

CONSULTANT AGREEMENT

THIS AGREEMENT is made this _____ day of _____, 2016, by the **CITY OF GARDEN GROVE**, a municipal corporation, ("CITY") and **Schafer Consulting, Inc.**, herein after referred to as "CONSULTANT".

RECITALS

The following recitals are a substantive part of this Agreement:

1. This Agreement is entered into pursuant to Garden Grove COUNCIL AUTHORIZATION, DATED _____.
2. CITY desires to utilize the services of CONSULTANT to Provide Consultant Services for the Acquisition of an Enterprise Resource Planning Software System.
3. CONSULTANT is qualified by virtue of experience, training, education, and expertise to accomplish services.

AGREEMENT

THE PARTIES MUTUALLY AGREE AS FOLLOWS:

1. **Term and Termination.** The term of the agreement shall be for period of five (5) years from full execution of the agreement, with an option to extend said agreement an additional two (2) years, for a total performance period of seven (7) years. Option years shall be exercised one (1) year at a time, at the sole option of the CITY. This agreement may be terminated by the CITY or CONSULTANT without cause. In the event of early termination, the CITY will compensate CONSULTANT for work performed to date in accordance with the PROPOSAL PRICING form, which is attached as Attachment B and is hereby incorporated by reference. CONSULTANT is required to present evidence to support performed work.
2. **Services to be Provided.** The services to be performed by CONSULTANT shall consist of tasks as set forth in the CONSULTANT's proposal, which is attached as Attachment A, and is incorporated herein by reference. The CONSULTANT's proposal and this Agreement do not guarantee any specific amount of work.
3. **Compensation.** CONSULTANT shall be compensated as follows:
 - 3.1 **AMOUNT.** Total Compensation under this agreement shall not exceed (NTE) the amount of One Hundred Eight Thousand Two Hundred Sixty Dollars (\$108,260.00), for the first year, for Tasks 1 through 10, payable in arrears and in accordance with the PROPOSAL PRICING form, Attachment B.

For Tasks 11 and 12, total compensation under this Agreement shall not exceed (NTE) the amount of Two Hundred Eighty Six Thousand Dollars (\$286,000.00) payable in arrears and in accordance with the PROPOSAL PRICING form, Attachment B. This NTE amount shall not be affected by any allowable CPI increases to CONSULTANT's rates for option years. All work under Tasks 11 and 12 shall be at the sole request of the City. No specific amount of hours are guaranteed.

Pricing shall remain firm for the initial five (5) year performance period. For the optional years thereafter, CONSULTANT's rates for Project Manager effective July 1 and each year thereafter for the remaining term of the Agreement shall be adjusted in an amount equal to the percentage increase in the Consumer Price Index for the Los Angeles-Orange County Metropolitan Area, all wage earners, for the last available 12 month period. Each hourly rate shall be rounded to the nearest \$1.00 increment.

All work shall be in accordance with RFP No. S-1198.

- 3.2 Payment. For work under this Agreement, payment shall be made per invoice for work completed. For extra work not a part of this Agreement, a written authorization by CITY will be required, and payment shall be based on schedule included in PROPOSAL PRICING form (Attachment B).
- 3.3 Records of Expenses. CONSULTANT shall keep complete and accurate records of all costs and expenses incidental to services covered by this Agreement. These records will be made available at reasonable times to CITY.
- 3.4 Termination. CITY or CONSULTANT shall have the right to terminate this agreement, without cause, by giving thirty (30) days written notice of termination. If the Agreement is terminated by CITY, then the provisions of paragraph 3 would apply to that portion of the work completed.

4. **Insurance Requirements.**

- 4.1 COMMENCEMENT OF WORK. CONSULTANT shall not commence work under this Agreement until all certificates and endorsements have been received and approved by the CITY. All insurance required by this Agreement shall contain a Statement of Obligation on the part of the carrier to notify the CITY of any material change, cancellation, or termination at least thirty (30) days in advance.
- 4.2 WORKERS COMPENSATION INSURANCE. During the duration of this Agreement, CONSULTANT shall maintain Workers Compensation Insurance in the amount and type required by law, if applicable.

4.3 INSURANCE AMOUNTS. CONSULTANT shall maintain the following insurance for the duration of this Agreement:

- (a) Commercial general liability in an amount not less than of \$1,000,000.00 per occurrence (**claims made and modified occurrence policies are not acceptable**); Insurance companies must be acceptable to CITY and have a Best's Guide Rating of A-, Class VII or better, as approved by the CITY.
- (b) Automobile liability in an amount not less than \$1,000,000.00 combined single limit (**claims made and modified occurrence policies are not acceptable**); Insurance companies must be acceptable to CITY and have a Best's Guide Rating of A-, Class VII or better, as approved by the CITY.
- (c) Professional liability in an amount not less than \$1,000,000. Insurance companies must be admitted and licensed In California and have a Best's Guide Rating of A-, Class VII or better, as approved by the City. If the policy is written on a "claims made" basis, the policy shall be continued in full force and effect at all times during the term of the agreement, and for a period of three (3) years from the date of the completion of services provided. In the event of termination, cancellation, or material change in the policy, professional/consultant shall obtain continuing insurance coverage for the prior acts or omissions of professional/consultant during the course of performing services under the term of the agreement. The coverage shall be evidenced either by a new policy evidencing no gap in coverage, or by obtaining separate extended "tail" coverage with the present or new carrier

An Additional Insured Endorsement, **ongoing and completed operations**, for the policy under section 4.3 (a) shall designate CITY, its officers, officials, employees, agents, and volunteers as additional insureds for liability arising out of work or operations performed by or on behalf of the CONSULTANT. CONSULTANT shall provide to CITY proof of insurance and endorsement forms that conform to CITY's requirements, as approved by the CITY.

An Additional Insured Endorsement for the policy under section 4.3 (b) shall designate CITY, its officers, officials, employees, agents, and volunteers as additional insureds for automobiles owned, leased, hired, or borrowed by the CONSULTANT. CONSULTANT shall provide to CITY proof of insurance and endorsement forms that conform to CITY's requirements, as approved by the CITY.

For any claims related to this Agreement, CONSULTANT's insurance coverage shall be primary insurance as respects CITY, its officers, officials, employees, agents, and volunteers. Any insurance or self-insurance maintained by the CITY, its officers, officials, employees, agents, or volunteers shall be in excess of the CONSULTANT's insurance and shall not contribute with it.

If CONSULTANT maintains higher insurance limits than the minimums shown above, CONSULTANT shall provide coverage for the higher insurance limits otherwise maintained by the CONSULTANT.

5. **Non-Liability of Officials and Employees of the CITY.** No official or employee of CITY shall be personally liable to CONSULTANT in the event of any default or breach by CITY, or for any amount which may become due to CONSULTANT.
6. **Non-Discrimination.** CONSULTANT covenants there shall be no discrimination against any person or group due to race, color, creed, religion, sex, marital status, age, handicap, national origin, or ancestry, in any activity pursuant to this Agreement.
7. **Independent Contractor.** It is agreed to that CONSULTANT shall act and be an independent contractor and not an agent or employee of the CITY, and shall obtain no rights to any benefits which accrue to CITY'S employees.
8. **Compliance with Law.** CONSULTANT shall comply with all applicable laws, ordinances, codes, and regulations of the federal, state, and local government. CONSULTANT shall comply with, and shall be responsible for causing all contractors and subcontractors performing any of the work pursuant to this Agreement to comply with, all applicable federal and state labor standards, including, to the extent applicable, the prevailing wage requirements promulgated by the Director of Industrial Relations of the State of California Department of Labor. The CITY makes no warranty or representation concerning whether any of the work performed pursuant to this Agreement constitutes public works subject to the prevailing wage requirements.
9. **Disclosure of Documents.** It is understood that all documents or other "Confidential Information" shared between the CITY and CONSULTANT shall not be disclosed without authorization or prior consent by the other party, subject to California's Public Records Act. For purposes of this Agreement, "Confidential Information" shall mean information, data or material deemed proprietary by CONSULTANT and which may be marked, or, if orally transmitted, designated as "Confidential" by CONSULTANT and not generally known by the public or by parties which are competitive with or otherwise in an industry, trade or business similar to CONSULTANT. Confidential Information also includes any information described above which CONSULTANT obtains from its customers or another party and which CONSULTANT treats as proprietary or designates in writing as Confidential Information, whether or not owned or developed by CONSULTANT. Unless

specifically developed for the CITY under this Agreement, Confidential Information includes, but is not limited to, the following types of information and other information of a similar nature (whether or not reduced to writing): discoveries, ideas, concepts, designs, drawings, specifications, techniques, models, data, documentation, diagrams, flow charts, consulting methods and techniques, research, development, processes, procedures, "know-how", and other information related to price lists, pricing policies and financial information.

