

Professional consulting services for the procurement and
implementation of an
Enterprise Resource Planning (ERP) system for

City of Gainesville

August 22, 2016



Candor. Insight. Results.



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August 22, 2016

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

Dear Ms. Holder:

Baker Tilly Virchow Krause, LLP (Baker Tilly) appreciates the opportunity to respond to the City of Gainesville (the City) regarding your Request for Proposal (RFP) #FADM-170007-DH for Enterprise Resource Planning (ERP) consulting services.

We understand that the City is seeking an experienced consultant to conduct a comprehensive assessment of your software needs and assist with the procurement and implementation of a new or upgraded ERP system. Based upon your project description and our previous experience, we are confident Baker Tilly will be an excellent choice to help the City with this initiative.

The financial, information technology and human resource operations of any municipality are key to the effective management of resources. Being able to leverage technology effectively in this environment of shrinking financial resources and increased service demands is critical to effective management.

The City will require a consultant who understands the operational practices of full-service municipal government, including human capital management and financial practices in cost accounting, procurement/inventory, asset management and capital improvement planning within common city departments, public works, public safety and utility services, to name a few.

Baker Tilly is that consultant. Since 2000, we have completed more than 100 ERP software evaluations, more than 50 software implementations and worked with 30 different software packages.

We are uniquely qualified to perform this engagement based on the following key factors:

- > **National experience in ERP**, "best-of-breed," and third-party niche needs assessments, independent implementation advisory services and independent post-implementation audits of projects. This includes comprehensive knowledge of software infrastructure, hardware, costs and post implementation support.
- > **In-depth understanding of city governments** based on our experience with numerous consulting projects for other municipalities across the nation.
- > **Specialized government consulting team.** The proposed professionals for your project are specialists who work exclusively with city governments.

Ms. Diane Holder
City of Gainesville

August 22, 2016

- > **Extensive experience in business process review**, internal controls assessments and best practices in municipal, county and state government.
- > **Deep accounting knowledge.** Baker Tilly is a full-service accounting and consulting firm, and we have the knowledge you seek related to fund accounting, governmental financial accounting processes related to asset maintenance and management, and financial accounting processes and management reporting, especially at the state and federal levels.
- > **A proven methodology** centered on working with your staff to create a long-term strategy and vision for the City that meets not only today's needs but future considerations.
- > **Immediate results.** Our extensive experience with ERP assessments enables us to provide you with recommendations for quick wins that you can make today to improve current business processes.

You will be an important client of our firm. Our proposal details our tailored approach to working with you to accomplish your objectives.

If you have any questions or would like additional information, do not hesitate to contact me at 608 240 2361 or russ.hissom@bakertilly.com. We look forward to the opportunity to further discuss our proposed approach with you.

Sincerely,

BAKER TILLY VIRCHOW KRAUSE, LLP



Russell A. Hissom, CPA, CIA, CISA
Partner

Contents

1. TABLE OF CONTENTS	1
2. TECHNICAL PROPOSAL	2
Proposal Response Form – Signature Page	2
2.1 SCOPE OF WORK	4
2.2 APPROACH	4
2.3 SCHEDULE	20
2.4 OTHER INFORMATION	22
Comprehensive services from our state and local government consulting team	22
Drug-free Workplace Form	24
3. PRICE PROPOSAL	25
Response Form – Price Proposal	26
4. QUALIFICATIONS	30
4.1 EXPERIENCE	30
Case studies	31
Response Form – Experience	35
4.2 QUALIFICATIONS	36
Response Form – Proposed City of Gainesville Team	43
4.3 FINANCIAL STRENGTH AND STABILITY	45
4.4 REGENT REFERENCES	46
Response Form – Reference Listing	46
4.5 NO VENDOR AFFILIATION	47
APPENDIX A: EXCEPTIONAL CLIENT SERVICE	48
APPENDIX B: RESUMES	49
APPENDIX C: SAMPLE ERP DOCUMENTATION	56
APPENDIX D: CONSULTING SERVICES	61
APPENDIX E: ACKNOWLEDGEMENT OF ADDENDA	66
APPENDIX F: EXCEPTION TO GENERAL TERMS AND CONDITIONS	77

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2. Technical proposal

Proposal Response Form – Signature Page

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: Enterprise Resource Planning (ERP) Consulting Services

RFP/RFQ#: FADM-170007-DH

RFP/RFQ DUE DATE: September 22, 2016

Proposer's Legal Name: Baker Tilly Virchow Krause, LLP

Proposer's Alias/DBA: N/A

Proposer's
Address 10 Terrace Court

Madison, WI 53718

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

Name: Russell A. Hissom Telephone Number 608 240 2361

Date: September 22, 2016 Fax Number 608 249 8532

Email address russ.hissom@bakertilly.com

ADDENDA

The Proposer hereby acknowledges receipt of Addenda No.'s 1, 2, _____, 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



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 employs 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 ACKNOWLEDGELS 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

(CORPORATE SEAL)
PROPOSER:

Samantha L. Clouse
 Signature
 By Samantha Clouse
 Title: Notary Public

Russell A. Hissom
 Signature
 By Russell A. Hissom
 Title: Partner





2.1 Scope of work

We understand that the City seeks to improve operations by replacing or upgrading your current ERP system, CGI's Advantage ERP Solution. Your new or upgraded ERP system will be required to expand the functionality and features of the existing financial and human resources systems.

Additionally, the City desires new functions, including learning management, employee relations tracking, employee performance management, manager self-service, vendor self-service, case management, reporting and query tools, and multi-year data conversion from the existing system.

Other functions to be integrated with or included in the core ERP system include document management, time keeping, cashiering, and applicant tracking and onboarding systems.

The City will require the consultant to provide all or a portion of the following services, as outlined in further detail in the RFP:

- > Comprehensive assessment of the City's software needs
- > Assistance with the structure and setup of the internal project management team
- > Development of the RFP for the ERP and peripheral systems
- > Assistance during the ERP proposal submission and evaluation process
- > Assistance during contract negotiations with the selected vendor(s)
- > Assistance in the implementation of the selected ERP system, including transition from the existing Advantage system if needed

2.2 Approach

Activities to be performed

Baker Tilly understands how difficult choosing a path for ERP can be. One of the things to keep in mind is that these types of assessments are about much more than just technology. We see technology as the enabler of the solution. If the organization does not have sound business processes and procedures underlying the system, it will be unable to maximize value from the technology investment.

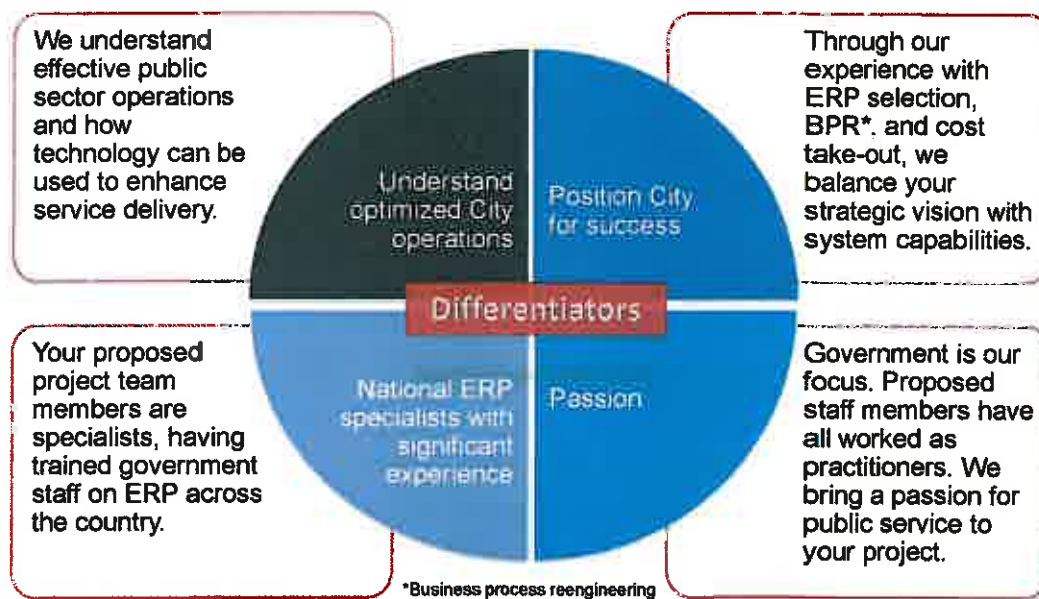
Throughout this proposal you will notice the following differentiators of our approach:

- > By focusing on the needs assessment and process definition phase, we help you to identify process improvements and cost-saving methods that can be implemented **independent of the ERP selection**. This allows the City to achieve tangible results earlier in the process and prior to actual implementation.
- > We help you to identify critical factors that position you for success.
- > We turn our passion for effective government into a solid return on investment.



2. Technical proposal

- > We will assist the City in identifying the “right size” of system to address your needs. Our consultants focus on helping you avoid spending more than you need on functionality that you are unlikely to use.



Over the past decade, we have seen the widespread selection and deployment of ERP in government. Even in an era of scarce financial resources, state and local governments are moving towards the assessment of needs and selection of these systems. Why? Because managing resources and improving business functions through automation and shared information are at the core of ERP systems.

ERP provides one of the most effective methods available to state and local governments to take a comprehensive look across operations and manage resources from an enterprise-wide perspective. The chart below provides a listing of the various functions that can be subject to automation in an ERP environment. The degree and integration of each of these is dependent upon the type of system selected:



2. Technical proposal

Financial functions	Human resources functions	Peripheral functions
<ul style="list-style-type: none"> > General Ledger > Accounts Payable > Accounts Receivable/Cash Management > Treasury Management > Fixed Assets > Budgeting > End to End Procurement (vendor management, contract management, bid management) > Project Accounting > Grant Accounting 	<ul style="list-style-type: none"> > Human Capital Management > Position Management > Benefits Administration > Applicant Tracking > Employee Self Service > Learning Management > Performance Tracking > Payroll > Time Management > Expense Reimbursement > Risk Management 	<ul style="list-style-type: none"> > Utility Billing > Business Licensing/Permitting > Customer Relationship Management > Supply Chain Management > Tax Billing and Collection

The motivations for procuring an ERP are just as varied as their functionality. Because of our vast experience with public sector agencies and operations, Baker Tilly consultants work to understand these motivations and ensure their integration into the overall assessment and selection process. We believe that this approach works to meet not only the technology needs but the strategic needs as well, making for a more viable long-term solution for your agency. Because any system selection is likely to be the chosen solution for your agency for at least 10 to 15 years, we believe that focusing on the long-term goals and objectives of the organization allows us to guide you in making a decision that is guaranteed to survive.

In the sections ahead, we will describe our tested methodology for assessing your business needs and assisting in the selection of a system. For example, a municipality procuring an ERP solution based upon the obsolescence of old systems should vary its approach from the government looking to decentralize their services. The latter focuses much more on organizational capacity and less on the technology at hand.

ERP effectiveness is often hampered by failed implementations. One of the reasons for this is a lack of a clear vision from the outset, e.g., what success looks like for the organization. To minimize your risk in this area, we start early on in our methodology to define the vision. Our approach ensures that all parties understand the full scope of the work to be completed (from the outset), and your project manager will work with you to make sure you don't deviate from that.

Our staff members pride themselves in being able to deliver a product to you on-time and on budget, with minimal risk to the organization.



2. Technical proposal



Project management

Baker Tilly's project management philosophy is one that stresses planning and communication. It is our practice to make sure the City project manager and Executive Sponsors are informed regularly about the project status and any issues that might impede progress towards project goals. We do this through regular project updates, a mutually defined project timeline and an escalation process for items that may delay the project (e.g., not meeting information request requirements, lack of availability of vendor participation in meetings, etc.).

Our first major activity will be a kick-off meeting with the City project manager and other City stakeholders to more thoroughly discuss issues of concern and gain insights about any identified areas to drive the work plan focus. During this meeting, we will also finalize the project goals and timeline; reports to be delivered; distribution of those reports; fieldwork coordination; and the communication plan. The kickoff meeting includes a presentation of ERP 101 regarding the purposes of ERP, benefits, the market and a high-level discussion of benefits to the City.

In planning for and completing the project, we will strive to control the time used and project budget. We will do this by providing the City with regular communications on all areas of the project. Our communication, at a minimum, will be the following:

Communication tool	Weekly reporting	Monthly reporting	Other reporting and information
Project kickoff meeting			✓
Project charter			✓
Communication plan			✓
Status report – weekly via phone conference or email	✓		
Monthly project update summary		✓	
Project issues log (as needed)			✓
Ad hoc meetings			✓
Information request logs			✓
Draft report presentation and discussion			✓
Final report presentation			✓
Project close meeting			✓

We anticipate frequent meetings with the City's project manager and team so urgent matters and updates will be a point of detailed discussion.



2. Technical proposal

The following table details our project management approach:

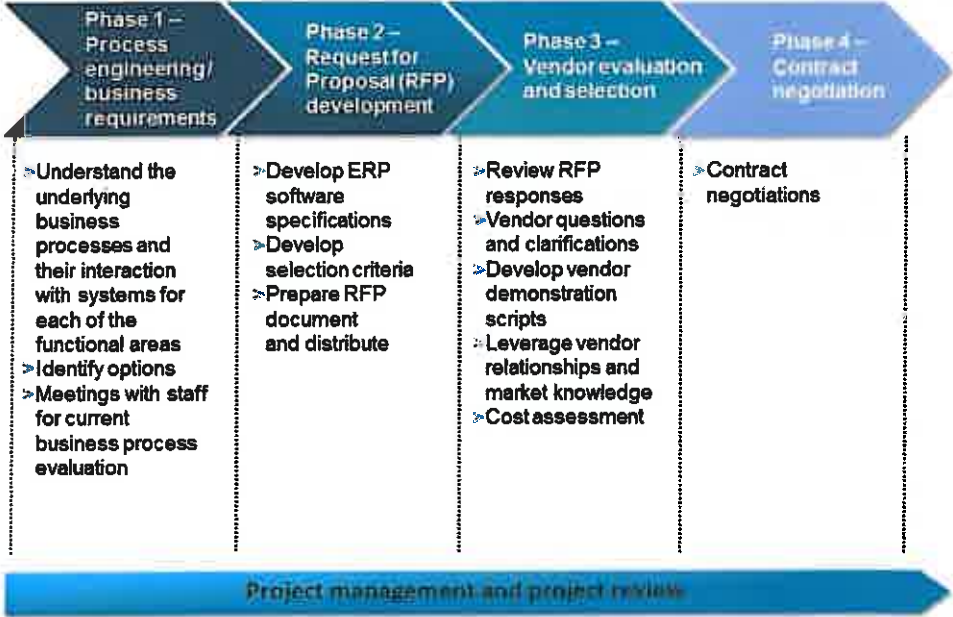
Objective: Ensure project meets expectations and is delivered within agreed-to timeline	
<p>Major activities</p> <ul style="list-style-type: none"> > Confirmation of project scope > Integral involvement of project advisors in finalizing a detailed work plan > Support and recommendations in establishing Project Organizational Structure that defines staff roles and responsibilities > Continual monitoring of the work plan and established project deadlines to facilitate timely and comprehensive completion of the project > Thorough planning discussions to ensure optimal assignment of tasks to project members to control thorough and timely completion of tasks > Regular status meetings to review project progress, issues, risks and resources > Pre-established points of internal review for all project phases and deliverables > Quality assurance reviews 	<p>Deliverables</p> <ul style="list-style-type: none"> > Project kick-off meeting > Detailed work plan > Project calendar and interview list > Communications Plan > Project team structure > Project organizational structure (Executive Sponsors) > Project Charter > Project status reports, the frequency of which will be mutually agreed upon at the outset of the project > Signoffs at project milestones
<p>Assumptions</p> <ul style="list-style-type: none"> > The City will establish appoint a project liaison to coordinate with the Baker Tilly project manager on resource and information needs. > Key stakeholders are available for project initiation activities such as project kick-off and status updates. > The City will provide resources to assist with coordination activities such as scheduling, gathering contact information, and securing project team space and technical resources. > When in need of data/information/records, Baker Tilly consultants will make formal data requests and provide the City with sufficient time to respond. 	



