to getting the job done right, acting responsibly, and executing with excellence our focused methodology that leads client-specific unbiased software recommendations.

History. SoftResources began performing software evaluation and selection services in 1993 as a practice within KPMG that focused solely on unbiased software selection services. In 1995, after reorganizations at KPMG, the group split off and independently founded SoftResources in order to continue to provide objective software evaluation services to its customers.

Primary Line of Business: Software Consulting
Total Employees: 7
Annual Sales: Privately held Limited Liability Company

Management. Headquartered in Kirkland, Washington, SoftResources is co-owned and managed by Elaine Watson, CPA, Principal and Spencer Arnesen, CPA, Principal. Elaine manages SoftResources' selection and implementation practices while Spencer manages sales and marketing strategies.

Services. SoftResources focuses on providing software consulting to support organizations through the software evaluation process that includes a proven methodology for all phases of software evaluation/selection, finding the right implementation vendor/partner, and negotiating a contract that protects each client's interests. In today's economy we are seeing organizations doing more with fewer employees and so our clients often request implementation oversight services. We offer implementation project management to augment client staff and resources. Our core services include:

- Software Assessment
- Software Selection
- Implementation Partner Selection
- Contract Review and Negotiation
- Implementation Project Management

PRICE PROPOSAL

Response Form – Price Proposal

Proposal for City of Gainesville

Response Form – Price Proposal
(to be completed by all Respondents)

Please provide the following information in the table below. Estimated dollars, man hours, and duration in months may be provided in ranges. The methodology and approach on each of the ERP Consulting Services one through six must be included under the Price Proposal Response Form and should not exceed five pages.

	Enterprise Resource Planning Consulting Services	Estimated Professional Services	Estimated Travel and Expenses	Estimated Man Hours	Estimated Duration (Months)	Typical Billing Approach Fixed Fee, Time and Expenses, etc.
1.	Needs Assessment	$46,900	$5,946	268 Hours	3 Months	Fixed Fee and Expenses
2.	Assistance with Structure/Setup of Internal Project Management Team	$3,500	$0	20 Hours	1 Week	Fixed Fee and Expenses
3.	Development of ERP RFP	$7,000	$0	40 Hours	1 Month	Fixed Fee and Expenses
4.	Assistance in ERP Submission/Evaluation Process	$47,250	$4,740	270 Hours	3-4 Months	Fixed Fee and Expenses
5.	Assistance with ERP Vendor Contract Negotiations	$14,000	$0	80 Hours	1 Month	Fixed Fee and Expenses or Time and Materials
6.	Assistance in Implementation	To Be Determined	To Be Determined	To Be Determined	18-24 Months	Time and Materials

Company Name: SoftResources LLC

Authorized Signature and Title: _Spencer Arnesen, Principal_ Date: 09/21/2016

Print/Type Name as Signed Above: Spencer Arnesen, Principal

SoftResources www.softresources.com

QUALIFICATIONS

The following qualifications will be leveraged to assist the City to successfully complete an ERP replacement project:

- Focused selection methodology – Better software decisions based on the City-specific requirements that result in well fitted software decisions.

- ERP selection experience with similar clients – some examples include: cities of Clearwater, Champaign, Vancouver, Bellingham, Newark, Pasadena, and Harford County, Placer County Water Agency, Niagara Regional Municipality, and more

- ERP vendor knowledge and insights – gained through daily evaluation of software and vendors.

- Qualified consulting team – experienced in managing ERP software assessment, selection and implementation projects for government organizations similar to the City

- High standard of ethics and down-to-earth approach – in our interactions we are committed to quality on-time delivery of our services

SoftResources meets the City's minimum requirements including:

- 21 years significant experience with project scheduling, accurate project cost estimation, RFP development, vendor evaluation and scoring and bid specification requirements for municipal/government organizations.

- 21 years' experience providing assessment and selection services.

- Experienced staff that has worked with municipal/government clients from 13 to 23 years.

- Approximately 25 ERP assessment and selection projects in the last 5 years for government clients.

Response Forms. To further validate our qualifications please review the following completed forms:

Response Form – Proposed City of Gainesville Team
Response Form – Experience
Response Form – Reference Listing

Response Form – Proposed City of Gainesville Team
(To be completed by all Respondents)

Identify the consulting team that is proposed for the City of Gainesville engagement and the office location from which the work will be done. Identify similar assignments completed by the proposed consultants and provide their responsibilities on the previous engagements.