10. **Ownership of Work Product.** All documents or other information developed or received by CONSULTANT pursuant to this Agreement shall be the property of the CITY. CONSULTANT shall provide CITY with copies of these items upon demand or upon termination of this Agreement.
11. **Conflict of Interest and Reporting.** CONSULTANT shall at all times avoid conflict of interest or appearance of conflict of interest in performance of this Agreement.
12. **Notices.** All notices shall be personally delivered or mailed to the below listed address, or to such other addresses as may be designated by written notice. These addresses shall be used for delivery of service of process.
 - a. (Consultant)
Schafer Consulting, Inc.
Attention: Nancy Schafer, President
24681 La Plaza, Suite 240
Dana Point, CA 92612
 - b. (Address of CITY) (with a copy to):
City of Garden Grove Garden Grove City Attorney
11222 Acacia Parkway 11222 Acacia Parkway
Garden Grove, CA 92840 Garden Grove, CA 92840
13. **CONSULTANT'S PROPOSAL.** This Agreement shall include CONSULTANT'S proposal or bid which shall be incorporated herein by reference. In the event of any inconsistency between the terms of the proposal and this Agreement, this Agreement shall govern.
14. **Licenses, Permits, and Fees.** At its sole expense, CONSULTANT shall obtain a Garden Grove Business License, all permits, and licenses as may be required by this Agreement.
15. **Familiarity with Work.** By executing this Agreement, CONSULTANT warrants that: (1) it has investigated the work to be performed; (2) it has investigated the site of the work and is aware of all conditions there; and (3) it understands the facilities, difficulties, and restrictions of the work under this Agreement. Should CONSULTANT discover any latent or unknown conditions materially differing from those inherent in the work or as represented by CITY, it shall immediately inform

CITY of this and shall not proceed, except at CONSULTANT's risk, until written instructions are received from CITY.

16. **Time of Essence.** Time is of the essence in the performance of this Agreement.
17. **Limitations Upon Subcontracting and Assignment.** The experience, knowledge, capability, and reputation of CONSULTANT, its principals and employees were a substantial inducement for CITY to enter into this Agreement. CONSULTANT shall not contract with any other entity to perform the services required without written approval of the CITY. This Agreement may not be assigned voluntarily or by operation of law, without the prior written approval of CITY. If CONSULTANT is permitted to subcontract any part of this Agreement, CONSULTANT shall be responsible to CITY for the acts and omissions of its subcontractor as it is for persons directly employed. Nothing contained in this Agreement shall create any contractual relationship between any subcontractor and CITY. All persons engaged in the work will be considered employees of CONSULTANT. CITY will deal directly with and will make all payments to CONSULTANT.
18. **Authority to Execute.** The persons executing this Agreement on behalf of the parties warrant that they are duly authorized to execute this Agreement and that by executing this Agreement, the parties are formally bound.
19. **Indemnification.** CONSULTANT agrees to protect, defend, and hold harmless CITY and its elective or appointive boards, officers, agents, and employees from any and all claims, liabilities, expenses, or damages of any nature, including attorneys' fees, for injury or death of any person, or damage to property, or interference with use of property, arising out of, or in any way connected with performance of the Agreement by CONSULTANT, CONSULTANT'S agents, officers, employees, subcontractors, or independent contractors hired by CONSULTANT. The only exception to CONSULTANT'S responsibility to protect, defend, and hold harmless CITY, is due to the sole negligence of CITY, or any of its elective or appointive boards, officers, agents, or employees.

This hold harmless agreement shall apply to all liability regardless of whether any insurance policies are applicable. The policy limits do not act as a limitation upon the amount of indemnification to be provided by CONSULTANT.

20. **Appropriations.** This Agreement is subject to and contingent upon funds being appropriated therefor by the Garden Grove City Council for each fiscal year covered by the term of this Agreement. If such appropriations are not made, this Agreement shall automatically terminate without penalty to the CITY.

\\ \\ \\

(Agreement Signature Block on Next Page)

IN WITNESS THEREOF, these parties have executed this Agreement on the day and year shown below.

Date: _____

"CITY"
CITY OF GARDEN GROVE

By: _____
City Manager

ATTESTED:

City Clerk

Date: _____

"CONSULTANT"
Schafer Consulting, Inc.

By: _____

Name: _____

Title: _____

Date: _____

Tax ID No. _____

If CONSULTANT is a corporation, a Corporate Resolution and/or Corporate Seal is required. If a partnership, Statement of Partnership must be submitted to CITY.

APPROVED AS TO FORM:

Garden Grove City Attorney

IN WITNESS THEREOF, these parties have executed this Agreement on the day and year shown below.

Date: _____

"CITY"
CITY OF GARDEN GROVE

By: _____
City Manager

ATTESTED:

City Clerk

Date: _____

"CONSULTANT"
Schafer Consulting, Inc.

By: _____

Name: Nancy Schafer

Title: President

Date: 10/24/16

Tax ID No. 40-0000177

If CONSULTANT is a corporation, a Corporate Resolution and/or Corporate Seal is required. If a partnership, Statement of Partnership must be submitted to CITY.

APPROVED AS TO FORM:

Omar Sandoval
Garden Grove City Attorney

ATTACHMENT "A"

RESPONSE TO REQUEST FOR PROPOSAL

City of Garden Grove

Consultant Services for the Acquisition of an
Enterprise Resource Planning Software System

RFP No. S-1198

SCHAFER
CONSULTING

SUBMITTED BY:
NANCY SCHAFER
SCHAFER CONSULTING
24681 LA PLAZA, STE 240
DANA POINT CA 92629
PHONE: (949) 388-4577

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Cover Letter & Statement of Qualifications

Dear Ms. Segawa:

Schafer Consulting, an Orange County-based, Asian Woman-owned company, is pleased to offer a winning proposal in response to the City of Garden Grove (the City's) Request for Proposal (RFP) for consultant services in the acquisition of a new Enterprise Resource Planning (ERP) software solution. We understand the City desires to pursue a collaborative approach with an independent advisor and we are prepared to share our unique experiences and lessons learned when working in partnership with the City.

The initiative to modernize the City's current in-house developed Raining Data D3 database and the Ruby on Rails PostgreSQL database in order to meet the evolving needs of City operations can be a difficult undertaking. Engaging an experienced partner to support the City can also be equally challenging. We believe we are uniquely qualified to assist the City on this very important project. As one of the leading IT consulting firms, we have extensive experience in serving the public sector. Our proposed project team brings to this engagement extensive knowledge and experience gained in working with government clients in conducting ERP needs assessment, software selection and implementation of ERP solutions. We offer the following qualifications:

- ✓ *Demonstrated record of objectivity advisory experience for public sector modernization projects* – Within our ERP practice, we have chosen to focus on a core set of technology services that enable us to provide objective advice to clients as a credible advisor. To deliver these services, we have invested significantly to build an established proprietary methodology based on leading industry standards as well as a talented pool of professionals.
- ✓ *Industry thought leader on advising local government clients with ERP system processes* – The City's ERP acquisition project will have a broad business and operational impact. The City will need an advisor with experience in the areas of core financial, payroll, purchasing, human resources, capital projects, warehouse (inventory), grant management and technology; using technology to increase efficiency; and demonstrating project management leadership. We can provide substantial experience for each project discipline and relevant technology.
- ✓ *Focus on Government* – Unlike some of the national consulting and IT firms with many different vertical markets and services, the primary focus of our business is providing management and technology consulting services to local government agencies, including counties, cities and water districts. Furthermore, we understand the political