2. Technical proposal

Overall approach

In this section, we describe the phases of Baker Tilly's ERP methodology. We present it as an end-to-end approach to the assessment of business needs and ERP selection and the best way to ensure long-term success for your organization. These phases are summarized in the following diagram. Our four-phased approach covers all of the services that the City requested in the RFP up through system implementation. We will discuss system implementation services later in our proposal.



When it comes to developing the RFP, this type of approach is typically fairly standard across each of the vendors providing this service. **Where we differentiate our work is in the beginning planning stages where we identify your five-year strategic vision and align it with the long term-goals of the project.** For example, if you currently work in a centralized procurement environment but your long-term goal is to move to a more decentralized environment with central procurement staff performing more of a risk assessment and advisory process, any system you choose will need to address functionality such as shopping carts, p-cards and strong internal controls/reporting. This is a separate set of requirements from those that you would have for your current centralized environment. **We have devised our process to make sure that the system you purchase can grow with your organization to realize your vision.**

Another area where our methodology is differentiated from others is in the vendor selection phase. While we do not select a system for you, we have designed a rigorous process for you to be able to understand which system works best for you. First, we work with the costing data across vendors to make a comparison across the various software systems proposed. We also have a scripted demonstration process that is based upon the long-term vision of your business operations. By doing so, we try to eliminate as much of the marketing from these presentations as possible and focus on the functionality and how it fits with your organization.



2. Technical proposal

Phase 1 – ERP needs assessment

Completing a scan and inventory of business operations is critical to the success of any ERP needs assessment. Our work in this phase incorporates a review of the current financial and human resource environment and future business and technical needs, advises the City of best public sector practices in management of government operations, analyzes process changes that must be supported to meet the strategic goals, and provides information on change management and organizational readiness. In addition, our methodology considers that financial management policies and processes must allow the City to demonstrate fiscal accountability, provide for strong internal controls, and ensure compliance with applicable laws, regulations and policies.

The core component of any successful ERP methodology is a clear understanding of financial, human resources and other municipal operations and resources supporting the operations. Your Baker Tilly project staff will hold a series of meetings with staff in these areas. In these meetings, our staff will walk through each of the processes (both manual and automated) to gain an understanding of how the process works, what its inputs are, the strengths and weaknesses of the process, the various systems utilized to complete the process and — most importantly — what you want the process to look like.

After we are able to understand your business operations, we work to identify a long-term, strategic vision for your business operations. This is focused on the operational aspects of your business functions and is independent of ERP technology. We do this because, ***depending upon what your strategic vision is, the technology supporting it will change.*** We help you to define where you want your business operations to be in five years and then work to define the needs around that vision. Because the focus is on the business here, ***we are able to provide the City with recommendations for operational changes and quick wins.***

Last, we consider the various options that are available to the City in the needs assessment and provide some high-level costing via market analysis. We can identify a number of different solutions for the City. These may include a single procurement document with multiple options for response or a deferment of certain business automation needs. We identify each of these needs for you and then present the pros and cons for each along with a preliminary cost range. This provides the City with all of the information needed to make an informed decision as to its future.



The following table provides the specifics of work to be completed in this phase:

Phase 1 objective: Understand the full scope of City operations through a comprehensive review of business operations and prepare an ERP Needs Assessment

Major activities related to business operations review

- > Review relevant documentation to gain an understanding of City's applications and technologies
- > Perform a detailed review of the current/future-state initiatives and goals for the financial and human resources areas, define key strategies and business objectives
- > Conduct interviews with affected departments
- > Link business processes, functional areas and user needs to the organization's mission
- > Confirm our understanding of processes with process owners
- > Outline long-term, strategic vision for each area
- > Identify how the City's long-term financial system strategy should optimize technology, improve the quality and efficiency of services, improve the timeliness of budget and financial reports for management decision making, increase staff productivity and enhance internal controls
- > Assist in developing City's vision for ERP and short- and long-term business-related mobile technology strategies
- > Assess City's information technology infrastructure
- > Consider innovative approaches to managing fiscal and other key administrative functions and incorporate them into the ideal process state

Deliverables related to business operations review

- > Executive visioning session
- > Focus group sessions by functional area to determine business needs and gaps
- > Note summaries on relevant documents reviewed
- > Interview notes
- > Needs Assessment report including
 - Overview of issues related to business operations
 - Detailed business process maps of each functional area
 - Quick wins document highlighting steps the City can take now in order to realize process efficiencies
 - Analysis of options report where we analyze different options for the City in moving forward (includes high-level cost estimates)
 - Improvements matrix where we identify each recommendation made for the City
 - Recommendations and next steps
 - Vision for City's ERP and business-related mobile technologies
 - Best practice recommendations focused on business processes— independent of ERP technology
 - Inventory of systems
 - High-level assessment of project risks and change readiness
 - Information Technology assessment

Assumptions

- > Key stakeholders are available for activities such as functional interviews and status updates
- > The City will provide resources to assist with coordination activities such as scheduling, gathering contact information and securing project team space and technical resources
- > When in need of data/information/records, Baker Tilly consultants will make formal data requests and provide the City with sufficient time to respond.



2. Technical proposal

Baker Tilly's proposed project staff have extensive expertise in conducting comprehensive operational assessments in all municipal operational areas for a variety of governmental entities (e.g., municipalities, utilities, counties and related special districts) including evaluation of effective use of technology, process reengineering and review of functional specific financial expertise (e.g., state aid allocations for public works, fee based programming, etc.). Thus, ***not only do we have the ERP selection and system design expertise required, but our team of senior consultants also brings depth of experience in advising clients on function-specific operational management, process/procedure design and effective use of technology for daily operational needs.*** Our core approach incorporates internal and external subject matter specialists that we rely on to serve as advisors to our teams.

Determining how ready the City is to undertake an enterprise-level project

During the first phase, much information is learned about the organization. Through this information we are able to make an assessment of the organization's readiness to adopt technology. Too often, we see that governments do not consider their readiness to make changes. For example, implementing ERP is not simply an evaluation of whether or not you have the financial resources to undertake such an initiative; rather, this type of initiative also has to be about whether or not the appropriate resources are in place for a larger initiative (e.g., beyond the evaluation phase) to be successful. To this end, we believe that an organizational readiness assessment must include an evaluation of people, processes and technology.

Experience has shown us that a comprehensive assessment of these areas will allow us to identify those areas that are the greatest risk to project success and to begin mitigating these risks at the earliest possible moment in the project. This increases the likelihood of project success. Also, given that we frequently come in to assess an organization after a failed ERP implementation, our approach to ERP projects is to ensure that business strategy and priorities, intended outcomes and expected return on investment (ROI) and department- and/or individual-level impacts (both fiscal and other) are clearly defined, agreed to and consistently articulated throughout the project (e.g., why we are doing this and, more specifically what benefit that has for me, the City's employee). ***This last step is often the most critical change management step of all.***

Baker Tilly can provide best practices based upon helping the City adopt common, core to ERP software (to limit the amount of customization). In general, we will review the City's current state and provide a gap analysis between the City's current state and modern ERP systems. This analysis will also include a roadmap to help direct the City how to move towards common, core ERP (e.g., identify missing policies and procedures, manual processes that could be standardized and completed electronically in ERP). This includes an assessment of current software and anticipated future software purchases/implementations. We will provide the pros and cons to retention vs combined ERP. Then, based upon what the City approves, Baker Tilly can provide baseline future state requirements that the City can edit/comment/update as a starting point. Baker Tilly and the City will work together to ensure a comprehensive future state.



2. Technical proposal

The solutions that we recommend to you focus not only upon technology but on process improvements as well. Often, we find that a simple adjustment to your processes or methodology can bear immediate results for the organization. We differentiate ourselves from our competition through our focus on the entire process. ERP selection is not just about technology. It is about the processes, the procedures and the staff that support the system. ***The people and the processes are the enablers of the benefits of ERP.***

This methodology is a unique characteristic of the Baker Tilly approach and differentiates Baker Tilly. This concept, if used, helps streamline the evaluation process for the City but also improves the response by the vendor community, which generally leads to a more complete and accurate response.

In **Appendix C**, we included examples of the work product you can expect to see in this phase.

Phase 2 – Assist the City in developing an RFP for a new ERP system

Our key activities in this phase are designed to meet the City's requirements and include:

1. Providing a defined software selection approach, including tasks to be performed to complete the RFP preparation and software evaluation.
2. Providing detailed system requirements to be included as part of the RFP.
3. Describing the approaches that have been proven effective in other engagements where Baker Tilly has developed the vendor RFP.
4. Our proposal includes examples of the RFP "scope of work" sections.
5. We will identify all deliverables that will be completed as part of the RFP preparation activities.

Our key differentiator in this phase is our ability to diagnose and understand the long-term strategic vision of business operations for the City. By understanding that vision now, we are able to integrate these points into your plan for the future. This makes any future RFP more relevant and tailored to your business operations.

Our goal is to bridge that strategic vision with system requirements. In addition, we focus on ensuring that the requirements developed are appropriately "sized" for the City, helping to ensure the City does not "oversize and overbuy" a solution.



2. Technical proposal

Phase 2 objective: Develop an RFP document that allows the City to create a competitive process for the selection of a new ERP vendor

Major activities related to RFP requirements definition and solution design

- > Review documentation of the City's completed business/needs assessment and incorporate into project vision as necessary
- > Facilitate process/function-based workshops focused on analyzing the specific needs and requirements for each function and critical process within the City
- > The facilitation of requirements definition sessions will provide further information on the specific functional requirements that will be documented in the RFP individual business and technical requirements documents
- > Work with procurement and other stakeholders to develop the roles and responsibilities and timeline for the Request for Proposal

Deliverables related to requirements definition and solution design

- > Facilitation of focus groups by functional area to identify additional specific business requirements
- > Validated requirements for each of the functional areas for the RFP, this provides the City with a single document containing all of the functional requirements of any chosen ERP system
- > RFP document including
 - Procurement terms and conditions
 - Detailed vendor response templates
 - Functional requirements
 - Interface definition
 - Technical documentation
 - Key objectives/goals/critical success factors for the project
 - Service level expectations
- > Cost Proposal Matrix
- > Cost of Ownership Matrix

Assumptions

- > Key stakeholders are available for needs assessment activities such as functional interviews and status updates
- > The City will provide resources to assist with coordination activities such as scheduling, gathering contact information and securing project team space and technical resources.
- > When in need of data/information/records, Baker Tilly consultants will make formal data requests and provide the City with sufficient time to respond.

Baker Tilly will develop an industry-standard Request for Proposal (RFP) document that will gather valuable data for the City and assist with an apples-to-apples comparison. The RFP document will allow the responses from vendors to be effectively and easily evaluated on the criteria most important to the City.



2. Technical proposal

Baker Tilly has a pool of RFP resources to select from and will tailor an RFP to best meet the needs of the scope of this project. The foundation of this document is the information gleaned from Phase 1 activities. The summary of our approach to translate the needs assessment into the RFP document includes:

The RFP will be developed including standard RFP language but will also include the following appendix material:

- > “General Requirements” including general vendor requirements associated with the number of municipal implementations of similar size, the number of implementations on the current release and many other general requirements that help validate the feasibility of the software vendor
- > “Business and Technical Requirements” matrix (including columns for the vendor to score according to the following):
 - Current version of software provides full functionality required. This functionality is considered part of “base functionality” pricing in cost worksheets.
 - Current version provides functionality but system customization/implementation activities are required (e.g., configuration/customization of reports and user defined fields). This functionality should be considered part of base functionality pricing in cost worksheets and no additional modification costs required.
 - Current version provides partial functionality. System modification is required.
 - Current version does not provide functionality required. Custom development is required.
- > “Cost Proposal” matrix. We propose a very specific and methodical cost proposal which includes the following sections (Note: some sections may not be required):

Base costs

Software costs

The software purchase price

Price for required third-party or non-application software

Software modification costs

If package system, the cost of up-front software modifications as needed to meet business requirements

Software implementation related fees and services

The up-front cost of consulting, training, project management and other professional services fees to install and bring the software live and operational.

Hardware implementation related fees and services

The up-front cost of consulting, training, project management and other professional services fees to install and bring the initial hardware live and operational.



2. Technical proposal

Ongoing costs

Software maintenance costs

The annual cost for technical support, software updates, maintenance to existing software and ongoing modifications/enhancements

Other annual costs

Any ongoing costs that should be included in the budget (e.g., a catch-all for intermittent costs such as onsite support required for version upgrades if using a package system)

Total summary base cost

Five-year total cost summary sheet

This section should contain a summary of the five-year costs for sections 1–6

Five-year total client staffing assumptions sheet

This section should contain a summary of the five-year client staffing assumptions

Optional costs

Initial hardware and infrastructure costs

The up-front hardware cost, including all servers, workstations, network devices and communications equipment necessary to connect sites that are not currently on the City network

Hardware maintenance cost

The annual cost for hardware technical support, repair, upgrades and upgrade implementation service fees

Cloud/outsourced managed services (if requested)

Up-front and ongoing total costs for implementing cloud services

Data conversion costs

Total costs for implementing data cleansing services for conversion of information from the source systems to the target solution system(s)

Interface development

Up-front total costs for design, development and system integration for interfaces to legacy applications

In **Appendix C**, we included examples of the work product you can expect to see in this phase.



2. Technical proposal

Phase 3 – Assist the City's RFP evaluation process

Assessing responses to RFPs can be a somewhat daunting task. Trying to understand costs in a comparative way across vendors can be challenging. In addition, as many of the vendors have become better and better at meeting requirements, it is not unlikely to see a responses matrix with a 95- to 98-percent requirements fit for all vendors.

Because of this, a key approach successfully used by our team is to require vendors to respond to detailed vendor scripts that require the demonstration of actual day-to-day use of the system, allowing you to avoid the standard sales pitch and offering the opportunity to compare applications based on real-world functionality needs. By utilizing the visioning that we gleaned from Phase 1, we are able to assist you in finding which software best meets your current needs as well as your long-term strategic ones.

By the end of this phase, we will assist with the following tasks:

1. Identify critical factors and approach to determine which solutions area a best fit for the City's vision.
2. Describe the approaches that have been proven effective in other engagements where Baker Tilly has evaluated software.
3. Provide recommendations on how software demonstrations should be structured to provide insights of how well the ERP solutions fit with City needs. This will include how the demonstrations will be factored into the software selection process.
4. Provide recommendations whether site visits should be undertaken to public sector sites to evaluate finalists and how these will be factored and scheduled.
5. Prepare vendor demonstration scripts and assist the City with onsite vendor demonstrations.

We will maximize our understanding of the industry and standard contractual requirements by supporting the City in contract negotiations with the goal of negotiating a contract in a light most favorable to the City.