Consulting Team. SoftResources assigns consultants based on availability for when a project is scheduled to begin. All of SoftResources' consultants have extensive experience conducting software selection in the public sector. At this time we expect the SoftResources team assigned to the City's project to be Elaine Watson, CPA, Principal and Pamela Ettien, Manager. This Core Team will work from our office location in Kirkland, Washington.

The main responsibilities of the Core Team members are as follows:

Role	Primary Duties
Project Manager	- Key Liaison - Direct interface with the City's Project Manager and Team members - Manages the scope of work to ensure conformance to contract - Ensures performance expectations are met and mitigates concerns - Oversees the project schedule, manages timeline, and leads the project kick-off with the City's Project Team - Tracks progress and reports on project status - Directs and coordinates SoftResources' Core Team activities including assigning tasks to be completed and production of deliverables for the successful completion of the City's project - Participates in requirements interviews - Presents deliverables to the City - Leverages experience working with similar government entities - Applies SoftResources' proven software selection methodology to help the City realize its goal for benefits gained from modern technology
Project Consultant	- Works as a member of the Core Team to assist with scheduling the project and requirements interviews - Participates in requirements interviews - Works directly with the City's Project Team to coordinate activities - Conducts analysis, develops findings and recommendations - Compiles findings and develops project deliverables - Maintains and organizes documents and deliverables for the project - Presents findings to the City - Leverages experience working with similar government entities - Applies SoftResources' proven software selection methodology to help the City realize its goals for benefits gained from modern technology

Response Form – Experience
(To be completed by all Respondents)

Please provide a list of local government entities that you have assisted (up to ten). Identify the ERP software migrated to, the approximate completion date, the types of consulting services provided and client contact information. Also identify lead consultant(s) on the engagement. Please use the table below to provide the requested information.

	Local Government Entity and Contact Information	ERP Software Solution Migrated To	Completion Date	Type of Consulting Services Provided	Lead Consultant
1.	City of Clearwater, Florida Billie Kirkpatrick, Project Manager IT 727.562.4669 billie.kirkpatrick@myclearwater.com	Currently selecting new ERP Replacing: Aptean Ross Financials	Current	• Project Initiation and Management • Requirements Assessment • Needs Assessment • RFP Development • Vendor Selection – currently in demos • Future service: Contract Negotiation	Elaine Watson, Principal
2.	City of Champaign, Illinois Mark Toalson, IT Director 217.403.8970	Tyler Munis	February 2016	• Project Initiation and Management • Requirements Assessment • Needs Assessment • RFP Development • Vendor Selection • Contract Negotiation • Implementation Coaching	Elaine Watson, Principal
3.	City of Vancouver, Washington Patrick Gilbride, IT Director 360.487.7650 patrick.gilbride@cityofvancouver.us	Currently selecting new ERP Replacing: Oracle-PeopleSoft	Current	• Project Initiation and Management • Requirements Assessment • Process Mapping • Needs Assessment • RFP Development and Management • Vendor Selection – currently in demos • Future service: Contract Negotiation and Implementation Project Management	Cherish Cruz, Manager
4.	City of Simi Valley, California	Tyler Munis Tyler EnerGov	Current	• Implementation Project Management	Elaine Watson, Principal
5.	Placer County Water Agency	Currently selecting new ERP	Current	• Project Initiation and Management	Spencer Arnesen,

	Local Government Entity and Contact Information	ERP Software Solution Migrated To	Completion Date	Type of Consulting Services Provided	Lead Consultant
		Replacing: SunGard Public Sector Naviline Select		• Requirements Assessment • Business Process Mapping • Needs Assessment • RFP Development and Management • Vendor Selection – currently in demos • Future service: Contract Negotiation	Principal
6.	Regional Municipality of Niagara Region	Oracle PeopleSoft	June 2014	• Project Initiation and Management • Requirements Assessment • Needs Assessment • RFP Development • Vendor Selection • Contract Negotiation	Elaine Watson, Principal
7.	City of Pasadena, California Phillip Leclair, CIO 626.744.3784 pleclair@cityofpasadena.net	Tyler Munis Tyler EnerGov	June 2013 April 2015	• Project Initiation and Management • Requirements Assessment • Needs Assessment • RFP Development • Vendor Selection • Contract Negotiation	Cherish Cruz – ERP Elaine Watson - Permit
8.	King County Housing Authority, Washington	Unit4 - Agresso	August 2011	• Project Initiation and Management • Requirements Assessment • Needs Assessment • RFP Development • Vendor Selection • Contract Negotiation • Implementation Project Management	Elaine Watson, Principal
9.	City of Bellingham, Washington	Currently selection new ERP Replacing: Harris Cayenta CRW TRAKiT	Current August 2014	• Project Initiation and Management • Requirements Assessment • Business Process Mapping - Permit • Needs Assessment • RFP Development and Management • Vendor Selection – currently in demos • Contract Negotiation	Elaine Watson, Principal