- ✓ *Certified Change Management* – Our Prosci-certified Change Management professionals will draw on years of experience in business transformation projects and utilize organizational change management best practices and tools to help guide our clients to success.
- ✓ *Agile Approach and Solutions* – Our size allows us to provide a very agile and tailored solution to our clients as we do not have layers of overhead and bureaucracy which are often the cause of rigid and “cookie cutter” methodologies.
- ✓ *Extensive Toolkits* - We have developed many tools and templates to facilitate the process of uncovering the needs and functional requirements of each ERP module. We can leverage these pre-existing toolkits, along with our proven methodology in order to assist the City with its ERP project.
- ✓ *Tested methodologies based upon industry leading practices* – Our ERP advisory methodology; derived from the value delivery framework, is supported by robust and nimble toolsets that are continuously being refined through our experience gathered from other similar organizations and on industry standards.
- ✓ *Past Employees of Public Sector Organizations* – A number of our key project professionals are former members / employees of local government organizations, including the City of Orange, Orange County Transportation Authority, the City of Long Beach and the Alameda Corridor Transportation Authority, and have first-hand experience of California government operations.
- ✓ *Experienced Project Team* – We offer seasoned consultants who:
 - Have proven experience at defining functional requirements, identifying integration and interfaces, and developing an application migration plan to transition from the legacy system and other stand-alone “shadow” systems.
 - Possess specific expertise regarding aligning software solutions with various local government operations.
 - Are certified in various project management disciplines
 - Are members of national and local organizations dedicated to improve government and technology operations, including Government Finance Officers Association (GFOA), California Municipal Finance Officers Association, League of Cities, ACWA (Association of California Water Agencies), AWWA (American Water Works Association), SHRM (Society of Human Resources), Prosci for Change Management, etc.
- ✓ *Contract Negotiations Experience* – Our consultants have successfully assisted clients negotiate very complex contracts with many software providers/system integrators that

Company Profile

Company Contact Information

Company Information	
Legal Name:	Schafer Consulting, Inc.
Address:	24681 La Plaza, Suite 240 Dana Point, CA 92612
Phone Number:	(949) 388-4577
Federal ID Number:	40-0000177
No. of Yrs in Business	17 years
E-mail:	snewman@schaferconsult.com

List of California Cities and Related Experience

California Cities	
City of Fullerton	<ul style="list-style-type: none"> ▪ General Ledger ▪ Accounts Payable ▪ Purchasing ▪ Grant Management ▪ Projects ▪ Capital Projects ▪ AR/Billing ▪ Utility Billing ▪ Budget ▪ Contract Management ▪ Inventory ▪ Fixed Assets ▪ Human Resources (Personnel, Benefits, Leave, Position Control, Applicant Tracking, Onboarding, Training, etc.) ▪ Payroll ▪ Timekeeping
City of Carlsbad	<ul style="list-style-type: none"> ▪ Human Resources (Personnel, Benefits, Leave, Position Control, Applicant Tracking, Onboarding, Training, etc.) ▪ Payroll ▪ Timekeeping
City of Santa Rosa	<ul style="list-style-type: none"> ▪ General Ledger ▪ Accounts Payable ▪ Purchasing ▪ Grant Management ▪ Projects ▪ Capital Projects

	<ul style="list-style-type: none"> ▪ Human Resources ▪ Payroll ▪ Timekeeping
City of Lakewood	<ul style="list-style-type: none"> ▪ General Ledger ▪ Accounts Payable ▪ Accounts Receivable ▪ Inventory ▪ Purchasing ▪ Project ▪ Budget ▪ Human Resources ▪ Payroll ▪ Timekeeping ▪ Utility Billing ▪ Business License
City of Orange	<ul style="list-style-type: none"> ▪ General Ledger ▪ Accounts Payable ▪ Accounts Receivable ▪ Inventory ▪ Purchasing ▪ Project ▪ Budget ▪ Human Resources ▪ Payroll ▪ Timekeeping ▪ Utility Billing ▪ Business License
City of Murrieta Budget, HR, Payroll, Reporting , Timekeeping	<ul style="list-style-type: none"> ▪ General Ledger ▪ Accounts Payable ▪ Accounts Receivable ▪ Inventory ▪ Purchasing ▪ Project ▪ Budget ▪ Human Resources ▪ Payroll ▪ Timekeeping ▪ Work Order
City of Anaheim	<ul style="list-style-type: none"> ▪ General Ledger ▪ Accounts Payable ▪ Accounts Receivable ▪ Inventory ▪ Purchasing ▪ Project ▪ Budget ▪ Human Resources ▪ Payroll

Individual Experience

Name	Years of Experience	Proposed Role on Project	Based out of	Tasks Proposed Consultant will be working on
Nancy Schafer	+25	Engagement Manager	Dana Point, CA	<p>Ms. Schafer will be the project sponsor on behalf of Schafer Consulting. She will be responsible for deploying resources for the project, ensure all deliverables are submitted to the satisfaction of the project, remove project obstacles, monitor project budget, resolve problems that have been escalated to the sponsor level, and oversee all contractual and administrative tasks associated with the project. Periodically, Ms. Schafer will meet with the City's Project Sponsors to ensure project success.</p> <p>Ms. Schafer will also assist with contract negotiations.</p>
Megan Delaney	+25	Project Manager	Costa Mesa, CA	<p>Ms. Delaney will be the Project Manager, overseeing the day to day activities and managing the project workplan. She will ensure all project tasks are completed on schedule, within budget and meet appropriate quality standards. She will be responsible for risks and Issues management and provide regular project communications to the City. In addition to being the Project Manager, Ms. Delaney may also contribute to other project tasks due to her vast knowledge of public sector and all relate functional areas.</p>

Application Experience

Our extensive experience spans over these applications:



The top three ERP systems that Schafer Consulting has the most experience with are:

- Tyler Munis/New World Systems (now one company)
- SunGard OneSolution
- Lawson (now part of Infor)

Company Background

Schafer Consulting is a minority, woman-owned firm founded in 1999 to provide Management, Information Technology and Business Transformation services exclusively to the public sector. Ms. Nancy Schafer leads this firm of highly experienced financial, human resources and IT consultants dedicated to the assessment, evaluation, selection, project management and implementation of Enterprise Resources Planning systems.

We are a privately held corporation that has been in business for over seventeen years providing services that are similar to those described by the City. Prior to that, our senior managers worked as former finance officers at several city and county agencies. Our corporate office is located in Dana Point where our consultants work on a variety of business consulting, IT and software

Departmental/Functional Experience

On a regular basis, we work with these functional areas and City/County departments.

Functional Areas/Departments	
<ul style="list-style-type: none"> ▪ City Council/County Board ▪ Administration ▪ Building & Safety ▪ City Clerk ▪ City Attorney's Office ▪ Finance ▪ Fire ▪ Sheriff's Office ▪ Police ▪ Utilities (Water, Electric, Gas) ▪ Courts (Superior, Magistrate, State, Juvenile, Probate) ▪ District Attorney ▪ Public Defender ▪ Solicitor General ▪ Library ▪ Customer Service/Call Center ▪ Human Resources ▪ Payroll ▪ Convention & Tourism ▪ Transportation 	<ul style="list-style-type: none"> ▪ Public Works ▪ Parks & Recreation ▪ Fleet ▪ Engineering ▪ Planning & Inspection ▪ Code Enforcement ▪ Economic Development ▪ Communications/Public Outreach ▪ Technology ▪ Bureau of Sanitation ▪ Field Operations ▪ Facilities Maintenance ▪ Central Warehouse ▪ Housing & Community Development ▪ Budget Office ▪ Tax Assessor's Office ▪ Emergency Management ▪ Purchasing ▪ Airport ▪ Ports/Harbor Department ▪ Street Lighting

Why Schafer Consulting

What sets us apart from our competitors is summarized below:

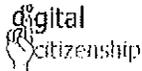


- Local Government & Water Utilities Experience



longevity

- We have over 16 years of experience in providing IT and business transformation services to the public sector



digital citizenship

- Digital Citizen Engagement Experience



- Highly Qualified & Experienced Professionals



- Knowledge of all Tier 1 and Tier 2 solutions in the Market Place



- Expertise in Cloud Technology



- Demonstrated success in business transformation



Objectivity

- We are independent from all providers of ERP/CIS/CRM/HRM/CJIS systems



- We lead clients through the complete transition to a new solution from project initiation to post-live support



- We have developed a vast repository of tools, templates and methods that can be customized for each client



- The biggest testament to our commitment is client satisfaction and retention

Client	Services Delivered	Vendor Selected
	ERP implementation support - business processes documentation – development of test scripts – development of training materials	New World Systems
	ERP/CIS Needs Analysis – ERP/CIS Evaluation and Selection – ROI Analysis	SunGard OneSolution
	ERP Needs Analysis – ERP Evaluation and Selection – Project Management – Quality Assurance – Data Conversion – Testing – Implementation Support	Infor Lawson
	ERP Needs Analysis – ERP Evaluation and Selection – Project Management – Quality Assurance – Change Management – Testing – Implementation Support	Tyler Munis
	Technology Assessment - ERP Needs Analysis – ERP Evaluation and Selection – Change Management	Oracle PeopleSoft
	ERP/CRM Needs Analysis – Business Case - ERP/CRM Evaluation and Selection – Implementation Support	New World Systems
	HCM Needs Analysis – ROI Analysis - HCM Evaluation and Selection –	Infor Lawson
	ERP / EAM Needs Analysis – ROI Analysis – Business Case	Oracle PeopleSoft / CherryRoad
	ERP / Property Taxes Needs Analysis – ROI Analysis - ERP / Property Taxes Evaluation and Selection	Infor Lawson

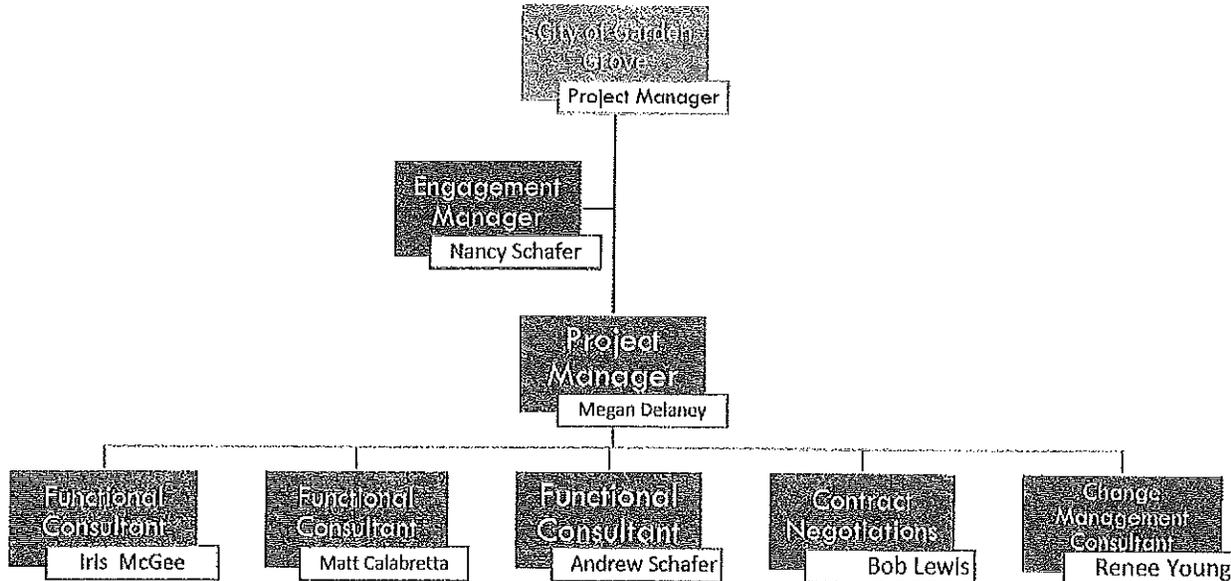
Client	Services Delivered	Vendor Selected
	ERP Needs Analysis – ERP Evaluation and Selection – Project Management – Quality Assurance – Data Conversion – Testing – Implementation Support	New World Systems
	ERP/CIS Needs Analysis – ERP/CIS Evaluation and Selection	Cogsdale
	Project Management for ERP Project – Quality Assurance Implementation Support	Tyler Eden
	ERP Implementation Support	SunGard OneSolution
	ERP Implementation Support	SunGard OneSolution
	Project Management for ERP Project – Quality Assurance Implementation Support	Infor Lawson
	ERP Needs Analysis – ERP Evaluation and Selection	New World Systems
	Project Management for ERP/CIS Project – Quality Assurance - Implementation Support	New World Systems
	Project Management for ERP/CIS Project – Quality Assurance - Implementation Support	Infor Lawson

Qualifications of Personnel and Resumes

Overview & Project Organization Chart

To successfully meet the objectives of this engagement, Schafer Consulting is offering a team of highly competent technical and functional consultants to address the needs and challenges facing the City.

Our selection of professional staff to serve on an engagement team is based upon careful consideration of our staff's skills and experience in relation to the client's needs. It is our goal to assemble the "best and the brightest" team for each engagement. It is in the firm's best interest, as well as the interest of our clients, for the team members to remain for the duration of the engagement. To the best of our ability, Schafer Consulting will make that same commitment to the City. We feel that such continuity assures the client of experienced help and ensures efficiency of service. In the event that any of the team members becomes unavailable due to unforeseen circumstances, then with the approval of the City an equally competent and experienced team member will be assigned as a replacement. Please refer to the below organizational chart of our proposed staffing levels.



NANCY SCHAFFER

Engagement Manager



SUMMARY

Professional Experience

Nancy Schaffer has more than 30 years of financial, technology and business advisory experience, including 5 years in public accounting, 8 years as a former Finance Manager for two California transportation agencies, and 16 years in consulting to government and public sector organizations. Her experience includes auditing cities and K-12 school districts, managing multi-billion operating/capital government operations, performing indirect cost allocations for federal grants, providing IT assessment and system selection reviews, managing complex system implementation projects, performing business transformation analysis, negotiating contracts, providing quality assurance services, and developing IT governance and change management plans. Nancy's clients have included a wide range of municipalities, transportation agencies, utilities and K-12 school districts. Nancy has recently been involved in creating Digital Citizens Strategic Plans to usher government agencies into the age of cloud solutions, social media and digital engagement with the public.



Functional Areas

ERP
GIS/Utility Billing
Licensing & Permitting
Code Enforcement
CRM
HCM/HRIS
EAM

Expertise

Project Management
Systems Selection
Quality Assurance
Change Management
Business Process Redesign
ROI Analysis
Contract Negotiation
Digital Citizen Strategic Planning
System Implementation
Water Conservation



Key Clients/Projects

Clayton County
Macon-Bibb County
Santa Cruz County
Los Alamos County
Salt Lake County
Brown County
Macomb County
St Croix County
Union County
Arapahoe County
Oklahoma County
City of Fullerton
City of Santa Rosa
City of Little Rock
City of Carlsbad
City of Kingston
City of Los Angeles
City of Evanston
City of Irvine
City of Gresham
City of Nashua
City of Santa Fe
City of Lee's Summit
Supreme Court of Louisiana

Key Clients/Projects

New Orleans Redevelopment Agency
LA Community Development Commission
LA County Metro Transp Authority
Contra Costa Transportation Authority
Riverside County Trans Commission
San Diego Metropolitan Transit System
San Joaquin Regional Transit District
Dallas Area Rapid Transit
Transbay Joint Powers Authority
Lower Valley Water District
Eastern Municipal Water District
Olivenhain Municipal Water District
Central Basin Municipal Water District
West Basin Municipal Water District
Jurupa Community Services District
Elsinore Municipal Water District
Sweetwater Authority
Cherokee Nation
Washtenaw Intermediate School District
Oakland Unified School District
Austin Independent School District
Milwaukee Public Schools
Milton Hershey School

MEGAN DELANEY

Project Manager

SUMMARY

Professional Experience

Ms. Delaney's expertise is in analysis, evaluation, planning, implementation and quality assurance for information systems and related business practices in large organizations, primarily public sector. She is also experienced in budget and financial analysis, and cost recovery studies.