Phase 3 objective: Assist in the evaluation of proposals and vendors, and assist in presenting a written recommendation

Major activities

- > Oversight of vendor question and answers
- > Facilitate the pre-proposal meeting
- > Review all vendor responses
- > Facilitate sessions with the Project Teams to select the top vendors and develop recommendations
- > Facilitate vendor demonstrations
- > Provide contract negotiation support

Deliverables

- > Proposal assessment by vendor
- > Evaluation plan
- > Vendor demonstration scripts
- > Clarification questions and requests
- > Facilitation of vendor demos

Assumptions

- > The City will host no more than three vendor demonstrations
- > If deemed necessary, the City will assign staff to conduct site visits to view software in a live environment.
- > The City will provide resources to assist with coordination activities such as scheduling, gathering contact information, securing project team space and technical resources.
- > The cost analysis will be reviewed for the cost of ownership over a five-year period
- > When in need of data/information/records, Baker Tilly consultants will make formal data requests and provide the City with sufficient time to respond.

In **Appendix C**, we included examples of the work product you can expect to see in this phase.



Phase 4 – Assist the City’s contract negotiation process

Once the City has selected a vendor, our team will assist in the development of a Statement of Work as well as contract negotiations. During this stage it is critical that the City’s steering committee, legal representation and our project team work collaboratively to ensure the best terms for the City are negotiated with the software vendor. Baker Tilly has participated in contract negotiations with many of our clients and will be able to provide key insights during this phase.

Phase 4 objective: ERP statement of work and contract negotiations

Major activities

- > Provide contract negotiation support
- > Support development of the statement of work

Deliverables

- > Contract negotiation support
- > Statement of work development support

Assumptions

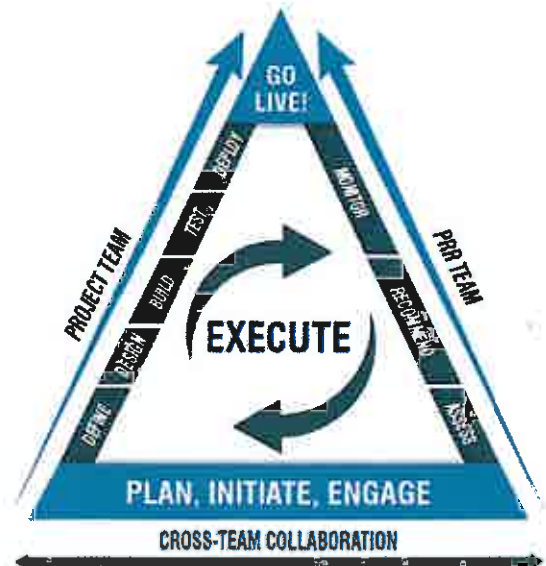
- > Contract negotiations will be led by the City’s counsel. Our team will provide contract support to the City and will actively participate in the process but will not negotiate a final contract/Statement of Work on behalf of the City.

Phase 5 – ERP installation and implementation

Until the City selects a vendor and determines the full scope of services needed for implementation, crafting a full response to this component of work is difficult. Depending upon the software chosen, the depth of work needed can vary substantially.

For example, with a highly configurable solution, the needs may be very detailed (project management oversight, issue tracking, risk management, change management, etc.).

In contrast, the chosen solution may require far less involvement, necessitating more of a quality assurance role with periodic check-ins. As the City progresses through the selection process and further defines needs, we would be happy to provide a more detailed response to the scope of work. At that time, we will provide a scope of work that addresses service #6 of the RFP. The diagram on the right provides an overview of our Project Risk Review (PRR) methodology that we would use to ensure the City’s implementation is successful.



Both the project time schedule and the fixed project costs will vary, depending on the vendor selected, the system functionality implemented and the scope of services chosen for implementation.



2.3 Schedule

Our tentative project schedule, segmented by project phase, is detailed below. During the initial planning phase of your project, we will work with City staff to finalize the schedule.

Proposed audit time line	2016		2017					
Description of Services	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Project planning and management								
➤ Project oversight establishment	█							
➤ Information exchange & review	█							
➤ Project documentation & scoping	█							
Phase 1: ERP needs assessment								
➤ Executive visioning	█							
➤ Conduct focus group sessions	█	█						
➤ Follow-up interviews		█						
➤ Conduct market research		█						
➤ Identify high-level benefits & best practices		█						
➤ Develop preliminary cost estimates		█						
➤ Report development		█	█					
➤ Quality assurance			█					
➤ Final report development and delivery of needs assessment report to City			█					
Phase 2: ERP request for proposal development								
➤ Develop initial requirements document			█					
➤ Review requirements document & validate with City			█	█				
➤ Meet with procurement staff to identify local rules/regulations				█				
➤ Final requirements presented to City				█				
➤ Identify proposal evaluation criteria				█				
➤ Draft RFP text developed				█				
➤ RFP forms assembled				█				
➤ Quality assurance				█				
➤ RFP delivered to City				█				



2. Technical proposal

Proposed audit time line	2016		2017					
Description of Services	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Phase 3: ERP evaluation and vendor selection								
> Identify selection guidelines & plan for staff					■			
> Review vendor responses					■			
> High level assessment of responses					■	■		
> High level assessment of cost						■		
> Proposal assessment report development						■		
> Quality assurance						■		
> Proposal assessment report provided to City						■		
> Software demonstration script development						■		
> Software demonstrations							■	
> Evaluation team selection of vendor							■	
Phase 4: ERP statement of work development and contract negotiations								
> Develop statement of work							■	
> Contract negotiations							■	■
Phase 5: ERP installation and implementation	TBD							



2.4 Other information

Comprehensive services from our state and local government consulting team

Over time, your objectives may broaden or change. Our state and local government professionals help clients meet their most complex challenges. Beyond traditional audit services, we provide proven, practical solutions through the comprehensive resources of our state and local government audit and assurance team, our state and local government consulting team and other industry and service teams. Services include:

Assurance services

- > Preparation of tax increment financing (TIF) statements and TIF district reports
- > OMB Circular A-123 and Uniform Guidance compliance audits
- > Agreed-upon procedures
- > Construction audits
- > Contract pre-award
- > Direct and indirect costs audits
- > Disaster recovery audits (FEMA and CDBG-DR)
- > Federal Acquisition Regulation audits
- > Information technology audits
- > Insurance examinations
- > Performance audits

Consulting services

- > Resource optimization
- > Business technology and enterprise resource planning
- > Utility cost-of-service studies and rate design, and impact fee and wastewater connection fee studies
- > Litigation support
- > Forensic investigations
- > Recruiting services
- > Risk assessments
- > Governance and risk management services
- > Budget reviews
- > Contract compliance
- > Data analytics
- > Early intervention and distressed municipality financial analysis reviews
- > Financial modeling
- > Fraud and corruption detection
- > Healthcare consulting
- > Integrity monitoring
- > Internal audit
- > Process improvement
- > Training and development

See **Appendix D** for more thorough descriptions of some of these services.



Complete range of services

Baker Tilly strives to become a valued advisor by providing a complete range of services to help you meet your financial goals. When you have needs that arise beyond the City's ERP initiative, our resources will allow us to effectively deal with future needs as they arise. We can see the big picture, and we will work with you to enhance and strengthen your processes over the long term.



2. Technical proposal

With more than 2,500 employees across a wide geographic area (national and international) and encompassing many areas of specialization, we are extraordinarily well equipped to bring complete solutions to our clients by utilizing specialists from throughout the firm. Where a particular need arises, we can pull in resources best suited to address the issue.

Complimentary services keep clients informed of industry trends, benchmarks, resource optimization ideas and more

Industry involvement and specialization translate into knowledge we share with the City. The value of our service is based upon your assessments and expectations. Therefore, going beyond the audit—beyond the necessary reports and opinions—to educate your staff and support your operations is the foundation of the relationship we would like to build with you. This value includes preparing your organization for changes in accounting standards through formal communications, webinars (see our website at bakertilly.com for upcoming events) and hands-on training.

Complimentary educational opportunities include:

- > Six to eight webinars annually on topics such as fraud, understanding financial reports, new GASB reporting standards, grant-related topics and cost reduction/revenue maximization; the webinars are free to our clients and qualify for continuing professional education (CPE); they are archived on our website and can be viewed at any time. Recent webinar topics include:
 - How the DOL (Department of Labor) audit quality report impacts your employee benefit plan audit
 - Financial policies 101
 - OMB Uniform Grant Guidance: developing a successful implementation plan
 - Managing your ERP (Enterprise Resource Planning) implementation project
 - Preventing procurement fraud in the public sector
- > In 2015, we released a free governance series of on-demand webinars designed to provide education and insights on topics that board members deal with regularly.
- > *Government Connection* quarterly newsletter with guidance on industry, regulatory and resource optimization issues; our professionals also contribute articles to industry publications.
- > Periodic alerts on laws, regulations, or decisions with an immediate or near-future impact on state and local governments.
- > Industry whitepapers on current topics are e-mailed to clients and posted on the Baker Tilly webpage.



Routine questions through the year fielded by Baker Tilly personnel who can provide meaningful, timely and realistic guidance. Over the years, we have provided guidance to municipal clients on complex accounting and financial report issues.





Drug-free Workplace Form

DRUG-FREE WORKPLACE FORM

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

Baker Tilly Virchow Krause, LLP 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.

Russell Anderson

Bidder's Signature

September 22, 2016

Date



3. Price proposal

Value for fees

We have prepared a fee estimate for the City based on the needs and objectives you have shared with us and our experience conducting similar engagements with similar municipal clients. Our estimate allows for thorough and insightful advice and services from experienced professionals without unnecessary add-ons or start-up charges. The City will receive service from dedicated, experienced staff to work with you toward your goals, providing a high value for fees. Baker Tilly proposes to bill the City monthly.

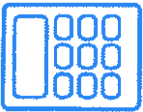
Fees for any service can vary due to factors such as hourly billing rates, mix of staff and actual hours of performance. A low fee is not a bargain if the City does not receive adequate attention and value from your service provider in return. At the same time, the City operates under certain fiscal constraints and deserves to receive services that are both cost-effective and high quality. Our fee reflects both those realities. The fee estimate provided on the **Response Form – Price Proposal** on the following page also includes estimated travel expenses. We will not bill the City for time spent traveling to the City.

We based our estimate on the assumptions detailed below. Should any of these change during the engagement, we will bring the matter to the City's attention immediately and prepare a change order detailing the new requirements and corresponding budget impact. We will not undertake additional work without the City's written approval.

Assumptions include:

- > Adequate support, preparedness and cooperation from the City's management
- > A steering committee created that will work to eliminate or minimize biased opinion from all resources provided to Baker Tilly
- > Access to, and be provided with, electronic or other readily available data; the data provided requires no significant data manipulation
- > Appropriate staff and officials will be available per the agreed-to schedules
- > Information will be provided within the specified timeframes and format (electronic) with minimal manipulation involved
- > The City will provide resources to assist with coordination activities such as scheduling, gathering contact information and securing project team space and technical resources
- > No significant changes in scope

While we used the assumptions above to develop an estimate, we look forward to discussing alternative approaches that may better fit the City's intended scope and priorities.



Response Form – Price Proposal.

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	\$25,375	\$3,000	145	2.5 months	Fixed fee
2	Assistance With Structure/Setup of Internal Project Management Team	\$4,725	\$4,725	27	0.5 months	Fixed fee
3	Development of Enterprise Resource Planning RFP	\$18,025	\$3,000	103	1.25 months	Fixed fee
4	Assistance In ERP Proposal Submission/Evaluation Process	\$28,175	\$4,500	161	3 months (including vendor demonstrations)	Fixed fee
5	Assistance with ERP Vendor Contract Negotiations	\$3,500	\$0	20	1 month	Fixed fee
6	Assistance In Implementation	TBD	TBD	TBD	18-14 months	Fixed fee

Company Name: Baker Tilly Virchow Krause, LLP
Authorized Signature & Title: Russell A. Hissom, Partner
Print/type Name as Signed Above: Russell A. Hissom

Date: 9/22/16



3. Price proposal

As part of the Response Form – Price Proposal, the City requested a brief summary of our approach and methodology for each of the six ERP consulting services. We have provided a detailed description of our proposed project methodology in **Section 2 – Technical Proposal**. Below is a summary of this information broken out into the six services as designated by the City.

Needs assessment

The focus of the needs assessment is to understand the City's current ERP and operating environment, what is working well and what could be improved. Our project team works closely with the City's project steering committee to understand the strategic goals of the organization and how an updated and comprehensive ERP system can help the City achieve those strategic goals. We will also review information provided by the City and conduct focus group sessions to ascertain the strengths, weakness and business needs of each functional area included in the scope, including accounts payable, purchasing, payroll, time and attendance, etc.

An anonymous survey will be issued to vendors to get a high-level cost estimate of what a new system may cost the City. This allows the City to start planning and budgeting for a new system and to make decisions about the scope of any new system. At the end of this stage we will issue a needs assessment report which includes cost estimates, a map of City systems currently in use (to be maintained or suspended after ERP implementation), an improvements matrix highlighting business process improvements that can be made before and after ERP implementation and recommendations for a path forward with ERP procurement. Specific deliverables in this stage include:

- > Executive visioning session
- > Focus group sessions
- > Improvements matrix
- > High-level cost estimate

Assistance with structure/setup of internal project management team

We typically perform this step at the onset of the project, during the project management phase, so that the City is positioned for success right from the start. We will work with the City to develop your project steering committee and project liaisons. We will clearly identify the role that the steering committee and other stakeholders will play throughout the duration of the project. Your Baker Tilly team will draft an orientation memo that the City can distribute which describes the project, the project team structure and everyone's role within the project. This document also highlights key project milestones. Specific deliverables from this phase include:

- > Selection of steering committee
- > Project structure (organization chart)
- > Orientation memo



3. Price proposal

Development of Enterprise Resource Planning RFP

This phase of the project builds off the information learned by your Baker Tilly project team in the needs assessment phase. Baker Tilly will develop a set of technical and system requirements for each functional area that the City would like to include in their proposal. Typically, we develop 3,000-5,000 requirements. Then, we will travel onsite to validate these requirements with end users and other stakeholders. The finalized requirements will be issued by the City as part of the RFP and vendors will be responsible for indicating their system's ability to meet each requirement.

Your Baker Tilly team will also develop a comprehensive RFP and work in conjunction with the City's procurement function to include any specific procurement requirements and terms and conditions within the RFP. Finally, Baker Tilly will provide a list of vendor contacts that the City can send their RFP directly to. This ensures that the City's RFP is seen by all the vendors that may potentially respond. Key deliverables in this stage include:

- > System requirements
- > Cost proposal template
- > RFP
- > Selection guidelines for staff

Assistance with ERP proposal submission/evaluation process

When the City receives responses to their RFP, Baker Tilly will perform an initial review and notify the City's procurement function of any missing information that they may need to follow-up with vendors on. After the initial assessment, we will perform a deep dive analysis of each proposal and the requirements submitted by the vendors. We present this analysis in the proposal assessment report in a way that makes it easy for the steering committee and other stakeholders to review each vendor side-by-side. We will also point out areas of concern or additional follow-up.