	Local Government Entity and Contact Information	ERP Software Solution Migrated To	Completion Date	Type of Consulting Services Provided	Lead Consultant
10.	City of Burbank, California	Current System: Oracle EBS	July 2013	• Project Planning and Management • Requirements Assessment • Needs Assessment • Tier 2 ERP Option Assessment	Spencer Arnesen, Principal

Company Name: SoftResources LLC

Authorized Signature & Title: _Spencer Arnesen, Principal_   Date: 09/21/2016

Print/Type Name as Signed Above: _Spencer Arnesen, Principal_

Response Form – Reference Listing
(To be completed by all Respondents)

List a minimum of five references for similar projects and contracts, preferably governmental or non-profits, which you have completed within the past three years. References close to the City of Gainesville, Florida are preferred, in the event a site visit is required.

1. CUSTOMER NAME: City of Clearwater, Florida
   ADDRESS: Municipal Services Bldg., 3rd Floor, 100 S. Myrtle Ave., Clearwater, FL 33756
   TELEPHONE: (727) 562-4669   EMAIL: billie.kirkpatrick@myclearwater.com
   CONTACT NAME: Billie Kirkpatrick, Project Manager, Information Technology
   DATE OF COMPLETION OF PROJECT: Current
   CONTRACT AMOUNT: $109,700 Fixed Fee Bid

2. CUSTOMER NAME: City of Pasadena, California
   ADDRESS: Dept. of IT, 100 N. Garfield Avenue, Room #N123
   TELEPHONE: (626) 744-3784   EMAIL: pleclair@cityofpasadena.net
   CONTACT NAME: Phillip Leclair, CIO (Chief Information Officer)
   DATE OF COMPLETION OF PROJECT: June 2013
   CONTRACT AMOUNT: $113,000 Fixed Fee Bid

3. CUSTOMER NAME: City of Bellingham, Washington
   ADDRESS: IT Services Department, 625 Halleck Street, Bellingham, WA 98225
   TELEPHONE: (360) 778-8050   EMAIL: mmulholland@cob.org
   CONTACT NAME: Marty Mulholland, Director, Information Technology
   DATE OF COMPLETION OF PROJECT: Current
   CONTRACT AMOUNT: $92,350 Time and Materials Capped + Expenses

4. CUSTOMER NAME: City of Champaign, Illinois
   ADDRESS: Finance Department, 102 N. Neil Street, Champaign, IL 61820
   TELEPHONE: (217) 403-8940   EMAIL: molly.talkington@ci.champaign.il.us
   CONTACT NAME: Molly Talkington, Financial Services Manager
   DATE OF COMPLETION OF PROJECT: February 2016
   CONTRACT AMOUNT: $129,871 Fixed Fee Bid

5. CUSTOMER NAME: The Regional Municipality of Niagara Region
   ADDRESS: Financial Mgmt & Planning, 2201 St. David's Road, Thorold, ON L2V4T7
   TELEPHONE: (905) 685-4225 x3591   EMAIL: melanie.steele@niagararegion.ca
   CONTACT NAME: Melanie Steele, Accounting Services Manager, Project Director
   DATE OF COMPLETION OF PROJECT: June 2014
   CONTRACT AMOUNT: $141,000 Fixed Fee Bid

My company has been in this type of business for __21__ years.

EXCEPTIONS

SoftResources has the following exception to Section V – General Provisions:

B. 4. Indemnification – Add the following:

Notwithstanding the above for Professional Liability ONLY (Errors and Omissions for the written reports and verbal counsel provided by Contractor) total liability shall be limited to the amount paid by City to Contractor for the scope of work in this project.

EXHIBITS

RESUMES

Elaine Watson, CPA

Principal – Consulting Practice
Role – Project Manager

Experience and Qualifications

- Co-founder and Principal of SoftResources directly responsible for the software selection and implementation practices at SoftResources.