Functional Areas

ERP/FMS
CIS/Utility Billing
HR/Payroll
Business License

Expertise

Project Management
Systems Selection
RFP Development
Business Process Redesign
ROI Analysis
Feasibility Studies
Quality Assurance
System Implementation

Key Clients/Projects

City of Irvine
City of Costa Mesa
City of Santa Barbara
City of Lakewood
City of Orange
City of Murietta

Key Clients/Projects

City of Anaheim
City of Los Angeles
City of Pasadena
Orange County Fire Authority
Eastern Municipal Water District
The Colburn School

WORK EXPERIENCE

Schafer Consulting

Project Manager

Provides project management for large scale software implementation projects, including finance, HR/Payroll, Utilities and Community Development software. Guides clients through software selection process to acquire best value fit. Advises clients on best practices, systems integration and organizational change management. Provides oversight and quality assurance on key projects.

County of Orange

Business Analyst

Ms. Delaney conducted a review of the County of Orange Public Works service fees to develop a more consistent, blended rate and fee structure to be used to more appropriately charge for services. Her scope of work included a review of background materials to understand the current fees, processes and issues; interviewing Department and Division Management to determine goals; interviewing key staff to understand business processes and functional responsibilities; analysis of current Public Works hourly rates to identify gaps or differences among and between Division rate methodologies; and make recommendations for improved fee methodologies, policies and procedures, and impacts on funding.

BOB LEWIS

Contract Negotiations Manager

SUMMARY

Professional Experience

Bob Lewis has more than 25 years of ERP and system application experience working directly with the major tier 1 and tier 2 ERP solution providers. Mr. Lewis started his career in 1988 and has held executive management positions since 1995. He has built a reputation as an executive adept in contracts negotiations, change management and quality assurance who can develop innovative solutions to problems and bring people together through communication, trust, and collective responsibility. Since 2003, Mr. Lewis has focused his efforts specifically in Local Government, providing ERP/Criminal Justice Information Systems/HCM/CIS selection and project management services to hundreds of public sector organizations. Furthermore, Bob brings the unique perspective of negotiating on behalf of the vendor, enabling him to be an effective negotiating agent on behalf of the client he serves. Bob has recently been involved in creating Digital Citizen Strategic Plans to usher government agencies into the age of cloud solutions, social media and digital engagement with the public.

Functional Areas

ERP, EAM
 CIS/Utility Billing
 Licensing & Permitting
 Code Enforcement
 Criminal Justice Information
 Systems
 Unified Court Case Mgmt – CMS
 HCM/HRIS

Expertise

Project Management
 Systems Selection
 Quality Assurance
 Change Management
 RFP Development
 Business Process Redesign
 Contract Negotiation
 Digital Citizen Strategic Planning

Key Clients/Projects

Clayton County
 Macon-Bibb County
 Santa Cruz County
 Los Alamos County
 Brown County
 Macon County
 Union County
 Oklahoma County
 Dutchess County
 Niagara County
 Caddo Parish
 City of Evanston
 City of Santa Fe
 City of Ann Arbor

Key Clients/Projects

City of Battle Creek
 City of Palatine
 City of Brownsville
 City of Birmingham
 City of Suffolk
 City of Moreno Valley
 City of Valdosta
 New Orleans Redevelopment Agency
 Contra Costa Transportation Authority
 Transbay Joint Powers Authority
 Lower Valley Water District
 Central Basin Municipal Water District
 Jurupa Community Services District
 Washtenaw Intermediate School District

ANDREW SCHAFFER

Senior Business Consultant

SUMMARY

Professional Experience

Andrew has more than 7 years of providing IT and business process transformation services, 4 of which were entirely dedicated to the public sector. He has expertise in system selection, business process improvement, data conversion, project management and the development and improvement of various selection/project management templates. Andrew has experience with several Tier 1 and Tier 2 solutions, including Tyler Technologies, SAP, New World Systems, Accela and Oracle Cloud Services. Furthermore, Andrew possesses expert proficiency with Excel, including the development of complex formulas and logic using VBA. Andrew has assisted multiple public sector clients with needs assessment, requirements gathering, development of demo scripts, implementation support, testing and training. Recently, Andrew has been working on creating Citizen Engagement campaigns to improve the public sector's digital presence.

Functional Areas

ERP, EAM
CIS/Utility Billing
Licensing & Permitting
Code Enforcement
Marketing, Service &
Social Cloud

Expertise

Project Management
Systems Selection
RFP Development
Business Process Redesign
ROI Analysis
Digital Citizen Strategic Planning
Business Case Development
System Implementation

Key Clients/Projects

Clayton County
Macon-Bibb County
Milton Hershey Schools
Santa Cruz County
Oklahoma County
City of Carlsbad

Key Clients/Projects

City of Santa Fe
City of Lee's Summit
San Diego Metropolitan Transit System
Lower Valley Water District
Jurupa Community Special District
Washtenaw Intermediate School District

WORK EXPERIENCE

Schafer Consulting

Functional Business Consultant

Responsible for providing system evaluation and selection, data conversion, testing, project management, business transformation, business process re-engineering, digital consulting, and system implementation services.

RWE Trading Americas (RWE Supply and Trading)

Business Analyst

Responsible for liquidity planning and forecasting, financial analysis, researching/analyzing utility rates, FERC reporting, tracking of all incoming and outgoing invoices/settlements,

MATT CALABRETTA

Senior Business Consultant – HR/Payroll

SUMMARY

Professional Experience

Matt Calabretta has over 15 years of experience in payroll and human resources technology and training, including implementation of payroll, timekeeping, and learning management software for both public and private sector clients. His experience includes creating and conducting end-user training on new software for a Fortune 500 payroll, human resource, and benefits outsourcing company. Matt also worked for a major ERP software vendor where he conducted business needs analysis, legacy data mapping, software testing, and implementation of payroll, human resource, and financial modules. Recently, Matt has managed the first public sector implementation of a new cloud offering from a major tier 1 vendor.

Functional Areas

Payroll, FLSA
 Personnel Administration
 Workforce Administration
 Learning Management
 Leave Management
 FMLA & Workers' Comp
 COBRA Management
 Applicant Tracking
 Career Path / Tracking
 Grievance Tracking
 Accounts Payable
 Web Portals

Expertise

Needs Assessment
 Requirements Definition
 Evaluation/Selection
 Process Improvement
 System Implementation
 Workflow Design
 System Testing
 End User Training
 Post Implementation Support
 Quality Assurance

Key Clients/Projects

Clayton County
 Santa Cruz County
 Los Alamos County
 Oklahoma County
 City of Santa Fe
 Milton Hershey School

Key Clients/Projects

Eastern Municipal Water District
 Jurupa Community Services District
 Los Angeles Sanitation
 Washenaw Intermediate School District
 Lower Valley Water District
 Sweetwater Water District

WORK EXPERIENCE

Schafer Consulting

Functional Business Consultant

Provides system evaluation, selection, and implementation services. Responsibilities include conducting needs assessments, requirements definitions, proposal evaluation, software demonstration scripts, vendor demonstration scoring, reference checks, and developing business cases. Also provides project management, quality assurance, end-user training, and change management services.

Government ERP Provider

Application Specialist/Technical Account Manager

IRIS MCGEE

Senior Business Consultant – Financial Modules

SUMMARY

Professional Experience

Iris McGee has more than 20 years of financial, technology and business advisory experience, including 5 years in public accounting and 15 years in consulting to government and public sector organizations. Her experience includes providing IT assessment and system selection reviews, managing complex system implementation projects, performing business transformation analysis, and providing quality assurance services. Iris' clients have included a wide range of municipalities, transportation agencies, utilities and K-12 school districts. Ms. McGee is a well-organized, highly motivated and results-oriented individual with the proven ability to effectively guide and support others. She has excellent written communication skills and Microsoft office skills and her background is 100% based in the public sector.