After the proposal assessment report is issued, we recommend that the City send no more than three vendors on to the vendor demonstration phase. Baker Tilly will develop vendor demonstration scripts that lay out specific scenarios that the City would like each vendor to demonstrate when they come on site. Typically, each vendor demonstration lasts three days. A Baker Tilly team member will be onsite for each vendor demonstration. Our role during the vendor demonstrations is to make sure that the vendors stick to the script and stay within their time frame. This ensures that the City sees functionality that is really important to them, not just the "bells and whistles" of the software. We can also facilitate any selection discussions with the steering committee, should the City like us to do so. Key deliverables in this stage include:

- > Proposal assessment report
- > Requirements analysis
- > Cost analysis
- > Vendor demonstration scripts



3. Price proposal

Assistance with ERP vendor contract negotiations

Once the City has selected a vendor, Baker Tilly will provide support during the contract negotiation process. We will perform an initial review of the vendor's proposed contract and issue a memo to the City highlighting any areas of concern, points of negotiation and items that the City should consider including within the contract. We will discuss any issues with the City's legal counsel. We will also either develop a statement of work or review the statement of work issued to the City by the selected vendor. Key deliverables in this phase include:

- > Contract negotiation memo
- > Statement of work

Assistance in implementation

It is very difficult to propose on implementation assistance before the City has selected a vendor. This is because the scope of the system and the length of the implementation will vary based on the vendor and system selected. Our services in this area are highly customizable and scalable to the City's needs. For example, we can provide anything from change management consulting services to detailed reviews of system testing. We are happy to discuss these options with the City as you near the implementation phase.



4. Qualifications

4.1 Experience



Firmwide experience and expertise in ERP software consulting services

Created in 1969, our public sector group and its staff provide comprehensive professional services. **Since 1998, we have been providing financial management and strategy consulting services to municipalities or other public entities. For the past 16 years, we have been providing consulting services on ERP systems.** During this time, we have completed more than 100 software evaluations and more than 50 software implementations, each with detailed scoping, process improvements and project planning deliverables.

Our consulting work has produced positive results for our clients. Later in this proposal we list detailed references, but a sample of satisfied clients of our ERP software consulting services includes:

- > City of Green Bay, WI
- > Ogden City Corporation, UT
- > Eugene Water and Electric Board
- > St. Tammany Parish, LA
- > Farmington Area Public Schools, MN
- > City of Valdez, AK
- > Eugene Water and Electric Board
- > City of Madison, WI
- > City of Milwaukee, WI
- > City of Eagan, MN
- > Local Government Information Systems (LOGIS)
- > City of Burbank CA and Burbank Water & Power
- > City of Charlotte, NC

We have included summaries for some of our consulting clients served by the partners and/or managers on your engagement team on the following pages. We have selected these case studies because our services were either similar to the services requested in the City's RFP, or because they demonstrate our expertise and experience operating in a municipal environment. We can share additional information as requested.



Case studies

Ogden City Corporation (Utah)

Population: 83,793 (2012)

Employees: 580

Project timeline: August 2014–present

Nature of services: Needs assessment of financials, human resources, payroll, utility billing, work orders, inventory, community development, permitting, business licensing and parking enforcement.

The City recently selected Baker Tilly to perform a needs assessment of their ERP environment. Currently, they are operating financials and basic HR functions on Tyler Eden. They are also using other systems such as Halogen, Cartegraph, custom AS400 systems, Velosum, InCode and many others to conduct specialty functions such as performance evaluations, work orders and utility billing. This has resulted in a fairly manual environment despite the fact that they have ERP technology established.

One of their greatest challenges is that they have a lot of data but not necessarily a good environment/technology to analyze it. Certain modern technology features (workflow, online approvals) are not utilized in the current environment. Baker Tilly is working to define the organizational issues that led to this separate from the functional capabilities of the system.

Ogden is a mid-sized jurisdiction with 82,000 population. However, they have a broad level of services that they offer to their community. As such, they hired Baker Tilly to assess current needs and make recommendations on their options moving forward. This includes an assessment of current business processes — a number of which are manual and based upon custom reporting.

St. Tammany Parish (Louisiana)

Population: 250,000

Employees: 700

Project timeline: January 2015–present

Nature of services: Enterprise Resource Planning system selection services

St. Tammany Parish (north of the City of New Orleans) contracted Baker Tilly to assist the Parish with multiple phases toward enterprise resource planning (ERP) development and implementation. Steps included needs assessment, RFP development, vendor evaluation and selection assistance, contract negotiation and installation and implementation. The scope included financials, human resources, payroll, utility billing, work orders and inventory. The Parish is currently using Harris GEMS for financials and some aspects of human resources. Many other functions, such as work orders, are heavily reliant on paper based systems. Additionally, the Parish does not use the full functionality of their current system and instead uses several workarounds. This has led to an inability for administrators to have quick and reliable access to the data they need to make strategic business decisions.



4. Qualifications

As part of this project, Baker Tilly, in conjunction with Parish staff, thoroughly reviewed the Parish's business processes **and identified more than one hundred opportunities to improve service delivery or expedite processes**. We are also working with Parish administrators to identify which opportunities can be implemented immediately and which should wait until after a system selection and implementation. Addressing some of the business process concerns before system selection and implementation will lead to a much smoother and more successful implementation for the Parish. The biggest challenge faced by the Parish has been that staff are so focused on transactional, paper-based activities that they have not been able to fully focus on analytical and strategic work. By improving business processes and implementing a system that reduces their reliance on paper, the Parish will be able to focus attention on strategic activities.

City of Green Bay (Wisconsin)

Population: 104,868 (2012)
Employees: 1,000

Project timeline: January 2012–January 2013

Nature of services: Needs assessment, system selection services, contract negotiation assistance

The City of Green Bay (City) selected Baker Tilly to evaluate how the City's human resources, financial, utility billing and payroll information is managed across the organization. Baker Tilly was chosen to conduct a needs assessment, develop business and system requirements, develop the RFP for release and assist in vendor selection/contract negotiations. The City has recently gone live with the first phase of its implementation—financials.

The City currently uses the SB Client (Harris) software for its financial reporting means. This system has been used at the City for at least 30 years. Modules used include accounts payable (AP), accounts receivable (AR), cash receipts, purchase orders, fixed assets, general ledger, chart of accounts, business licensing, bank reconciliation and miscellaneous receivables. Currently the City of Green Bay uses ADP PayForce for its payroll processing. Prior to conversion to ADP PayForce in 2006, the City used SB Client (its mainframe application) for payroll processing. The City also uses Harris NorthStar for its utility billing. Additionally, a number of separate home-grown systems, Access databases and Excel spreadsheets are employed in order to manage the City's transactions.

One of the main challenges to the City was scoping out the full operation of the ERP RFP. Primarily, the City had been considering whether or not a fully integrated, single solution for both finance and HR/payroll is more efficient than the current environment where payroll activities are outsourced. Based upon the work done on this study, the City decided to insource the payroll functions. They also decided to leave the enterprise utility on their separate system (NorthStar) as their current environment met the majority of their needs. Rolling them onto the new system was not cost effective and any process savings that would be gained was negligible.

Last, the City focused on improving business processes throughout the ERP selection process. **A total of one hundred seventy (170) improvements were identified for the City in the Needs Assessment phase**. An example is the development of a standard grant application process so that the City can oversee what grants are being applied for and to ensure that their objectives are in alignment with the City's strategic vision of services.

**Portage County (Wisconsin)****Population:** 70,433**Employees:** 600

Project timeline: 2013–present. Needs assessment and system selection services occurred between January 2013 and February 2014. System implementation began April 2014.

Nature of services: Needs assessment, system selection services, contract negotiation assistance, project management for implementation

Portage County selected Baker Tilly to reevaluate how the human resources, financial, inventory, work orders and payroll information are managed across the organization. The County has been operating on a custom operating environment. In total, more than three hundred (300) systems were inventoried as part of the needs assessment process. Baker Tilly was chosen to conduct a needs assessment, develop business and system requirements, develop the RFP for release and assist in vendor selection/contract negotiations.

After system selection, Portage County hired Baker Tilly to lead their project management office for the duration of the project. Baker Tilly is assisting the County with business process redesign, policy and procedure development, project management, change management and overall quality assurance of the project.

The current system has been used at the County for at least 20 years. Modules used include accounts payable (AP), accounts receivable (AR), cash receipts, purchase orders, general ledger, chart of accounts, bank reconciliation, payroll, time and attendance and miscellaneous receivables. Additionally, a number of separate homegrown systems, Access databases and Excel spreadsheets are employed in order to manage the County's transactions.

One of the biggest challenges to the County was the limitation of the software. Currently, they only have one accounting period as opposed to the 12–14 periods that are typical in ERP systems. As a result, closing processes were very lengthy and cumbersome. Attempts to conduct intermittent closes were difficult and often times resulted in additional work and hampered accuracy. The amount of processes that the County has to maintain is substantially more than it would be in an environment where period closings were utilized.

A number of process recommendations were also made as part of the needs assessment. For example, the County does not have a coordinated grants management process. The project team provided a sample process for the County to vet and follow. ***Approximately two hundred (200) improvements were identified by Baker Tilly for the County in the Needs Assessment phase.*** As part of this project, Baker Tilly also reviewed the property tax assessment and collection process. The County has chosen to defer this functionality until after the implementation of the core financial system.

Last, in implementation, Baker Tilly is working with the County to ready the workforce for the implementation of the new system. One of the biggest challenges is to get staff to move toward a standardization of processes. Currently, systems are designed to fit a particular department's needs and not necessarily a uniform process for the County. For example, the manner in which cash receipts are entered into the system will vary (sometimes significantly) from department to department. We have been working with the County to write policies and procedures that will fit with the new system and keep in line with the overall vision of a system supported by policies/procedures and uniform across the enterprise.



4. Qualifications

City of Madison (Wisconsin)

Population: 243,344

Employees: 2,000

Project timeline: 2008

Nature of services: Technology assessment in support of effective labor and fiscal resource management

Baker Tilly completed a comprehensive city-wide needs assessment for City of Madison (City) and developed a Request for Proposal (RFP) for financial and utility billing and human resources systems software, evaluated system proposals from software vendors responding to the RFP, assisted with evaluation and vendor selection, provided guidance with final contract negotiation and aided the City's project team.

A seasoned team of Baker Tilly consultants successfully guided the City through an extended evaluation project. By keeping the immediate project core team and the extended stakeholders group informed and up-to-date on project progress, decisions were made collectively as a group, everyone was aware of the project progress and there were no surprises, leading to a consensus decision on the software provider following evaluation of RFP responses and detailed software demonstrations.

The introduction of change management tools and techniques enabled the City project team to be aware of and prepared for change management challenges that may develop during implementation of their ERP software. Baker Tilly was engaged as a follow-up to support detailed contract negotiation with the selected vendor and identified a number of key contract areas that will position the City for a successful implementation.

City of Burbank and Burbank Water & Power (California)

Baker Tilly's scope of services for the City of Burbank included:

- > ERP system procurement
- > Implementation oversight, process analysis and business continuation services
- > Fixed-asset valuation
- > Work order and asset management process improvements

Baker Tilly was initially selected to manage the ERP consulting and selection services project for the Request for Proposal for financial (including grant and project accounting), capital asset, work order and human resource/payroll software and implementation services, system selection and contract negotiations support. Upon completion of that project in 2006, Baker Tilly was selected to continue providing consulting and advisory services throughout the implementation of Oracle.

A second project, implementation oversight and business continuation services, was completed. Baker Tilly was engaged to perform process development, perform future process mapping work, capture business improvement opportunities and provide auditing services to ensure the project remains on time and on budget. Our third project involved identifying and valuing assets for water, power, communications, street lighting and other departments that will better reflect their assets upon implementation of the new system. For the fourth project, Baker Tilly continued to work with the electric and water utility improving their work order and asset management processes. The project included a major chart of accounts redesign. (Project timeline: 2007–2010)



Response Form – Experience

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 your 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(s)
1.	Ogden City Corporation Mr. Jess McClelland 801.629.8789	Tyler Mumis & Tyler EnerGov	June 2016	ERP system selection services including process review and gap analysis	Russ Hisson, Caitlin Humrickhouse
2.	St. Tammany Parish Government Mr. Rick Loggins 985.898.2448	Tyler Mumis	August 2016	ERP system selection services including process review and gap analysis	Russ Hisson, Caitlin Humrickhouse
3.	City of Green Bay Ms. Dawn Foeller 920.448.3026	New World Logos	January 2013	ERP system selection services	Christine Smith, Caitlin Humrickhouse
4.	Grand River Dam Authority Ms. Carolyn Dougherty 918.610.9721	Not yet selected	Ongoing since 2015	ERP system needs assessment and system selection services	Russ Hisson
5.	City of Rolling Meadows Mr. Justin Chiappetta 847.870.9016	Not yet selected	Ongoing since 2016	ERP needs assessment	Russ Hisson, Caitlin Humrickhouse
6.					
7.					
8.					
9.					
10.					

Company Name: Baker Tilly Virchow Krause, LLP
Authorized Signature & Title: Russell A. Hissom, Partner
Print/type Name as Signed Above: Russell A. Hissom Date: September 22, 2016



4.2 Qualifications

Firm overview

Baker Tilly is a nationally recognized firm with a proven track record of serving clients nationwide—and internationally. With clients located in essentially every part of the country, our locations across the U.S. enjoy brand recognition among our peers and the public. And as a member of Baker Tilly International, we are able to extend our reach through trusted relationships with firms across the country and around the world.

Baker Tilly was founded in 1931 with one central objective: use our industry specialization to help our clients improve their businesses. And that objective still holds true today. We will assemble an integrated team to serve the City, blending our public sector focused professionals with experienced specialists in the areas that are most important to you. This combination of financial, business and industry-specific specialization ensures you will be working with knowledgeable professionals who understand your organization and the challenges you face—and can create innovative solutions to help you overcome them. And because the City will be working with a tailored engagement team, you can expect to receive consistent, efficient and Exceptional Client Service.

Our commitment to the City extends across your entire organization. We are prepared to bring our full resources to bear on your behalf through offerings such as business and technology services; financial, tax and estate planning services; litigation support and forensic accounting services; merger and acquisition services; risk advisory services; and valuation services.

For more than 80 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client. We will strive to continue to deepen and enhance our relationship with the City as we seek to become your Valued Business Advisor.

Candor

Rest assured that there will be no surprises. Your engagement team will proceed in an open and collaborative manner. We routinely ask for and provide feedback that is smart and straight to the point.



Insight

With our mature and deep specialization by industry and service line, we mobilize resources to consistently bring new and innovative ideas to you.



Results

We do what we say we will do. We start with a team strategically put together based on experience and chemistry. We continually focus on quality, and we work with you to develop a tailored approach that is designed to help you meet your business goals.





Our values

Throughout our relationship with the City, we will be guided by our firm's core values—principles that guide our behaviors and choices and help us strive for excellence in everything we do.

Integrity

We do the right thing, for the right reason, every day. We have high expectations for our firm and its future—expectations that only can be realized by taking the high road. Honesty, trust and the fulfillment of promises are paramount to our success.

Passion

Everything matters. We listen to our clients, display an enthusiastic attitude, experience genuine satisfaction from working together to serve clients and take great pride from a job well done. We put forth our best effort every day for the betterment of our clients, our people and our firm.

Stewardship

We invest for the future with the intention of leaving everything better. Our clients will be more successful, our people will be more fulfilled, our communities will be enriched and our firm will leave a proud legacy.

A position of leadership

Baker Tilly professionals are among the most influential in the accounting and advisory industry, with Baker Tilly thought leaders directly involved with issues shaping our industry.

In October 2015, Baker Tilly Chairman Emeritus Tim Christen continues Baker Tilly's influence and leadership as chairman of the American Institute of CPAs (AICPA). The AICPA is the world's largest member association representing the accounting profession, with more than 400,000 members in 145 countries. With members representing nearly all areas of practice, the AICPA sets ethical standards for the profession and U.S. auditing standards for private companies, not-for-profit organizations, federal, state and local governments.