- 30 years managing software evaluation and selection projects providing software/technology assessment, requirements analysis, RFP creation, software selection, implementation partner selection, and implementation project management.

- 23 years providing software consulting to Government, Nonprofit and Commercial sector clients.

- Experience evaluating many types of business software such as Enterprise Resource Planning, Financial Management, Human Resources, Payroll, Project Accounting, Permit and Land Management, Enterprise Asset Management, Customer Relationship Management, and more.

- Implementation Project Management acting as Project Manager for the implementation of a variety of business systems. End result has been projects that have been on time, and within budget and project scope.

- Authored articles and white papers on the software assessment and selection process.

- Previous work experience: Strategic Services Consulting Group at KMPG Peat Marwick providing financial accounting management review, chart of accounts development, business re-organization management and software selection.

- Additional Work experience within the Finance Department of a large for-profit Wholesale and Retail Apparel company that involved the implementation of a variety of systems including Financial Management, Wholesale and Distribution Management and Retail Operations.

- Masters of Business Administration, University of Puget Sound; Bachelor of Arts in Business Administration, University of Washington

- Certified Public Accountant, 1987; Washington Society of Certified Public Accountants; Project Management training (The Versatile Company; GFOA), Project Management Certification in process.

Some samples of Ms. Watson's Projects

Client	Project	Services Summary
Champaign, IL	• ERP Assessment and Selection	• Requirements definition • Assessment analysis and report • RFP development and management • Vendor selection • Contract negotiation

Client	Project	Services Summary
Clearwater, FL	• ERP Assessment and Selection	• Requirements definition • Assessment analysis and report • RFP development and management • Vendor selection
Regional Municipality of Niagara, ON Canada	• ERP Assessment and Selection	• Requirements definition • Assessment analysis and report • RFP development and management • Vendor and Implementation Partner selection • Contract Negotiation
King County Housing Authority, WA	• ERP Assessment and Selection	• Requirements definition • Assessment analysis and report • RFP development and management • Vendor selection • Contract negotiation • Implementation Project Management
Newark, CA	• ERP Assessment and Selection	• Requirements definition • Needs assessment analysis and report • RFP development and management • Vendor selection
Burbank, CA	• Oracle EBS Managed Services Assessment	• Requirements definition • EBS Managed Services Assessment analysis, survey, pricing, and report
Moreno Valley, CA	• ERP Assessment and Selection	• Requirements gathering • RFP development and management, • Vendor selection • Contract negotiation
Durham, NC	• ERP Assessment and Selection	• Requirements gathering • Assessment and CIP Report • RFP development and management, • Vendor selection • Contract negotiation

Pamela Ettien

Manager
Role- Project Consultant

Experience and Qualifications

- Manager at SoftResources responsible for software and technology assessment, requirements analysis and definition, RFP creation, software selection, implementation partner selection, vendor research, information and document management, deliverables, implementation support, speeches/presentations, and special projects.

- 18 years' experience providing software evaluation consulting services for government, nonprofit and commercial sector clients.

- Expertise evaluating many types of business software including enterprise resource planning, financial management, human resources, payroll, permit/community development, distribution, enterprise asset management/CMMS, customer relationship management, and more.

- Presenter at industry trade shows including CSMFO and WFOA government finance officer conferences on the software selection process and software vendors; co-authored articles on software selection.

- Work experience prior to SoftResources includes business experience in accounting, systems work, project management, and software consulting in the apparel, retail, government, and services industries.

- Associate Degree; Project Management training (The Versatile Company)

Samples of Ms. Ettien's Projects

Client		Services
Champaign, IL	• ERP Assessment and Selection	• Requirements definition • Assessment analysis and report • RFP development and management • Vendor selection • Contract negotiation
King County Housing Authority, WA	• ERP Assessment and Selection	• Requirements definition • Assessment analysis and report • RFP development and management • Vendor selection • Contract negotiation • Implementation Project Management
Regional Municipality of Niagara, ON Canada	• ERP Assessment and Selection	• Requirements definition • Assessment analysis and report • RFP development and management • Vendor and Implementation Partner selection • Contract Negotiation

Client		Services
Newark, CA	• ERP Assessment and Selection	• Requirements definition • Needs assessment analysis and report • RFP development and management • Vendor selection
Washougal, WA	• ERP Assessment and Selection	• Requirements analysis • ERP assessment • RFP development and management • Vendor selection • Contract negotiation
Clearwater, FL	• ERP Assessment and Selection	• Requirements definition • Assessment analysis and report • RFP development and management • Vendor selection
Moreno Valley, CA	• ERP Assessment and Selection	• Requirements gathering • RFP development and management, • Vendor selection • Contract negotiation
Durham, NC	• ERP Assessment and Selection	• Requirements gathering • Assessment and CIP Report • RFP development and management, • Vendor selection • Contract negotiation

Spencer Arnesen, CPA, Principal

Principal – Consulting Practice
Role – Project Manager

Experience and Qualifications

- Co-founder and Principal of SoftResources, Certified Public Accountant and member of the Washington Society of CPAs.