Functional Areas

General Ledger,
Budgeting Accounts
Payable Accounts
Receivable/Cash Fixed
Assets, Inventory
Projects, Grants
Purchasing/Contracts

Expertise

Needs Assessment
Requirements Definition RFP
Development
Business Case Development
Demo Script Development
Evaluation/Selection
System Configuration Data
Conversion System Testing
End User Training Customized
Documentation Post
Implementation Support

Key Clients/Projects

Clayton County
Santa Cruz County
Salt Lake County
Brown County
Macomb County
St Croix County
City of Fullerton
City of Santa Rosa
City of Little Rock
City of Carlsbad
City of Kingston
City of Irvine
City of Gresham
City of Nashua
City of Santa Fe
City of Lee's Summit
Supreme Court of Louisiana
Cherokee Nation
Choctaw Nation

Key Clients/Projects

New Orleans Redevelopment Agency
LA Community Development Commission
LA County Metro Transp Authority
Contra Costa Transportation Authority
Riverside County Trans Commission
San Diego Metropolitan Transit System
San Joaquin Regional Transit District
Dallas Area Rapid Transit
Transbay Joint Powers Authority
Lower Valley Water District
Eastern Municipal Water District
Olivenhain Municipal Water District
Central Basin Municipal Water District
Jurupa Community Services District
Elsinore Municipal Water District
Sweetwater Authority
Oakland Unified School District
Austin Independent School District
Milwaukee Public Schools
Milton Hershey School

WORK EXPERIENCE

Schafer Consulting

References

Below, we list our references, which represent clients who have contracted with Schafer Consulting for services similar to those requested by the City. Additional information on any of our past projects is available upon request.

Santa Cruz County	
Project Description:	Financial Management System Selection & Implementation
Address:	701 Ocean St., Room 100, Santa Cruz, CA 95060
Project Duration:	October 2013 - Present
Key Contact:	Edith Driscoll
Title:	Auditor Controller of the County
Phone:	831-454-2683
Email:	Edith.driscoll@santacruzcounty.us

Macon-Bibb County	
Project Description:	ERP (including HRIS) Evaluation, Selection & Implementation
Address:	700 Poplar St., Macon, GA 31202
Project Duration:	May 2012 – June 2013
Key Contact:	Dale Walker
Title:	Chief Administrator Officer
Phone:	478-751-7170
Email:	Dwalker@maconbibb.us

Eastern Municipal Water District	
Project Description:	Evaluation, Selection, Implementation of an HR System
Address:	2270 Trumble Road, Perris, CA 92572
Project Duration:	April 2014 – Present
Key Contact:	Laura Zamora
Title:	HR Manager
Phone:	951-928-3777 Ext. 4224
Email:	zamorala@emwd.org

Clayton County	
Project Description:	Evaluation and Selection of an ERP system Data Conversion and Change Management
Address:	7994 North McDonough St., Jonesboro, GA 30236

Overview and Approach

Our experience in acquiring and implementing ERP systems has taught us that the project cannot succeed without top management commitment, a clear focus about the goals of the project, and good management of change. By sharing our experience with the City, we can bring learned factors of success to the project and create awareness of what newer systems can offer. Below, we describe our approach and methodology for accomplishing the activities necessary to meet the requirements of the scope of work. All deliverables and work products will be subject to the review and approval by designated City personnel before they are finalized and before the project team proceeds to the next task of the project. Our methodology has been built on the "Best Practices" gained from participating in the selection and implementation processes for other similar projects. We believe that establishing a strong project structure from the onset is the best way of ensuring achievement of the project goals.

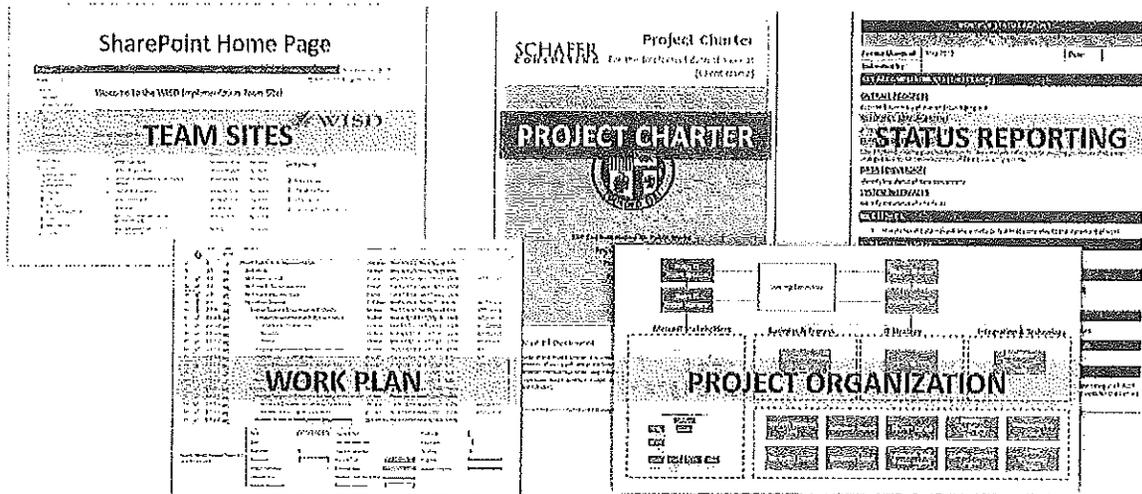
Our ERP Philosophy

Our approach to each consulting engagement is structured to provide the services and level of professional support required to meet the individual needs of the client. Transforming an organization as complex as the City of Garden Grove requires a holistic view of the people, processes and technologies that are required for the City to perform its business functions. Simply replacing the ERP technology at the center of the operations will not yield the same benefits as transforming the organization and driving performance increases and operational efficiencies from the top down. Developing a strategy earlier on, using Schafer Consulting's approach and methodology, will help the City translate its vision into practical and achievable results.

Our holistic strategy starts out with a good staffing approach, which is based on providing the right resources in the right place at the right time. We have carefully selected a project team based on their experience in providing similar clients with ERP evaluation and selection support. Our team consists of professionals who have worked collaboratively together on many other projects together and who know exactly how to support each other, especially during the critical phases of the project. They are cross-trained to mitigate project gaps and risks, and the ensure success for the City.

Besides having the right resources in place, it is also important to apply a holistic and pragmatic approach to project oversight. Our toolkit and approach is organized to include project governance and foster discipline; manage scope, schedule and costs; manage expectations (upward and downward); create transparency; provide quality assurance; and manage issues and risks. We will use this approach to deliver incremental value that is aligned with the City's goal of assessing the current and "to be" processes, building a business case, procuring the best Commercial Off-The-Shelf (COTS) within the funding capacity of the City, and ultimately migrating

Task 1 – Planning and Maintenance



Risk Management

Risks are factors that reduce the chances of the project being successful. At the onset of the project, we will work closely with the City to identify risk factors before they occur, assesses how likely it is they will occur, takes steps to minimize their occurrence or impact, and plans the steps to be taken if they do occur. Our Project Manager will ensure that risks are identified and appropriate risk management plans are put in place to react to them.

Establish Project Collaboration Center

Because communication and project transparency are essential ingredients for success, our standard practice is to create a secure Project Team Site, such as Microsoft SharePoint, to support essential communication between all project participants. Because some of our past vendors have expressed that SharePoint is not always intuitive to use, we could also use Dropbox or Base Camp as alternatives.



variances arise. When such need occurs, we will ensure the project work plan is properly managed and take early action to mitigate further resource or scheduling impact on the project.