A top 15 firm

For clients and associates, Baker Tilly is the firm to grow with. We are one of the top 15 largest accounting and advisory firms in the United States according to Accounting Today's 2016 list of "Top 100 Firms."

Baker Tilly's goal is to become America's Finest Professional Services Firm. Our growth means new geographies, new services, new influence and greater opportunity to deliver exceptional results for our clients as Valued Business Advisors.



4. Qualifications

Public sector specialization

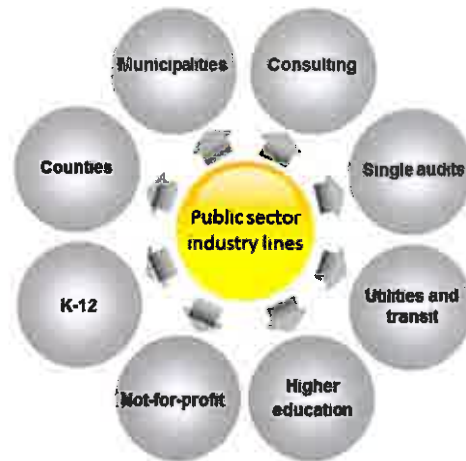


Baker Tilly has a formalized public sector service group

This industry specialization approach allows us to provide specialized training and continuing education to our staff, assuring you of a team with the necessary knowledge and skills you desire to identify the strength of internal controls and processes, and with the specialization of your industry to identify key indicators that are critical to your government.

Our industry-specific approach will ensure the City is working with a team that is truly dedicated to state and local governments, translating into better service and greater value.

- > Our specialists keep abreast of the new developments and trends that may impact municipalities and will regularly provide newsletters, trainings and industry alerts that contain updates and answers to your financial and governmental questions.
- > Our specialists are active in national and state organizations, participate in ongoing continuing education to obtain industry certifications and speak and author articles on industry trends.



Our devotion to government organizations is manifested in our public sector practice group, a group with a team of more than 220 professionals—including 18 partners—dedicated entirely to serving governmental clients. We understand the issues governments face, providing more than 225,000 hours annually to the public sector. ***Our clients include approximately 270 municipalities.*** Our extensive experience provides us with the specialized knowledge and insight to find effective solutions.

We are one of the few consulting and auditing firms with a state and local government group dedicated entirely to serving governmental clients. Our public sector clients rely on our expertise to meet their specific auditing, accounting and operational needs. From helping you manage and optimize your resources to clearly and accurately reporting your funding sources and patterns, you can expect a practical approach, technical insight and a thorough understanding of the municipal government world to work on the City's behalf, delivering the precise services you need, when you need them.

As mentioned earlier, we have been providing financial management and strategy consulting since 1998 and consulting services on ERP systems to counties or other public entities since 2000.



4. Qualifications

Deep municipal and county experience

We have established a record of successfully serving state and local governments, as well as utilities, through increasingly diverse and targeted service offerings for our municipal, county and state clients.

Our project team members have provided consulting, advisory services, or single audit/financial management consulting services to a variety of state and local government entities, including utilities. We are often contracted for new or additional services for the same organizations. The following list exhibits just some of the clients that we have served on consulting projects. We can provide contact information for any of these on request.

- > City of Valdez, AK
- > City of Burbank, CA
- > City of Carlsbad, CA
- > City of Goleta, CA
- > City of Modesto, CA
- > City of Wilmington, DE
- > City of Chicago, IL
- > City of Elgin, IL
- > City of Evanston, IL
- > City of Rockford, IL
- > City of Dearborn, MI
- > City of Eagan, MN
- > City of Minneapolis, MN
- > City of St. Paul, MN
- > City of High Point, NC
- > City of Fond du Lac, WI
- > City of Green Bay, WI
- > City of Madison, WI
- > City of Milwaukee, WI
- > City of Racine, WI
- > City of Wauwatosa, WI
- > Village of Glenview, IL
- > Chippewa County, WI
- > Dane County, WI
- > Hennepin County, MN
- > Lake County, IL
- > Milwaukee County, WI
- > Portage County, WI
- > Scott County, IA
- > Sheboygan County, WI
- > Waseca County, MN
- > Washington County, MN
- > Will County, IL
- > Florida Municipal Power Agency
- > Burbank Water and Power
- > Central Brown County Water Authority
- > Colorado Springs (CO) Utilities (CSU)
- > DuPage Water Commission (Elmhurst, IL)
- > Guam Water Utilities
- > Modesto Irrigation District / MSR Public Power Agency
- > Sacramento Municipal Utility District
- > State of California
- > State of Indiana
- > State of Wisconsin



4. Qualifications

Thought leadership from your project team

Your project team has written or contributed to numerous publications tailored directly to the Public Sector and information technology. **Click on the links in the table (pages 21–22) with “Ctrl Click” to download these articles of interest.**

Engagement team members recently delivered conference presentations or webinars for:

- > **“Best practices for assessing and selecting an enterprise resource planning system”** (Baker Tilly webinar, August 2016)
- > American Public Power Association (APPA) Business & Financial Conference, **“Managing technology resources”** (September 2015)
- > 2015 Wisconsin Water Association Conference: **“IT governance – How to maximize value from your IT investment”**
- > 2015 International City/County Management Association: **“Human resources for small governments”** and **“Preventing procurement fraud”**
- > 2015 APPA: **“Establishing a sustainable succession planning program”**
- > 2015 Wisconsin Counties Association: **“Performing operational reviews for your county departments”**
- > **“Fleet management: The epicenter of a cost-effective public works department,”** American Public Works Association (APWA) New England Fall Conference, October 2014
- > **“Managing your ERP implementation”** (Baker Tilly webinar, June 2014)
- > **“Budgeting for IT”** 2013 Illinois Government Finance Officers Association, Government Finance Officers Association



Engagement team staff members serve on committees and support these organizations with time and funds. Our organization memberships and our active involvement as authors, speakers, trainers and promoters of governmental accounting and auditing mean we are able to provide the City with timely and relevant industry information.

- > Government Finance Officers Association (GFOA)
- > Governmental Accounting Standards Board (GASB)
- > American Payroll Association (APA)
- > International City/County Management Association (ICMA)
- > American Institute of Certified Public Accountants (AICPA)
- > Institute of Internal Auditors (IIA)
- > American Women’s Society of Certified Public Accountants
- > Association of Government Accountants
- > Institute of Management Accountants





4. Qualifications

Recent Baker Tilly state and local government consulting thought leadership, webinars and videos

<p><u><i>Best practices for assessing and selecting an enterprise resource planning system</i></u> August 03, 2016 Learn best practices for conducting a system needs assessment, developing system requirements, conducting vendor demonstrations, and engaging all project stakeholders so you can make a successful ERP purchase decision.</p>	
<p><u><i>Cybersecurity management: Implementing cybersecurity controls</i></u> January 26, 2016 Understand the process of implementing cybersecurity controls and leading cybersecurity control standards.</p>	
<p><u><i>ERP Systems: Best practices for ERP system procurement</i></u> November 17, 2015 Employing the best practices will help an organization procure the ERP system that is best suited to meet their business needs and support the organization's strategic objectives.</p>	
<p><u><i>Cybersecurity management: Data classification demystified</i></u> September 30, 2015 Data classification is an important first step in establishing a cybersecurity management program, as it allows an organization to make managerial decisions about resource allocation to secure data from unauthorized access.</p>	
<p><u><i>Service Optimization: Providing quality human resources services in small governments</i></u> August 07, 2015 Today's fiscal reality forces government administrators to take a hard look at spending, but can cutting important functions like HR cost your government more in the long run?</p>	
<p><u><i>Cybersecurity management: It's not just for business</i></u> April 02, 2015 Our society depends on critical civic and social services provided by state and local governments. These services require effective cybersecurity to support the confidentiality, integrity and availability of this data.</p>	
<p><u><i>Economic Development: Marketing your community through placemaking</i></u> February 20, 2015 Every municipal and county government across the country needs to attract new residents and businesses. For some communities, the key to success in their economic and community development initiatives lies in placemaking.</p>	
<p><u><i>Cybersecurity management: State and local governments are not immune from cyber-attacks</i></u> February 18, 2015 As the holders of sensitive information and the provider of essential human services, state and local governments should be concerned about cybersecurity.</p>	



4. Qualifications

<p><u>What keeps government managers up at night</u> <i>January 26, 2015</i> An impromptu survey reveals what public officials worry most about and what makes them optimistic about the future.</p>	
<p><u>Operation management: The importance of smart spending cuts</u> <i>November 11, 2014</i> To cope with increasingly tight finances, government entities across the nation continue employing both targeted and across-the-board spending cuts. Though often necessary to avoid insolvency, it is important to examine how budget cuts affect government operations.</p>	
<p><u>Cybersecurity management: As technology advances – are you at risk?</u> <i>November 03, 2014</i> When you don't properly secure your IT infrastructure, risk is sure to follow.</p>	
<p><u>Rebounding from a budget deficit, creating a culture of innovation</u> <i>September 04, 2014</i> The city of Rockford needed to reduce a budget deficit without significantly impacting core municipal service levels. Developing comprehensive operational assessments allows staff the flexibility to try new things and forward suggestions to management for implementation.</p>	
<p><u>ERP Systems: Managing your ERP implementation project</u> <i>June 26, 2014</i> This webinar is designed to provide helpful tools and strategies for managing your ERP implementation project.</p>	
<p><u>Organizational assessment helps realign service delivery for maturing city</u> <i>May 15, 2014</i> An innovative organizational assessment plan shifts organizational focus towards enhanced and responsive service delivery instead of growth.</p>	
<p><u>Benchmarking for results: How to design a program that works</u> <i>May 06, 2014</i> Read about the lifecycle of benchmarking and how it can prove to be a high-value tool for your organization.</p>	
<p><u>IT security controls webinar series</u> <i>August 27, 2013</i> This series will help you see eye to eye with your IT department as you discover the ways in which IT controls can help your organization's finance activities. Each quarter, a new webcast will be introduced with each presentation for viewing at your convenience.</p>	
<p><u>ERP Systems: Benefit of conducting a needs assessment for ERP systems</u> <i>May 28, 2013</i> Over the past decade, we have seen the widespread selection and deployment of enterprise resource planning systems (ERP) in government.</p>	



4. Qualifications

Staff qualifications

Response Form – Proposed City of Gainesville Team

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.

The team members we are proposing for your project have worked together on business process documentation projects, ERP consulting projects, and software implementation projects, as well as on other government consulting engagements. They have more than forty years of combined experience in business assessments, ERP consulting, and software implementation services. Your services team includes credentials such as CISA, CIA, MPA, and CPA. The table below shows your project team:

Member, role	Responsibilities
Russell A. Hissom CPA, CIA, CISA Partner	Russ will serve as partner-in-charge, responsible for directing the project team, project delivery and the City's satisfaction with our services. He will also participate in the Executive Visioning session and needs assessment, RFP development and review of vendor demonstrations. He will be a contributing author of our report to the City and a primary report reviewer and editor.
Caitlin Humrickhouse MFA, SWP Project Manager	Caitlin will serve as project manager for all phases of this project and will direct staff in delivering the project work plan, conduct interviews, and participate in the needs assessment, document review, and RFP development. She also will participate in system demonstrations. Caitlin will be a contributing author of our report to the City and a primary report reviewer and editor.
Kyle O'Rourke MFA, CIA Senior Consultant	Kyle will be part of the team that will successfully complete the work plan, participate in the needs assessment, document review, and RFP development, and will participate in system demonstrations. He will also be a contributing author of our report to the City.
Allison LeMay MFA Consultant	Allison will document key policies and operating procedures to ensure business continuity. She will assess client needs to identify software solutions and analyze industry comparable programs.
Danielle Wakai CPA, CISA Senior Consultant	Danielle will document key policies and operating procedures to ensure business continuity. She will assess client needs to identify software solutions and analyze industry comparable programs. Danielle will also provide advice on system security and controls throughout the project.

Please see the following pages for further details on your engagement team's experience with similar assignments. Resumes are provided in **Appendix B**.

Company Name: Baker Tilly Virchow Krause, LLP

Authorized Signature & Title: *Russell Hissom*, Partner

Print/type Name as Signed Above: Russell A. Hissom Date: 9/22/16



4. Qualifications

One of the critical components to any successful initiative is coordinated and comprehensive project management. We carefully pick our project managers to ensure the highest level of communication and project standardization.



Caitlin Humrickhouse will be your project manager and day-to-day contact for all phases of this project. Caitlin is a senior consultant and has been with the firm since 2012. Prior to joining the firm, she worked at the University of Illinois–Chicago where she performed program and market analyses for an online education unit. She provides management consulting services with a focus on resource optimization to assist governmental entities and educational institutions in their efforts to ensure that the resources available (people, processes and technology) are used in the most efficient manner. Her *project management* experience includes engagements for Ogden City (UT), St. Tammany Parish (LA) and Goleta (CA), among others. Her consulting experience includes projects for Dane County (WI), the cities of Green Bay (WI), Carlsbad (CA), Valdez (AK) and Greenville (NC) and the Guam Power Authority.

Caitlin recently conducted a webinar on ***Best practices for assessing and selecting an enterprise resource planning system*** which we believe the City will find of value during the ERP selection process. For more information, please visit our website at <http://bakertilly.com/insights/best-practices-for-assessing-and-selecting-an-enterprise-resource-planning/>

Caitlin holds a Bachelor of International Business and a Bachelor of Spanish from the University of Illinois at Urbana-Champaign, and a Master of Public Administration (MPA), concentration in financial management, from the University of Illinois at Chicago.



The consulting team is led by **Russ Hissom**, partner and leader of our state and local government consulting practice. Russ has extensive experience in providing business process and controls reviews, enterprise risk advisory and internal audit services, software selection and implementation projects, financial and compliance audits, management audits, enterprise risk management programs, scorecard and metrics reporting, construction cost reviews, operational reviews and internal audit, risk assessment and financial training for public sector organizations. He is a Certified Public Accountant (CPA), Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA) and has a Certification in Risk Management Assurance (CRMA). Russ holds a Bachelor of Business Administration in accounting from the University of Wisconsin–Milwaukee.

Russ is/was the partner in charge on consulting engagements for Ogden City (UT), St. Tammany Parish (LA), Goleta (CA), Valdez (AK), Richmond (CA), Charlotte (NC), Dane County (WI) and the Guam Power Authority.

The engagement team for the City has been selected based upon the unique needs of your business. Each person was chosen to be on your team because of the individual strengths they possess that will directly benefit the City and complement your work environment. Based on industry expertise and serving clients similar to the City, we feel we can provide the best service to you by managing the engagement out of our Wisconsin office. Our team serves clients nationwide and we are only "a day away" for face-to-face meetings. This is the same level of service we provide to clients that reside in our own office building.



The Institute of Internal Auditors





Thanks to the ease of airplane travel, the paperless environment we operate in and the technological advances in video conferencing, we can assure you that any lack of proximity on a day-to-day basis will be more than made up for in our ERP expertise and public sector focus. As a team, we will provide you with highly coordinated and responsive services. We strive to assign staff based on skill set and not based on availability or location. This provides you a team with relevant industry knowledge and best practices they can share with you and practical solutions to issues that may arise. This staffing arrangement has been very successful for many of our clients and we will work to make it successful for you.

Our team is centrally managed to allow for consistent service to our clients nationwide. We collaborate and train with one another to stay up to date on new industry changes and pass along knowledge to our clients. We recommend you connect with our clients to understand their satisfaction with our team’s responsiveness and presence throughout the audit process.