- Responsible for sales and marketing at SoftResources, and develops long range strategy.

- Project oversight of software selection and implementation projects at SoftResources.

- 20 years managing software evaluation and selection projects providing software/technology assessment, requirements analysis, RFP creation, software selection, and implementation partner selection.

- Business technology and risk assessment for a variety of organizations.

- Software expertise in the selection of enterprise resource planning, financial management, human resources, payroll, project accounting, enterprise asset management, customer relationship management, distribution and more.

- Author and speaker on the evaluation of software and on best practices for software selection and implementation.

- Work experience prior to SoftResources includes work in the Strategic Services Consulting Group at KMPG Peat Marwick.

- Masters of Accountancy and Computer Information Systems, Marriott School of Management, Brigham Young University; Bachelors of Science in Accounting with a Spanish Minor, Brigham Young University

- Certified Public Accountant, 1999; Washington Society of Certified Public Accountants; Project Management training (The Versatile Company)

Samples of Mr. Arnesen's Projects

Client		Services Summary
Burbank, CA	• Oracle EBS Managed Services Assessment	• Requirements definition • EBS Managed Services Assessment analysis, survey, pricing, and report
Burbank, CA	• Tier 2 ERP Support Assessment	• Requirements analysis • RFI development and management • Assessment for Tier 2 ERP support requirements and lifecycle costs analysis, and report
Brazos River Authority, TX	• ERP System Selection	• Requirements analysis • RFP development and management • Vendor selection • Contract negotiation
Placer County Water	• ERP Assessment and Selection	• Requirements analysis

Client		Services Summary
Agency		• Business Process analysis As-Is and To-Be maps • RFP development (currently underway) • Future: vendor selection and contract negotiation
WorkSafeBC, British Columbia	• ERP System Assessment • Contact Centre Assessment and Selection • Contact Management System Selection • HR/Payroll Market Assessment	• Requirements analyses • Assessment analyses and reports • Vendor selections
Clipper Windpower	• ERP Assessment and Selection	• Requirements analysis • Assessment analysis, business process improvement, report • Vendor selection • Implementation partner selection • Contract negotiation
American Psychological Association	• ERP System Assessment and Selection • Budget Tool Selection • HR/Timekeeping/Talent Management System Selection	• Requirements analyses • Assessment analysis and report • Vendor selections • Contract negotiations
CARE USA	• Financial Management System (FMS) Software Assessment and Business Case, Software Selection and Implementation Partner Selection:	• Requirements analysis • Assessment analysis, report, Business Case development and presentation • Vendor selection • Implementation Partner selection • Contract negotiation

Ronald Loos, CISSP

Director
Role – Project Manager

Experience and Qualifications

- Director at SoftResources with information systems security expertise.

- Joined SoftResources in 2014, responsible for managing consulting projects that include software/technology assessment, requirements analysis, RFP creation, software selection, implementation partner selection, contract negotiations, and implementation oversight.

- Provides consulting services for government, nonprofit and commercial sector clients.

- Expertise evaluating many types of business software including enterprise resource planning, financial management, permit/community development, human resources, payroll, utility billing, distribution, enterprise asset management/CMMS, customer relationship management, and more.

- Frequent presenter at conferences and trade shows on topics such as Cloud Computing, Technology Project Management and Disaster Recovery.

- Work experience prior to SoftResources includes 20 years of technology leadership and management experience, 15 years of enterprise level solutions development and deployment, technical program and project management, extensive enterprise messaging experience, business process reengineering, data warehouse and data integration, global infrastructure design and implementation, service level agreement contract development, SaaS, PaaS, and IaaS development.