4.3 Financial strength and stability

Here are key points to consider regarding the financial strength and stability of Baker Tilly:

- > Baker Tilly ranks as the 13th largest accounting and advisory firm in the U.S.
- > We serve both privately held and publicly traded clients ranging in size from \$1 million to billions of dollars in revenues.

The table below shows our firm’s net revenues for the past three years.

	2015	2014	2013
Net revenue	\$478 million	\$475 million	\$301 million

Information about the firm’s net revenues can be found on our website under our annual report. As a service provider, Baker Tilly strives to keep its identification information current and accessible. Our DUNS number, which is used to identify and track more than one million businesses worldwide, is 07-616-1934.



4. Qualifications

4.4 Recent references

We always are glad to provide references because we think it is important for you to talk with organizations we serve. We encourage you to connect with the clients listed below to learn more about the value of their relationship with Baker Tilly. Each may have a different perspective that you may find valuable as you think about your needs.

Response Form – Reference Listing

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: Ogden City Corporation
ADDRESS: 2549 Washington Blvd, Ste 410
Ogden, UT 84401
TELEPHONE: (801) 629 8789 Email: jessmcclelland@ogdencity.com
CONTACT NAME: Mr. Jess McClelland, Information Technology Division
DATE OF COMPLETION OF PROJECT: June 2016
CONTRACT AMOUNT: \$ 120,000

2. CUSTOMER NAME: St. Tammany Parish Government
ADDRESS: 21490 Koop Rd
Mandeville, LA 70471
TELEPHONE: (985) 898 2448 Email: rloggins@stpgov.org
CONTACT NAME: Mr. Rick Loggins, Director of Technology
DATE OF COMPLETION OF PROJECT: August 2016
CONTRACT AMOUNT: \$115,000

3. CUSTOMER NAME: City of Green Bay
ADDRESS: 100 North Jefferson Street, Room 200
Green Bay, WI 54301
TELEPHONE: (920) 448 3026 Email: dawnfo@ci.green-bay.wi.us
CONTACT NAME: Ms. Dawn Foeller, Finance Director / Comptroller
DATE OF COMPLETION OF PROJECT: January 2013
CONTRACT AMOUNT: \$ 110,000

4. CUSTOMER NAME: Grand River Dam Authority (GRDA)
ADDRESS: 226 W. Dwain Willis Ave PO Box 409
Vinita, OK 74301
TELEPHONE: (918) 610 9721 Email: carolyn@grda.com
CONTACT NAME: Ms. Carolyn Dougherty, Chief Financial Officer
DATE OF COMPLETION OF PROJECT: Ongoing since 2015
CONTRACT AMOUNT: \$ 91,000

5. CUSTOMER NAME: City of Rolling Meadows
ADDRESS: 3600 Kirchoff Road
Rolling Meadows, IL 60008
TELEPHONE: (847) 870.9016 Email: chiappettaj@cityrm.org
CONTACT NAME: Mr. Justin Chiappetta, IT Coordinator
DATE OF COMPLETION OF PROJECT: Ongoing since 2016
CONTRACT AMOUNT: \$85,000

My company has been in this type of business for 18 years



4.5 No vendor affiliation

Baker Tilly has no affiliations with or bias towards any potential vendor or particular ERP company/provider. This allows us to provide you with unbiased advice and recommendations, leaving you with the option to choose the best ERP system for the City's needs.

Baker Tilly's holistic ERP approach

The graphic below demonstrates the holistic approach our Baker Tilly team employs when performing ERP selection services. Ultimately, our goal is to ensure that the ERP system selected will serve the City now and in the future.



Appendix A: Exceptional Client Service

The Baker Tilly difference is the client experience

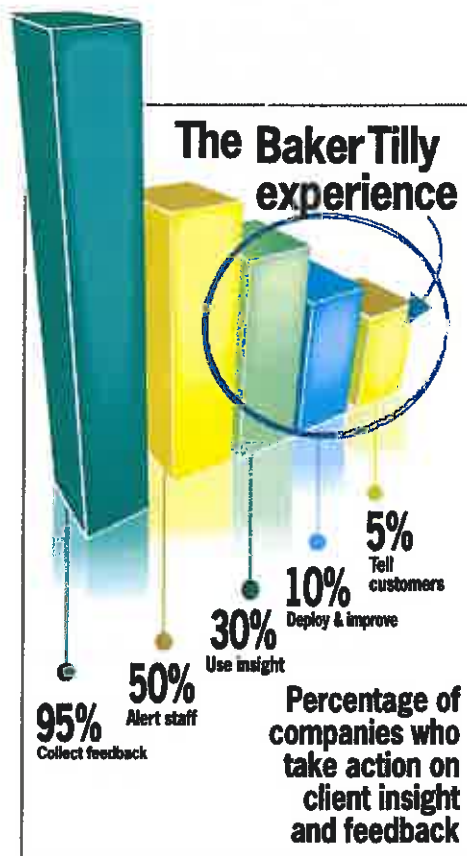
Accounting firms are not all the same. Baker Tilly breaks away from the pack when it comes to connecting with you to truly understand what is important to you.

Clients choose and stay with Baker Tilly because they know we deliver Exceptional Client Service. According to the Corporate Executive Board, 95 percent of companies collect feedback about their level of service and expertise, but less than half use it to improve the way they do business and just five percent actually talk with their clients and take action to make things better. We are one of the five percent where talk triggers action.

A client-centric way of doing business

Your definition of client satisfaction is the only definition that matters. We ask. We listen. From staff accountant to managing partner, we focus on understanding your needs. Through knowledge sharing and open discussions, you will experience the value of working with a team of professionals that focuses on you and your success—a team that dedicates itself to:

- > Proactively identifying and meeting the needs of clients by fostering an atmosphere of service and respect
- > Providing value in ways that increase client satisfaction and loyalty
- > Taking responsibility for developing and sustaining productive client relationships
- > Consistently applying the characteristics of the Baker Tilly client service model to everything we do



Above all, it means we are continually working to improve the client experience.

Appendix B: Resumes



Russell A. Hissom, CPA, CIA, CISA

Partner

608 240 2361

russ.hissom@bakertilly.com

Russell Hissom, partner on the Energy and Utilities team, has been with Baker Tilly Virchow Krause, LLP since 1983. Russ has extensive experience with contract compliance audits under jointly owned electric generation contracts, overhead cost allocation studies, enterprise risk management implementation projects, benchmarking studies, work order asset management implementation projects, construction reviews, management audits, financial and compliance audits of electric utilities and specialized risk management and operational and financial training for utilities.

Russ also has extensive experience in providing enterprise risk advisory and internal audit services, software selection and implementation projects, financial and compliance audits, management audits, business process and controls reviews, enterprise risk management programs, scorecard and metrics reporting, construction cost reviews, operational reviews, and internal audit, risk assessment and financial training for public sector organizations.

Specific experience

- > Performs management audits that analyze utility operations in key business processes to determine and recommend greater efficiencies in operations
- > Performs benchmarking analysis, overhead cost allocation studies and utility financial performance projects
- > Assists public sector organizations in developing benchmark and scorecard reporting
- > Performs enterprise risk management implementation projects
- > Provides internal audit and enterprise risk advisory services
- > Performs compliance audits that analyze the impact and performance of utilities under jointly owned electric generation contracts
- > Evaluates energy procurement and trading practices and recommends policy and process improvements
- > Develops internal controls reviews under the COSO internal control framework
- > Partner-in-charge of financial audits for electric, water, wastewater, gas and communications utilities
- > Partner-in-charge of financial audits for public sector enterprise funds (electric, water, wastewater, gas and communications)



Russell Hissom, page 2

Specific experience (cont.)

- > Partner-in-charge of public sector utility software selection and implementation projects
- > Analyzes revenue requirement, cost-of-service studies and rate design for electric, water, wastewater, gas and communications utilities
- > Serves as an expert witness before regulatory bodies in utility rate proceedings
- > Performs work order asset management and FERC/NARUC accounting implementation projects
- > Performs specialized training for utilities in the area of enterprise risk management programs, work order asset management systems, internal audit programs and accounting standards implementation
- > Authors various articles related to the utility industry

Industry involvement

- > National and state utility and public sector utility organizations
- > American Institute of Certified Public Accountants (AICPA)
- > Institute of Internal Auditors (IIA)
- > ISACA
- > Member – Sustainability Accounting Standards Board Energy Standards Group
- > National speaker for the energy industry on enterprise risk management, work order business process improvements, business process reviews and industry accounting topics

Education

University of Wisconsin–Milwaukee
Bachelor of Business Administration in Accounting



Caitlin M. Humrickhouse, MPA, SWP
Consulting Manager

312 729 8098
caitlin.humrickhouse@bakertilly.com

Caitlin Humrickhouse, consulting manager with Baker Tilly Virchow Krause, LLP, has been with the firm since 2012. Prior to joining the firm she worked at the University of Illinois at Chicago where she performed program and market analyses for an online education unit.

Specific experience

- > Provides management consulting services with a focus on resource optimization; these services assist governmental entities in their efforts to ensure that the resources available (people, processes and technology) are utilized in the most efficient manner; recent projects include:
 - Business process documentation and improvements consulting for the City of Riverside, California
 - A comprehensive business process review of the Human Resources and Financial Services Departments for the City of Greenville, North Carolina; the project included a customer satisfaction survey, an assessment of available technology and business process analysis
 - Enterprise resource planning (ERP) system selection services for the City of Green Bay, Wisconsin, St. Tammany Parish, Louisiana and Ogden City, Utah
 - Benchmarking and comparable analysis for multiple municipalities including the Cities of Carlsbad and Goleta, California
 - Analysis of business processes and operations for the City of Stoughton, Wisconsin

Industry and community involvement

- > Institute of Internal Auditors (IIA)
- > Illinois Association of Municipal Management Assistants
- > International City/County Management Association (ICMA)
- > International Public Management Association for HR (IPMA-HR)
- > Active member of Step Up
- > Chicago Chapter of the U.S. National Committee for United Nations Women, Treasurer

Education

University of Illinois at Urbana–Champaign
 Bachelor of International Business
 Bachelor of Spanish

University of Illinois at Chicago
 Master of Public Administration
 Concentration in Financial Management



Kyle O'Rourke, MPA, CIA

Senior Consultant

312 228 7248

kyle.orourke@bakertilly.com

Kyle O'Rourke is a senior consultant with Baker Tilly Virchow Krause, LLP. He has three years of public sector consulting experience. Throughout his career, Kyle has provided a variety of services to his public sector clients including internal audit and risk consulting services, business process reviews, organizational and operational assessments, benchmarking studies and technology needs assessments.

Specific experience

- > Consults with governments, utility providers and higher education clients on various projects including business process improvement, economic impact analysis, grant compliance and enterprise system procurement
- > Enterprise resource planning (ERP) system selection services for local governments including conducting needs assessments, documenting function and technical requirements, developing the Request for Proposals and serving as project manager through the selection phase of the procurement process
- > Performs staffing, organizational and operational assessments for various government entities
- > Leads annual risk assessments and executes internal audit plans for not-for-profit and membership organizations, local and state governments and higher education clients
- > Planned and executed GAGAS-compliant financial and compliance audits on behalf of federal entities

Industry involvement

- > Institute of Internal Auditors (IIA)
 - Government Advisory Committee Member, Chicago Chapter
- > International City/County Management Association (ICMA)
- > Government Finance Officers Association (GFOA)

Education

Indiana University at Bloomington
 Master of Public Affairs
 Concentration in Public Financial Management

Bachelor of Science in Public Affairs



Allison LeMay, MPA

Consultant

312 228 7230

allison.lemay@bakertilly.com

Allison LeMay is a consultant with Baker Tilly Virchow Krause, LLP. She recently joined the firm after obtaining her Master of Public Affairs. Allison brings five years of operational review and strategy experience to the firm from public, private and not for profit entities.

Specific experience

- > Consults with governments and utility providers on various projects, including business process improvement, risk analysis and enterprise system procurement
- > Provided enterprise resource planning (ERP) system selection services for St. Tammany Parish, Louisiana
- > Developed a comprehensive risk impact matrix for the Orlando Utility Commission; project included department interviews of key subject matter experts and prioritization and weighting of all possible risks considering likelihood and impact
- > Analyzed human resources policies and procedures for the Long Island Power Authority
- > Designs cost model alternatives to forecast financial impact of program restructuring, presenting quantitative and qualitative impacts to the client

Industry and Community Involvement

- > International City/County Management Association (ICMA)
- > International Public Management Association for Human Resources (IPMA-HR)
- > Active member of the Women's Legacy Project
- > Active member of the AmeriCorps Alumni Chicago chapter
- > Committee member of Step Up

Education

Indiana University at Bloomington
 Master of Public Affairs
 Concentration in Public Financial Management and Policy Analysis

Kenyon College (Gambier, Ohio)
 Bachelor of Arts in Spanish Area Studies and Pre-Medicine



Danielle Wakai, CPA, CISA

Senior Consultant

608 240 2644

danielle.wakai@bakertilly.com

Danielle Wakai is a senior consultant with Baker Tilly Virchow Krause, LLP. She has more than five years of experience with business systems solutions, including analyzing, developing and implementing business and web applications.

Danielle also has experience analyzing financial statements, analyzing processes to identify cost-saving technical solutions and maintaining and improving current business systems.