- Masters of Business Administration, Seattle University; Bachelor of Arts Sociology/Criminology, University of Washington

- Advanced Leadership and Coaching Program, Performance Leadership Group; Certified Information Systems Security Professional (CISSP) Certification

Samples of Mr. Loos' Projects

Clients		Services
Shoreline, WA	• Permit and Customer Service Selection	• Requirements analysis • RFP development, • Vendor selection
Kirkland, WA	• Enterprise Asset Management Assessment and Selection	• Requirements analysis • RFP development and management • Vendor selection • Contract negotiation
Bothell, WA	• Enterprise Asset Management Selection	• Requirements analysis • RFP development and management • Vendor selection • Contract Negotiation • Implementation Readiness Guidance
WorkSafeBC, British	• Contact Centre Assessment and	• Requirements analyses

Clients		Services
Columbia	Selection • Contact Management System Selection • HR/Payroll Market Assessment	• Assessment analyses and reports • Vendor selections
Pioneer Human Services	• ERP/Manufacturing Assessment and Selection	• Requirements analysis • ERP education presentation • ERP Assessment and Business Case including: business process observations, ERP market analysis, ERP cost assessment, ERP readiness assessment
American Psychological Association	• HR/Timekeeping/Talent Management Selection	• Requirements analysis • RFI development and management • Vendor selection • Contract Negotiation
Colony Capital	• ERP Assessment and Selection	• Requirements analysis • Current System Assessment • Vendor Selection • Prepared and presented executive level presentation
The Warm Company	• ERP System Selection	• Requirements analysis • RFI development and management • Vendor selection • Contract Negotiation

Cherish Cruz

Manager
Role – Project Consultant

Experience and Qualifications

- Manager at SoftResources responsible for software and technology assessment, requirements analysis and definition, RFP creation, software selection, implementation partner selection, vendor research, information and document management, deliverables, speeches/presentations, and special projects.

- 13 years providing software evaluation consulting services for government, nonprofit and commercial sector clients.

- Expertise evaluating many types of business software including enterprise resource planning, financial management, human resources, payroll, permit/community development, enterprise asset management/CMMS, utility billing, fleet maintenance management, citizen relationship management, and more.

- Presenter at WFOA government finance officer conferences; co-authored white papers on the software selection process and software market.

- Work experience prior to SoftResources includes business experience in project management, customer training, software selection consulting, software implementation, customer service, sales support, and accounting in the consulting, software, service and retail industries.

- Masters of Business Administration City University; Bachelor of Arts in Business Administration City University

- Timeslips Software and Implementation Certification (Seattle, WA); Dapix Software and Implementation Certification (Seattle, WA)

Samples of Ms. Cruz's Projects

Client		Services
Brazos River Authority, TX	• ERP System Selection	• Requirements analysis • RFP development and management • Vendor selection • Contract negotiation
Brookfield, WI	• ERP and CRM Assessment and ERP Selection	• Requirements analysis • ERP assessment and presentation • RFP development and management • Vendor selection • Contract negotiation
Labrador City, NL Canada	• ERP Selection	• Requirements analysis • RFP development and management • Vendor selection • Contract review • Implementation project management
Pasadena, CA	• ERP Assessment and Selection	• Requirements analysis

Client		Services
		• ERP assessment of current Oracle PeopleSoft system • RFP development coaching • Vendor selection • Contract review
Vancouver, WA	• Oracle EBS Total Cost of Ownership and Alternative Analysis	• Requirements analysis • Oracle EBS fit/gap assessment, 8-year TCO analysis, comparative analysis of alternative ERP systems • Assessment Report and presentation
Vancouver, WA	• ERP Assessment and Selection	• Requirements analysis • Business Process Mapping • Current: Needs Assessment report and presentation • Future: RFP, Vendor Selection, Contracts
Anchorage Water & Wastewater Utility	ERP Assessment and Selection	• Requirements analysis • Oracle PeopleSoft fit/gap analysis • Replacement ERP system analysis • Cost benefit and ROI analysis • Assessment Report and presentation • RFP development
Fairbanks North Star Borough School District	• ERP Assessment and Selection	• Requirements analysis • Oracle JD Edwards options analysis maintains vs. upgrade vs. migrate vs. new ERP system. business analysis, • Assessment Report and presentation • Vendor selection • contract negotiations • SOW and implementation plan review

ADDITIONAL REQUIRED FORMS

- Drug-Free Workplace Form
- Exhibit B: Certification of Compliance with Living Wage
- Exhibit C: Living Wage Decision Tree
- Exhibit D: Living Wage Compliance
- Signed Addenda 1, 2, 3

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

SoftResources LLC   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, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).

4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, 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 Chapter 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 this section.

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

Bidder's Signature

9 | 21 | 2016
Date

CITY OF GAINESVILLE

CERTIFICATION OF COMPLIANCE WITH LIVING WAGE

The undersigned hereby agrees to comply with the terms of the Living Wage Ordinance and to pay all covered employees, as defined by City of Gainesville Ordinance 020663 as amended at 030168 (Living Wage Ordinance), during the time they are directly involved in providing covered services under the contract with the City of Gainesville for
_____ a living wage of $_____ per hour to covered employees who receive Health Benefits from the undersigned employer and $_____ per hour to covered employees not offered health care benefits by the undersigned employer.

Name of Service Contractor/Subcontractor:_____

      Address:_____

      Phone Number:_____

Name of Local Contact Person_____

      Address:_____

      Phone Number:_____

$_____
(Amount of Contract)

Signature: _Spencer Arnesen_   Date: _9-21-16_

Printed Name: _Spencer Arnesen_

Title: _Principal_

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EXHIBIT C

LIVING WAGE DECISION TREE

While not all encompassing, the following is provided as a guideline for contractors in determining whether the City of Gainesville Living Wage Ordinance applies to their firm in the performance of specified service contracts for covered services* with the City. Contractors are advised to review the entire text of the Living Wage Ordinance in conjunction with this guideline.
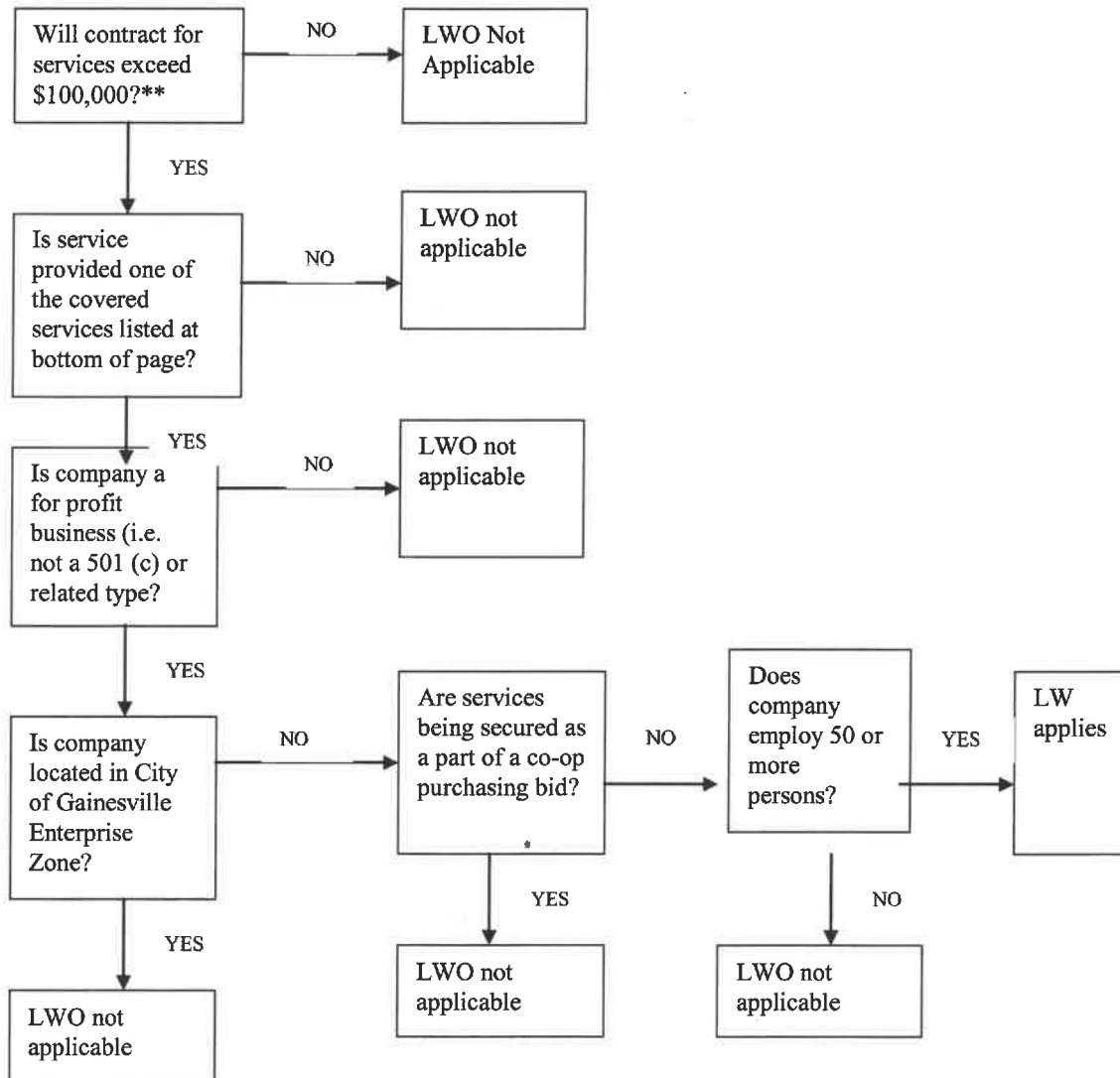
*Covered Services: food preparation and/or distribution; custodial/cleaning; refuse removal; maintenance and repair; recycling; parking services; painting/refinishing; printing and reproduction services; landscaping/grounds maintenance; agricultural/forestry services; and construction services
**Total value of contract.