Specific experience

- > Performs business process reviews of public sector entities to facilitate greater efficiencies in operations
- > Performs financial audits of public sector entities
- > Author of information technology governance textbook for the utility industry
- > Performs information technology risk assessments and internal control evaluations for public and private sector entities
- > Developed and implemented system applications for sales and engineering departments
- > Analyzed inventory processes to identify and develop cost-saving solutions
- > Prepared comprehensive data analysis of departmental expenses and budgets
- > Developed and implemented web applications for sales and engineering departments
- > Developed customized reporting system and supporting database
- > Developed business applications to track and maintain transportation fleets
- > Developed databases and websites

Industry involvement

- > American Institute of Certified Public Accountants (AICPA)
- > ISACA
- > National speaker on information technology systems and cybersecurity issues
- > Co-author of 2014 publication on Information Technology Governance



Danielle Wakai, page 2

Education

University of Wisconsin–Madison
Master of Accountancy
Bachelor of Arts in Asian Studies

Blackhawk Technical College (Janesville, Wisconsin)
Associate in Applied Sciences (three degrees)

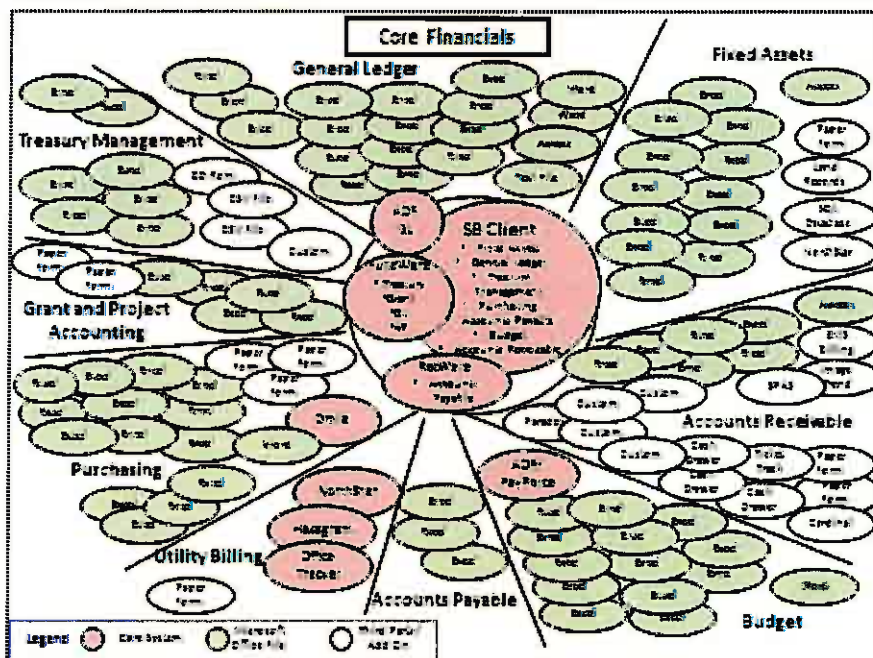
- > CIS/Networking Specialist
- > CIS/Micro Programmer Specialist
- > CIS/Microcomputer Specialist

Appendix C: Sample ERP documentation

The following serve as select examples of the work product you can expect to see in Phase 1. *These are samples only and considered proprietary work product and should not be shared on any information request.*

Department	Purpose/Use	System/Platform	Maintain or Eliminate w/ ERP Implementation
All	Track journal entries	Excel	Eliminate
Finance	Develop CAFR	Excel	Eliminate
Finance	GASB34 reporting, conversion process	Excel	Eliminate
Finance	Track journal entry numbers	Excel	Eliminate
Finance	Core GL system	SB Client	Eliminate
Finance	Key in GL info for the batch to facilitate entry into SB Client	Excel	Eliminate
Finance	Conversion of PCard file to Excel for posting of transactions to the ledger	Excel	Eliminate
Finance	Payroll general ledger	ADP GL	Potential to Maintain
Finance	Conversion of ADP file to Excel	Excel	Potential to Maintain
Finance	Conversion of ADP excel file to text for import	Text File	Potential to Maintain
Finance	Year-end reconciliation support	Excel	Eliminate
Finance	Template to support CAFR and MDNA development	Word	Potential to Maintain
Finance	Develop Department of Revenue report	Excel	Eliminate
Planning	RDA Loan tracking	Access	Potential to Maintain

SAMPLE: System Inventory Map for Core Financials



SAMPLE: Improvements Matrix for Accounts Payable

Note: these are hypothetical examples only:

#	Type	Description	Supporting Evidence	Interview/ Workshop	City Decision
1	Process/Workflow	Implement a three-way matching process	The City does not have a three way matching process which strengthens internal controls	Accounts Payable	
2	System Capability	Utilization of integrated wire transfers	Eliminate the need for work around wire transfers. The City currently processes as an AP process in order to ensure correct posting to GL	Accounts Payable	
3	Process/Workflow	Utilization of online workflow functions to reduce the sending and receiving of paper by interoffice mail	Staff will send over signed invoices to central AP for processing	Accounts Payable	
4	System Capability	Utilization of alerts	Staff will check the system periodically to identify if any work is pending for completion. Workflow would allow this to be an automatic notification.	Accounts Payable	

The following serve as examples of the work product you can expect to see during RFP development. *These are samples only and considered proprietary work product and should not be shared on any information request.*

SAMPLE: Requirements for General Ledger

General Ledger	
GL Set Up and Design	
1	Ability to set up a flexible General Ledger structure with shortcuts available to users.
2	Ability to set up a chart of accounts (COA) coding structure including, but not limited to: Fund, Center, Account, Department, Division, Program, Service, Object, Project, Line of Business and other criteria.
3	Ability to set up controls within every module in the system around every element within the General Ledger (e.g., limit charges to active funds, accounts or centers).
4	Ability to validate the chart of accounts (i.e., department, cost center) by field.
5	Ability to allow/disallow combinations of elements of the code structure (e.g. disallow Payroll vs. Interdepartmental Charges/Accounts–disallow Public Health accounts within the Parking Utility Fund).
6	Ability to comply with SAS standards and CAFR financial reporting.
7	Ability to make organizational structure changes to be used for future transactions. Ability to close series of account strings & open others easily when designated funds are modified
8	Ability to provide compliance with OMB A-133.
9	Ability to provide compliance with GASB.
10	Ability to execute GASB 34 conversions.
11	Ability to provide compliance with GAAP.

SAMPLE: Vendor Questions

- Describe the Web functionality of the proposed systems, both current capabilities and future direction.
- Identify the programming language for each module of the proposed systems including the report writer(s). Additionally identify any programming languages that are proprietary.
- Describe in detail the proposed database platform(s) for your proposed solution.
- Describe the system technical architecture (i.e. multi-tiered, thin client, web-based, etc.)
- Describe the integration of the proposed system modules. Identify any modules that are not fully integrated.
- Describe how your solution would be performance tested.
- Describe how your solution would perform during peak periods (e.g., benefits enrollment).
- Will your firm commit to transaction response times? If so, what is your stated commitment?
- Describe the monitoring tools to be used and how alerts from the monitoring of various components of the solution (e.g., physical infrastructure operating systems, integration services and applications) would be managed and integrated for root-cause analysis of incidents and problems.
- Describe how the implementation plan has been designed in such a way to minimize any negative impacts on existing City operations and responsibilities.
- Describe how the implementation plan has been designed to provide for the deployment and use of management, supervisory or other key personnel during the project. (The detailed plan below should show all management, supervisory and key personnel that will be assigned to manage, supervise and monitor the project.)
- Describe how the implementation plan has been designed in such a way to minimize the startup time of the project.

The following serves as an example of the work product you can expect during the vendor evaluation phase of the RFP process. *This is a sample only and considered proprietary work product and should not be shared on any information request.*

SAMPLE: Vendor Demonstration Script for System Wide Features

System Wide Features			
Script #	Description	Demonstrated?	Evaluator Notes
2-1	<p>Demonstrate system navigation and general module/features overview</p> <ul style="list-style-type: none"> ▪ Provide a brief introduction of the menu structure and/or portal applications with which end users will access the system and various modules ▪ Demonstrate menu navigation alternatives, including shortcut keys and non-mouse navigation options ▪ Demonstrate ability to quickly navigate from one function/program to another ▪ Demonstrate the common look and feel throughout the application ▪ Demonstrate common and configurable menu items throughout application ▪ Demonstrate the rearranging, hiding, unhiding and resizing of fields ▪ Demonstrate the rearranging, sorting, hiding, unhiding and resizing of columns of data ▪ Demonstrate drill downs ▪ Demonstrate mandatory and defaulted fields ▪ Demonstrate free form text (i.e., notes and comments) ▪ Demonstrate user personalized menu capability 	<input type="checkbox"/>	
2-2	<p>Demonstrate desktop tool integration</p> <ul style="list-style-type: none"> ▪ Demonstrate/discuss the system's import/export capability from/to the following applications: <ul style="list-style-type: none"> ○ Microsoft Excel ○ Microsoft Outlook ○ Microsoft Word ○ PDF ○ Email ○ HTML ○ XML 	<input type="checkbox"/>	



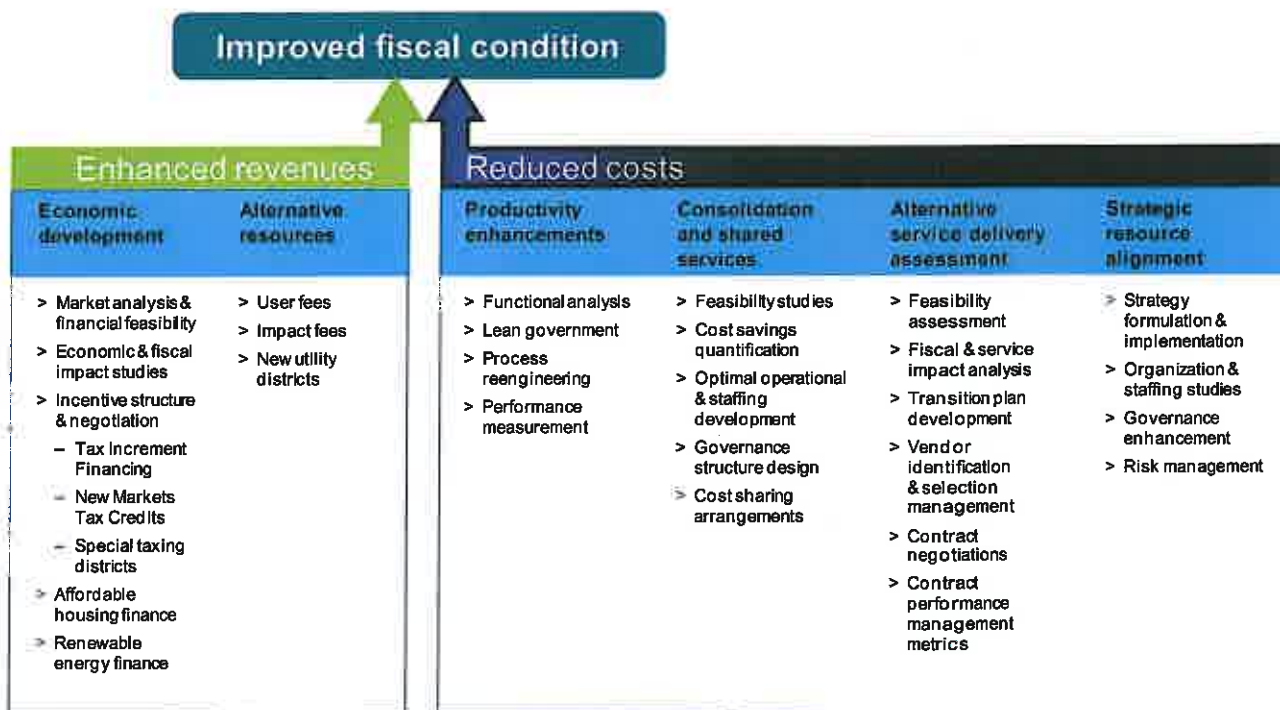
Appendix D: Consulting services



Consulting services provided by our state and local government consulting team

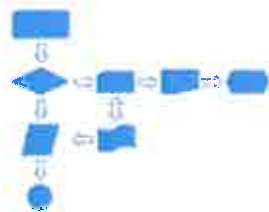
In today's challenging fiscal environment, governments are faced with increasing service expectations at the same time as available resources are constrained.

State and local government specialists at Baker Tilly provide a range of accounting and advisory services to assist you with uncovering new opportunities to improve your overall fiscal condition. Our consulting professionals can offer solutions to improve your unique fiscal position and leverage your scarce resources, transforming your organization's strategic priorities into sustainable outcomes. Our seasoned consultants can provide you with the following services:



In addition, we recognize that projects such as this need to ensure equal focus on service and the value proposition of how resources are allocated, aligned and assigned to deliver those services. Ensuring the appropriate competencies, staffing levels and workflow is a critical component of any effective service delivery strategy.

We don't stop at cost cutting or containment. We also know how to increase revenue through exploring new opportunities and programs and maximizing the financial results of services, such as electric, cable, water and sanitation. For example, a thirty-person group specializes in utility price recommendations.



Proven success in realigning resources

Our firm has all-encompassing strategic and organizational planning experience across a wide variety of public, not-for-profit and private sector organizations. The success of our past projects is rooted in our ability to facilitate meaningful outreach, develop realistic organizational objectives and devise implementation plans that position each client for long-term success in meeting their organization's mission.

Our experience in operational reviews, strategic planning and resource alignment will benefit the City in that the Baker Tilly team has the ability to assess the key information required to understand the issues facing all of the City's stakeholders, identify key best practice trends for the City's service and program delivery and evaluate key tenets of an effective strategic plan — all critical to organizational design and project prioritization. Specifically, our state and local government consulting team brings the following to this engagement:

- > Strategic and organizational planning experience assisting numerous municipal organizations, stakeholders and strategic partners
- > Outstanding record of implemented operational plans that realign staff resources with strategic priorities and to the highest value add activities
- > Proven staff level competency and reporting relationship analysis frameworks, tools and templates
- > Extensive knowledge of municipal operations and potential synergies between the City and other public, private and not-for-profit entities

Our engagement team is experienced in how best to organize and structure the City's organizations to support service expectations, including significant experience with a variety of cities and counties throughout the country across all functional areas (e.g., finance and treasury, public works, parks and recreation, water resources, land resources, administration, infrastructure departments, public safety, human services, etc.).



Resource optimization for state and local governments

In an increasingly competitive and scrutinized environment, the ability to assure funding sources and organizational stakeholders that resources are expended toward highest value is a requirement. We help organizations to remain competitive and sustainable and ensure mission success by offering "in-demand" programs and services at the lowest cost feasible without affecting program integrity or service quality. We examine the following to determine the highest and best use of every resource allocated:

- > Administrative cost containment
- > Organizational structure and workflow
- > Service and program demand trends
- > Staffing level, type and competency analysis
- > Total cost per program and function
- > Staffing capacity and optimization modeling
- > Stakeholder experience metrics
- > Operational and process efficiency
- > Facility maximization
- > Feasibility studies



Business and technology consulting

Organizations today face an increasingly complex business landscape that's changing at an accelerated pace. New technologies are emerging rapidly, government regulations are growing, competition is changing and the workforce is more dynamic than ever.

Baker Tilly brings innovative views of the market, solutions, business practices and strategies to our clients, and we do so with speed. We help our clients implement foundation applications—such as enterprise resource planning (ERP), customer relationship management (CRM) and human resources (HR)—and we build in the capabilities to exploit new technologies such as cloud computing, social media, mobile and advanced analytics.

We have decades of experience analyzing and improving local government operations. Specifically, we have performed comprehensive budget reduction projects, operational audits, internal controls reviews, future state strategy design work and process reengineering projects through which we have gained extensive knowledge of daily activities and specific needs and issues within the full spectrum of local government operations. Whether reworking the process used to manage fleet resources or analyzing the spend relative to public works contracts, we are intimately familiar with best practices, effective use of technology and sound internal controls across a local government.

We understand the need to leverage technology effectively in this environment of shrinking local government resources and increased service demands. Baker Tilly has extensive experience working with many state and local clients in pursuit of effective and cost-conscious technology project outcomes to support their operations. We have a successful track record with completing technology assessments, IT strategic plan development and system definition projects involving complex technical situations and unique functional requirements in the public sector. We have helped foster success with major software evaluation and implementation initiatives from the start and have worked alongside clients to ensure they are getting the most of their investment by working through functionality issues with vendors. We also realize that often the most expensive solution doesn't necessarily mean you are getting what you specifically need. We are accustomed to assessing and finding right-sized solutions to be certain you are only paying for and seeking out that which serves your specific needs.

Breadth of application and software analysis experience

As mentioned earlier, Baker Tilly has a deep and active practice in packaged software. We have completed more than 100 software evaluations and more than 50 software implementations since 2000, each with detailed scoping, process improvements and project-planning deliverables. Our professionals focus on providing effective software and application solutions. Baker Tilly's experience, knowledge, methodology and independence are evident in the more than 30 different software packages that have been selected or implemented by our clients.

Breadth of management consulting success within the local government sector

Baker Tilly offers the City our methodology and our team's skill and knowledge, developed through years of successful projects involving:

- > Experience and knowledge in accounting, budgeting, procurement, accounts payable, billing, accounts receivable, revenue collections, financial reporting, risk management, cash management, project accounting, grant accounting, work orders and capital asset accounting
- > Software planning, vendor selection and implementation advisory services
- > Process improvement and future state design work to adopt common, core software practices and reduce customizations
- > Public sector accounting and financial needs assessments
- > Extensive entity-wide budget reduction assessments
- > Systems integration analysis and interface design work
- > User acceptance testing
- > Internal control design and auditing
- > Financial audit work
- > Project management and governance
- > Project risk and change management
- > Reporting and data warehousing
- > Implementation audit and advisory services
- > Post-implementation support

Effective vendor management

Our extensive experience in IT strategy, software selection and local government operations improvement gives us the unique ability to foresee implementation needs and design the entire selection process to hold the vendor accountable from selection through implementation. Baker Tilly has worked with clients on public sector software implementations, providing recommendations as an independent eye to the implementation; assisting in design and workflows; testing software functionality against business requirements, process design documents and contract requirements; auditing contractor milestones and phases; and assisting the organization pay only for services provided. We also review change orders and provide recommendations for scope management.

Assumed internal controls framework

As CPAs and auditors, we are thoroughly familiar with best practice internal controls for local governments. As part of the selection process, we will ensure the use of an internal controls framework through system and process development. We have internal control templates designed for all financial, procurement, project/grant accounting, work order / service order management, billing and receivables and other processes. We will use this information to inform the selection process and help you to ensure that internal controls are implemented at the City to meet best practices, audit standards and assist you in realizing the benefits of software implementation.



Proven program and project management

This type of a project is so much more than just developing an RFP and sending it out for response. At the core of all our solution selection processes is solid project management. We employ standard Project Management Institute (PMI) techniques and additional proprietary techniques to manage issues, control scope and manage risks. Incorporating key milestones and ensuring your sign off and continuous calibration of efforts to available budget are crucial. In other words, certain things can significantly impact an effective process that results in a solution that can be both sustained and leveraged; our approach to managing the system selection is a critical step in realizing that return on investment in this financial solution.

Real knowledge transfer

During implementation projects, we have developed specific defined tasks and measurement capabilities to accentuate focus on the transfer of our knowledge to your team, cultivate continued success in the ongoing maintenance of solutions and enhance your capability for independent management and control of later project phases. We can also assist in training, process documentation and user acceptance testing to help the City understand and maintain the system in the future.

Appendix E:

Acknowledgement of addenda

ADDENDUM NO. 1



Date: August 31, 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:

- Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), September 15, 2016. Questions may be submitted as follows:

Email: holders@cityofgainesville.org

or

Faxed (352) 334-3163

Attention: Diane Holder

- Please find attached:

- Copy of the black-out period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.

- D. NON-MANDATORY PRE-PROPOSAL CONFERENCE**

Please add the following:

A teleconference option is available to interested participants as follows:

Conference Participant:

- At the specified time, dial the Dial-in Number 844-809-3799
- When prompted, enter your Conference Code.
- Your Conference Code is 5576566553

Participant Star Commands

- Mute – Participants can mute/unmute their own lines by pressing *6

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

- Question: For the pre-proposal conference scheduled for September 8th, will there be a dial-in option?
Answer: See #3 above.

Appendix E

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

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: Baker Tilly Virchow Krause, LLP
BY: *Russell A. Hissom*
Russell A. Hissom, Partner
DATE: September 22, 2016

CITY OF _____ FINANCIAL SERVICES
GAINESVILLE PROCEDURES MANUAL

41-424 Prohibition of lobbying in procurement matters

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

ADDENDUM NO. 2

Date: September 14, 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:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), September 15, 2016. Questions may be submitted as follows:
 - Email: holderds@cityofgainesville.org
 - or
 - Faxed (352) 334-3163
 - Attention: Diane Holder

2. Please find attached:
 - a) Copy of the black-out period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters)) distributed during non-mandatory pre-bid meeting.
 - b) Pre-bid sign in sheet
 - c) List of pre-bid dial-in participants

3. Diane Holder, Purchasing Division, discussed bid requirements.
 - a. Sign-in Sheet is circulating. A teleconference option was offered.
 - i. If you have dialed-in, please email your information (Business name, address, Your name, email address, phone number and fax number) to Diane Holder.
 - b. Bids are to be received by the Purchasing office no later than 3:00 p.m. on September 22, 2016. Any bids received after 3:00 p.m. on that date will not be accepted.
 - c. Send questions in writing to Diane Holder via email or fax.
 - i. All communication through Diane Holder or Purchasing staff only. Do not communicate with other City staff.
 - d. Discussed bid due date, time and delivery location.
 - i. Deliver (or have delivered) to Purchasing by 3PM on September 22, 2016.
 - e. Various forms are to be completed and returned with your bid.
 - i. Sign, date and return all Addenda.

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

4. Question: Pg. 3- paragraph 5 – Please clarify if the Technical Proposal and Price Proposal are to be submitted in separate envelopes. If separate envelopes are required, how many copies of the Price Proposal is desired including electronic?
Answer: Separate envelopes are not required. The price proposal should be included with the original, each copy and electronic.
5. Question: Pg. 3 – paragraph 5 states that in the absence of a corporate seal the proposals must be notarized. My questions is does Exhibit E, pg. 30 “Proposal Response Form – Signature Page” meet this requirement?
Answer: Yes.
6. Question: Pg. 30, Exhibit E – Is this completed form to be duplicated and included in each copy or is one original copy included with the proposals sufficient: If the City does require separate Technical and Price Proposals-does Exhibit E need to be completed and notarized for each (2 originals)?
Answer: The completed form should be included in the original and each copy.
7. Question: Pg. 4, F. Additional information/Addenda, paragraph 4 – is the City requiring that we verify with the designated contact person, Diane Holder, prior to submitting a proposal that all addenda have been received? I see that Exhibit E has a place to acknowledge the number of addenda received.
Answer: All addenda are posted on Demandstar. You may also verify with the designated contact person prior to submitting a proposal that all addenda have been received. The signature page of each addendum should be included with your proposal.
8. Question: Pg. 8, X. Art in Public Places – does the City intend for “Art in Public Places” to be a requirement for this project?
Answer: No.
9. Question: Pg. 8, Davis-Bacon-is compliance with the Davis-Bacon Act and the DOL regulations required for this project?
Answer: No.
10. Question: Pg. 19, Section VII Price Proposal-I am not clear what the City is looking for in the Price Proposal. It states that the methodology and approach on each of the six ERP consulting services must be included and shall not exceed 5 pages. However, on pg. 11, Section III, A.2, it asks for the proposal approach to be provided in the Technical Proposal. It would be difficult to detail the methodology and approach in the Price Form table format and to not exceed 5 pages.
Answer: **CHANGE:** Section VII- The Price Proposal Form is changed to:
“A *brief summary* of the methodology and approach on each of the six ERP consulting services must be included and shall not exceed 5 pages.” The detail is in the Technical Proposal Section.

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

11. Question: Phase VI is hard to propose not knowing what firm is selected. What level of detail in the services we provide do you want in the proposal?
Answer: We suggest you give options, listing your experience with the different options on the Response Form-Experience.
12. Question: Page 1 – Finance mentions “Asset Management”. Is this fixed assets or ERP management?
Answer: This is a fixed asset module within an ERP.
13. Question: Does the City expect the consultant to attend all vendor demonstrations on site?
Answer: Yes.
14. Question: Are there any milestones influencing your decisions. i.e. maintenance deadlines, lack of support.
Answer: We do have an aggressive schedule. We hope the successful consultant can provide us with a realistic but aggressive timeline. Our time entry system is antiquated and probably the first thing tackled. We do have the support from the city commission to move forward with the project.
15. Question: Is the City utilities a part of this project.
Answer: The HR system will be for both. The financial side is just for General Government.
16. Question: Do you expect the consultant to give presentations of the needs assessment or the conclusion of the selection?
Answer: Yes, we would expect presentations to the city manager for both the needs assessment and the recommendation to move forward.
17. Question: Does the City have any other technology or initiative projects that would impact this project?
Answer: There are several projects, but not any that would impact this project.

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

18. Question: Will the City accept proposals that include optional services not specifically requested in the Scope of Work?
Answer: Yes, please provide separate prices.
19. Question: Does the City desire that status reports be provided as part of this project? If so, at what frequency (e.g., bi-weekly, monthly)?
Answer: Yes, at a less frequent interval at the beginning and end, but weekly in the middle.
20. Question: For the purposes of the cost proposal, will cost by project deliverable suffice (e.g. ERP software specifications priced as one deliverable, the RFP priced as one deliverable)?
Answer: Yes, as long as it is provided in the categories outlined in Section II Scope of Services, A 1-6.

21. **Question:** Does the City have a budget for this project? If so, what is it?
Answer: \$7 million.
22. **Question:** Would the City please elaborate on any additional drivers for the project not identified in the RFP?
Answer: Some key components are currently unsupported, i.e., time entry & document management. Other desired components are not currently implemented.
23. **Question:** Would the City please elaborate on the expectations related to the requested task that the selected consultant will develop the vendor statement of work?
Answer: Upon selection of a system vendor, the City may require assistance in developing and negotiating a statement of work with the ERP vendor for system implementation and maintenance.
24. **Question:** In Section 2(B) of the RFP the City identifies minimum experience levels. Would the City please clarify whether all staff assigned to the project must have three years of experience, or whether this applies to the Project Manager only?
Answer: This applies to the Project Manager and other key staff. Support or peripheral staff may have less experience.
25. **Question:** In Section 2(A) of the RFP, document management is identified as an area of study. Would the City please clarify if the City is looking for an enterprise document management system that would be used across various software systems, or whether the City is interested in exploring document management capabilities within a new ERP system?
Answer: Enterprise document management system that will be integrated with the ERP system.
26. **Question:** Would the City please clarify the scope and expectations surrounding the assessment of the City's technical infrastructure identified in Section 2(A) (1) (b)?
Answer: The City has a large number of homegrown and piece meal technology solutions across the organization. This will provide an inventory and assessment of whether those systems should be included in this overall ERP project, sunset, or left as is.
27. **Question:** Would the City please clarify the scope and expectations surrounding the assessment of the City peripheral systems identified in Section 2(A) (1) (b)? What specific systems or areas might be included in the scope of this assessment??
Answer: Timekeeping, document management, scheduling, cashiering, billing, learning management, performance management, building permits, business tax billing and payments, reporting, employee self-service are examples.

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: Baker Tilly Virchow Krause, LLP
BY: *Russell A. Hissom*
Russell A. Hissom, Partner
DATE: September 22, 2016



CITY OF _____ FINANCIAL SERVICES
GAINESVILLE PROCEDURES MANUAL

41-424 Prohibition of lobbying in procurement matters

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

CITY OF GAINESVILLE
 GENERAL GOVERNMENT PURCHASING DIVISION
 NON-MANDATORY PRE-PROPOSAL CONFERENCE
 RFP for Enterprise Resource Planning (ERP) Consulting Services
 DATE: September 8, 2016 @ 9:00 AM LOCAL TIME
 BID #FADM-170007-DH
 DUE DATE: September 22, 2016, AT 3:00PM

YOUR COMPANY'S NAME, ADDRESS & PHONE NUMBER

YOUR SIGNATURE, PRINTED NAME, EMAIL ADDRESS & FAX NUMBER

1) PLANTE MORAN
27400 NORTHWESTERN HWY PO BOX 307
SOUTHFIELD, MI 48037-0307
 PHONE # (248) 223-3785

Brian Pesis
 SIGNATURE
BRIAN PESIS
 PRINTED NAME
 E-MAIL: Brian.Pesis@Plantemoran.com
 FAX # (248) 327-8638

2) _____

 PHONE # (____) _____

 SIGNATURE

 PRINTED NAME
 E-MAIL: _____
 FAX # (____) _____

3) _____

 PHONE # (____) _____

 SIGNATURE

 PRINTED NAME
 E-MAIL: _____
 FAX # (____) _____

4) _____

 PHONE # (____) _____

 SIGNATURE

 PRINTED NAME
 E-MAIL: _____
 FAX # (____) _____

5) _____

 PHONE # (____) _____

 SIGNATURE

 PRINTED NAME
 E-MAIL: _____
 FAX # (____) _____

CITY OF GAINESVILLE
GENERAL GOVERNMENT PURCHASING DIVISION
NON-MANDATORY PRE-BID CONFERENCE

Dial-in Participants

RFP for Enterprise Resource Planning (ERP) Consulting Services

DATE: September 8, 2015 @ 9:00 AM LOCAL TIME

BID #FADM 170007-DH

DUE DATE: September 22, 2016, AT 3:00PM

YOUR COMPANY'S NAME, ADDRESS &
PHONE NUMBER

YOUR SIGNATURE, PRINTED NAME,
EMAIL ADDRESS & FAX NUMBER

1) SoftResources LLC

11411 NE 124th Street, Suite 270

Kirkland, WA 98034

PHONE # (425)216-4016

SIGNATURE

Christine Panian

PRINTED NAME

E-MAIL: cpanian@softresources.com

FAX # (425)968-4131

2) Berkeley Research Group, LLC

700 Louisiana Street, Suite 2600

Houston, TX 77002

PHONE # (713)481-9437

SIGNATURE

Sus Abdelaziz

PRINTED NAME

E-MAIL: sabdelaziz@thinkbrg.com

FAX # (832)862-2266

3) Berkeley Research Group, LLC

700 Louisiana Street, Suite 2600

Houston, TX 77002

PHONE # (713)493-2552

SIGNATURE

Faisal Amin

PRINTED NAME

E-MAIL: famin@thinkbrg.com

FAX # (832)862-2284

4) BerryDunn

100 Middle Street

Portland, Maine 04104

PHONE # (207)842-8012

SIGNATURE

Jennifer Vincent

PRINTED NAME

E-MAIL: jvincent@berrydunn.com

FAX # (207)842-8012

5) Baker Tilly Virchow Krause, LLP

205 N. Michigan Ave.

Chicago, IL 60601-5927

PHONE # (312)729-8098

SIGNATURE

Caitlin Humrickhouse

PRINTED NAME

E-MAIL: caitlin.humrickhouse@kbakertilly.com

FAX # (312)240-2491



Appendix F: Exception to General Terms and Conditions

If selected, we respectfully request to have a discussion regarding Section 4, Indemnification of the City's General Terms and Conditions. We propose that the following language be added to any contract between the City and Baker Tilly:

The City will indemnify the Contractor, its subsidiaries and their present or former partners, principals, employees, officers and agents against all costs, fees, expenses, damages and liabilities (including attorneys' fees and all defense costs) associated with any third-party claim, relating to or arising as a result of the Services, the City's use of the Deliverables, or the contract. In the event the Contractor is requested by the City, or required by government regulation, subpoena, or other legal process, to produce its engagement working papers or its personnel as witnesses with respect to its Services rendered hereunder, so long as the Contractor is not a party to the proceeding in which the information is sought, the City will reimburse the Contractor for its professional time and expenses, as well as the fees and legal expenses, incurred in responding to such a request.

The liability (including attorney's fees and all other costs) of the Contractor and its present or former partners, principals, agents or employees related to any claim for damages relating to the services performed under the contract shall not exceed the fees paid to the Contractor for the portion of the work to which the claim relates, except to the extent finally determined to have resulted from the willful misconduct or fraudulent behavior of the Contractor relating to such services. This limitation of liability is intended to apply to the full extent allowed by law, regardless of the grounds or nature of any claim asserted, including the negligence of either party. Additionally, in no event shall either party be liable for any lost profits, lost business opportunity, lost data, consequential, special, incidental, exemplary or punitive damages delays, interruptions, or viruses arising out of or related to the contract, even if the other party has been advised of the possibility of such damages.

In the event that the City requires us to use its standard contract language and format, an engagement letter outlining the specific scope of work and deliverables will also be required.