LIVING WAGE COMPLIANCE
See Living Wage Decision Tree (Exhibit C hereto)

Check one:

☒ Living Wage Ordinance does not apply
(check all that apply)

    ☒ Not a covered service

    ☐ Contract does not exceed $100,000

    ☒ Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.

    ☐ Located within the City of Gainesville enterprise zone.

☐ Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

Exhibit E

SERVICE-DISABLED VETERANS' BUSINESS (check one)

Is your business certified as a service-disabled veterans' business?　☐ YES　☒ NO

LIVING WAGE COMPLIANCE
See Living Wage Decision Tree (Exhibit C hereto)

Check One:

☐　Living Wage Ordinance does not apply
　　(check all that apply)
　　　☐　Not a covered service
　　　☐　Contract does not exceed $100,000
　　　☐　Not a for-profit individual, business entity, corporation, partnership, limited liability
　　　　　company, joint venture, or similar business, who or which employees 50 or more persons,
　　　　　but not including employees of any subsidiaries, affiliates or parent businesses.
　　　☐　Located within the City of Gainesville enterprise zone.

☒　Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is
　　included with this bid.

NOTE:　If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living
Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of
Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

SIGNATURE ACKNOWLEDGES THAT: (check one)

☒　Proposal is in full compliance with the Specifications.

☐　Proposal is in full compliance with specifications except as specifically stated and attached hereto.

Signature also acknowledges that Proposer has read the current City of Gainesville
Debarment/Suspension/Termination Procedures and agrees that the provisions thereof shall apply to this
RFP.

ATTEST:

Christine Panian
Signature
By: _Christine Panian_

Title: _Business Dev Manager_

(CORPORATE SEAL)
PROPOSER:

Spencer Arnesen
Signature
By: _Spencer Arnesen_

Title: _Principal_

5. Question: The PDF I have doesn't have any requirements to fill out in regards to functionality. Is there another attachment?

   Answer: The only attachments required are included in the original RFP document. At this point, the City is looking for ERP consulting services to assist us in the procurement and implementation of an ERP system. Please refer to Section II- Scope of Services, A. Intent for the scope of this project.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: _Soft Resources LLC_

BY: _(signature)_

DATE: _9/21/2016_

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: SoftResources LLC

BY: _(signature)_

DATE: 9/21/2016

ADDENDUM NO. 3

CITY OF
GAINES**VILLE**
every path   starts with passion
FLORIDA

Date: September 21, 2016

Bid Date: September 22, 2016
at 3:00 P.M. (Local Time)

RFP Name: Enterprise Resource Planning (ERP) Consulting Services   Bid No.:   FADM-170007-DH

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

The following are answers/clarifications to questions received after the non-mandatory pre-bid conference:

1. Question: If a vendor is selected as the ERP consultant, and the City determines they should replace their ERP can that vendor also respond to the RFP to provide the ERP services?

    Answer: No. The ERP consultant may be requested to provide assistance with the development of the RFP, evaluation and contract negotiation of the ERP system. Therefore it would be a conflict.

NOTE: If your response has been mailed/shipped/submitted, this Addendum No. 3 may be acknowledge and returned separately to Diane Holder at holderds@cityofgainesville.org.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 3 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 3 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: _Soft Resources LLC_

BY: _____

DATE: _9/21/2016_