Our Project Manager will meet with the City's Project Manager based on a mutually agreed upon frequency. During critical phases of the project, we suggest these meetings take place weekly. At these meetings, our Project Manager will provide a status report that includes:

- Activities completed in the current reporting period and the hours expended
- Activities planned for the next reporting period
- Updated schedule including milestones and their status (originally scheduled date, current target date, and the number of changes to the date)
- Issues or problems requiring resolution
- The status of any changes that affect scope, cost, or schedule

Deliverables:

- ✓ Prepare a Project Charter (governance)
- ✓ Prepare status report template
- ✓ Create a Project Team Site
- ✓ Identification of Project Risks

Task 2 – Project Initiation Meeting and Data Collection

Some of the tasks highlighted in the City's RFP may overlap with Task 1. Specifically, we will:

Develop Detailed Work Plan

Once the Charter has been created, we will schedule a meeting with the City to establish open lines of communication and to develop a common understanding as to what is included in or excluded from the project. The project scope will be the foundation on which the project schedule, budget and resource plans are built. We will focus on establishing agreement on the outcome of the project and discuss the changes that will occur upon completion of the project.

In order to develop an effective project work plan, we will work with the City's Project Manager to:

- ✓ *Determine the project scope* – We will define all aspects that the project will cover. This includes:
 - Determining which functions and/or systems should be included and prioritize based on degree of gap and other agreed upon metrics.
 - Identifying functions and systems that will be outside the scope of the project that may still need to be addressed

Estimated Project Cost

ERP projects are notorious for running over budget. There is no reason why this has to be the case if the Total Cost of Ownership (TCO) of the project is properly developed at the outset. The types of costs incurred in an ERP project are generally split between capital and operational costs, although recently, some software vendors are also providing hosted and cloud-based solutions. The cost associated with these solutions have shifted capital expenditures entirely to the operational side, which allows the client to spread the cost over a longer period of time and the ability to adjust the subscription fees if volume and user count change. The table below shows some of the major cost headings and factors that could impact the cost.

Cost Heading	Issues to consider
Acquisition	<ul style="list-style-type: none"> ✓ Number of subsystems to review and purchase ✓ Size of the City's evaluation committee ✓ Number of City personnel participating in the software demos ✓ Number of "short-listed" vendors ✓ Length of onsite software demonstrations ✓ Length and complexity of contract negotiations
Hardware (for on premise solutions)	<ul style="list-style-type: none"> ✓ Number of environments (development, training, testing, and production), as well as configuration for each environment (number of users, sizing, sharing servers, etc.). ✓ Sizing and server requirements. ✓ Hardware preference. ✓ Configuration preference, such as server redundancy, storage method (SAN, NAS, Local Drive, etc.), backup equipment, Disaster and Recovery requirements, capacity utilization tolerance for servers, etc. ✓ Ability of the Board to leverage its existing hardware.
Software (for on premise solutions)	<ul style="list-style-type: none"> ✓ Number of subsystems/modules ✓ Number of concurrent/named users ✓ Operating budget ✓ Number of servers ✓ Number of sites/organizations ✓ Other pricing methodologies
Equipment	<ul style="list-style-type: none"> ✓ Is it more cost effective to buy or lease? ✓ Do you need maintenance agreements for printers, scanners, mobile devices, cash registers, etc.?
Internal Project Staff	<ul style="list-style-type: none"> ✓ The number of FTE's allocated to the project ✓ The level of involvement by the City's Project Steering Committee and Sponsors ✓ The ability to backfill certain positions. If backfill is needed, what is the recruitment and advertising fee ✓ The skill set and labor rate of assigned team members ✓ The amount of anticipated overtime

Roles and Responsibilities Between City and Schafer:

Task / Activity	Client	Schafer Consulting
<p>Project Initiation</p>	<ul style="list-style-type: none"> ✓ Work with Schafer to coordinate and participate in the kick off meeting ✓ Jointly establish a project charter to define the "rules of engagement" ✓ Establish the project team ✓ Approve status report template ✓ Approve timeline ✓ Approve SharePoint directory structure 	<ul style="list-style-type: none"> ✓ Conduct internal kick off meeting and deploy resources ✓ Develop kick off meeting PowerPoint presentation ✓ Jointly establish a project charter ✓ Develop status report template ✓ Develop timeline ✓ Setup SharePoint

Task 3 & 4 – Business Process Analysis and Needs Assessment

The business process analysis and needs assessment will examine the City’s existing Raining Data D3 database, the Ruby on Rails PostgreSQL database and any other functions currently being performed outside of the two legacy system(s) which should generally be included in an enterprise environment. Our project team 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.

Our review will encompass the activities, processes, users, reports and controls in areas such as General Ledger, Accounts Payable, Accounts Receivable, Budget, Purchasing, Inventory, Payroll, Property/Capital Assets, Utility Billing, Business Licenses, Permits, Human Resources (Position Control, Performance Appraisal, Applicant Tracking, Benefits, Leave, Personnel, Timekeeping, Training/Certificates, Self Service, etc.), and other potential modules.

By focusing on the needs assessment and process definition, we help you to identify process improvements and cost-saving methods that can be implemented independent of the ERP selection. This will allow the City to achieve tangible results earlier in the process and prior to actual implementation.

We will perform the following tasks as a part of the Business Process Analysis:

- ✓ *Gather and review all available relevant documentation, including any studies that have already been conducted by the City, internal policies and procedures manual, current chart of accounts, sample forms, sample reports, utility rates, etc.*

- ✓ Capital Projects Funds
- ✓ Permanent Funds
- ✓ Enterprise Funds
- ✓ Agency Funds

Furthermore, the chart should also address tracking projects and capital projects to account for multi-year grants and programs regardless of the fiscal year.

Develop a Detailed Plan of Action

Once the Needs Assessment tasks have been completed, we will develop a Plan of Action that will provide guidance to the City on how to implement solutions to the issues identified in the Gap Analysis. We will focus on both the current and future states of the City. Our report will:

- ✓ Discuss how well the City's current applications meet its business needs based on our conclusion from the work performed in this task.
- ✓ Prioritize solution requirements.
- ✓ Develop a project schedule with suggested time frames for the project. This schedule will help us estimate the total length of the project, identify tasks, milestones, deliverables and resources necessary to complete each task in the project work breakdown structure
- ✓ Present potential opportunities for the software implementation phase of the project.

Deliverables:

At the completion of this task, we will submit:

- ✓ An "As-Is" documentation by functional area that describes the current environment, manual processes and constraints, opportunities for improvement, recommendations and how new technology will be used to fill in the current gaps.
- ✓ An interface diagram, using Visio, that shows the touch points between the current system and other ancillary systems.
- ✓ A preliminary draft of a new chart of accounts

City Involvement:

To assist Schafer, the City's Project Manager will provide documentation and reports regarding current process, chart of accounts and systems flows, secure meeting facilities, send invite to workshop attendees, and facilitate the review of all deliverables. Team members and other stakeholders will actively participate in workshops, provide feedback, respond to follow up questions and review deliverables based on mutually agreed upon timeline.

Please note that these matrices will be used to quantitatively determine which software vendor will best meet the needs of the City from a functionality perspective. An explanation of that process is provided below:

Software vendors will be asked to rate themselves on how well they can meet each of the requirements. The vendors will not be able to view the City's priority rating on each requirement, as that may impact their response, but will be asked to rate themselves on the following basis:

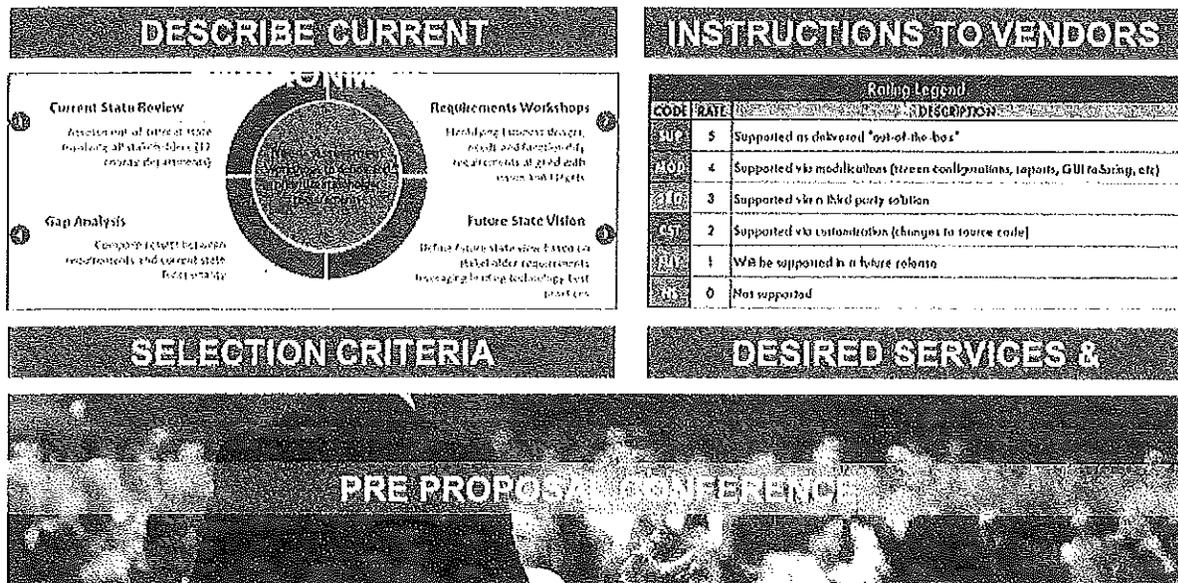
Rating Legend		
CODE	RATE	DESCRIPTION
SUP	5	Supported as delivered "out-of-the-box"
MOD	4	Supported via modifications (screen configurations, reports, GUI tailoring, etc)
3RD	3	Supported via a third party solution
CST	2	Supported via customization (changes to source code)
FUT	1	Will be supported in a future release
NS	0	Not supported

Vendor responses will be fed into a calculation sheet, which will compare the City's priority to the software's level of ability to meet that need in order to come up with a weighted score for each requirement.

It is important to note that our approach encourages the involvement of all departments whose employees and processes will be impacted by the system replacement. Soliciting their input will improve the level of support for the project as well as ensure that a comprehensive set of requirements have been gathered. It would be costly to the organization if the new system did not end up meeting the needs of everyone.

A summary of the activities in relation to the requirements gathering process is illustrated below.

Task 6 – RFP Draft



Schafer Consulting has extensive experience in assisting our clients in the development of Requests for Proposals. We believe a clear, concise RFP is the beginning of a successful project. A clear RFP will bring in the information the City is seeking, and will produce better-qualified responses. It will enable bidders to thoroughly comprehend the needs of the City and the environment in which the system will operate. A well-written RFP will also elicit the most accurate information from vendors that will allow the City to evaluate the vendor’s software against the documented requirements.

Before we begin the process of developing the RFP, we will develop a procurement strategy to ensure that the procurement process is performed in the best interest of the County and that the project team and the City completely agree on the approach and the expected outcome. In addition, the strategy will help to ensure that the RFP is in compliance with all applicable legal codes and requirements. Once the strategy has been accepted, we will begin the process of writing the RFP.

In preparing for the development of the RFP, we will perform the following:

- ✓ Obtain and review all pertinent City’s procurement regulations and guidelines.
- ✓ Provide guidance to City personnel to establish evaluation and scoring criteria using our pre-established criteria and templates as a guideline.
- ✓ Establish a deadline for receipt of proposals.

We believe that evaluation criteria should be established and included in the RFP so the software vendors clearly understand the critical factors that are important to the City and allow them the opportunity to fully address those points in their responses. We will incorporate the final

- ✓ An outline of the City's IT standards.
- ✓ A description of the City's preferred platform (on premise vs. hosted vs. cloud)
- ✓ Data conversion needs.
- ✓ Data interface needs.

Based on the information provided in the software RFP, the City should receive software bids for a user-friendly system that provides data in a fast and efficient manner and has the ability to meet all business requirements now and well into the future.

The chart on the following page depicts our approach to collecting information to prepare for the RFP:

Pre-Proposal Conference

We will develop an agenda and a PowerPoint presentation for the pre-proposal conference that will provide prospective bidders with a high level review of the RFP. We will lead the conference and assist the City in responding to and documenting vendor questions.

Response to Vendor Questions

The RFP generally defines an open period for software vendors to obtain clarification on the RFP. We will assist the City in responding to all vendor questions in relation to the RFP.

At the end of this task, we will have assisted the City in developing a clear, concise RFP along with established vendor selection criteria and templates.

Deliverables:

- ✓ Develop evaluation template based on City’s evaluation criteria
- ✓ Prepare an ERP RFP that includes technical and functional requirements as well as other City required forms.
- ✓ Prepare an agenda and a PowerPoint presentation to be used during the pre-proposal conference
- ✓ Prepare written responses to vendor questions from pre-proposal conference and from emails.

Roles and Responsibilities Between City and Schafer:

Task / Activity	Client	Schafer Consulting
Develop RFP	✓ Provide City’s procurement policies	✓ Review City procurement policies
	✓ Jointly develop evaluation team	✓ Make recommendation on selection criteria
	✓ Review RFP draft	✓ Gather a list of viable vendors
	✓ Define selection criteria	✓ Jointly develop procurement schedule
	✓ Jointly develop procurement schedule	✓ Create RFP
	✓ Advertise RFP	✓ Jointly respond to vendor questions
	✓ Release RFP	✓ Jointly facilitate pre-bid conference
	✓ Jointly respond to vendor questions	✓ Develop agenda for pre-bid conference
	✓ Jointly facilitate pre-bid conference	

WHAT IS CHANGE MANAGEMENT?

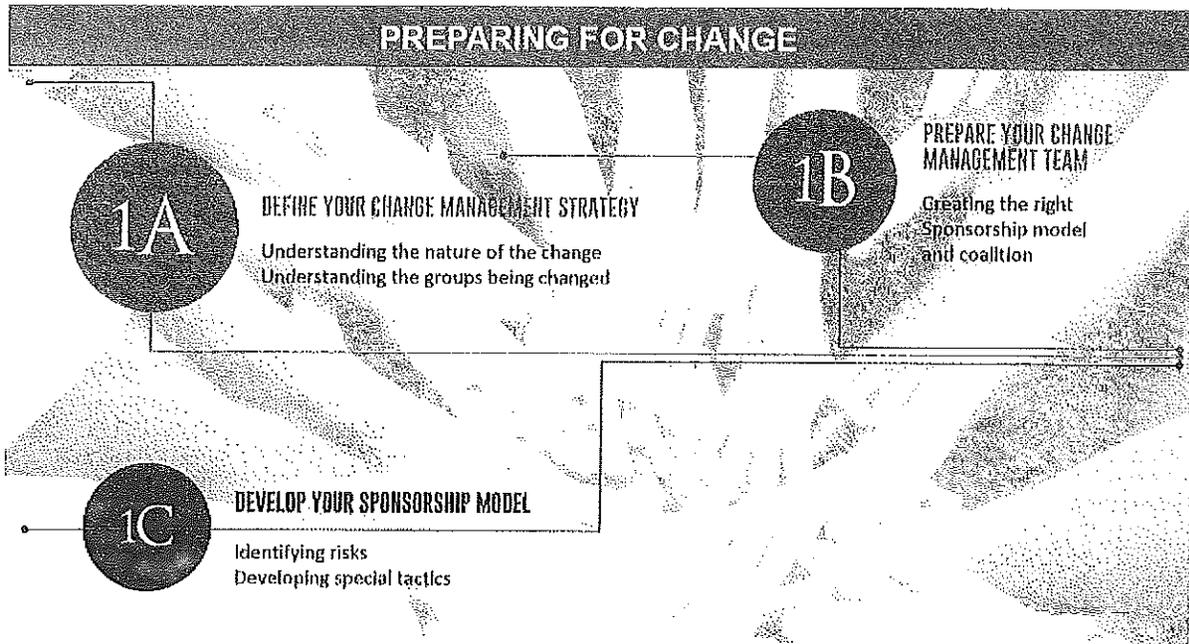
On a **PROJECT** level:

- ✓ Change Management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome.

On a **ORGANIZATIONAL** level:

- ✓ A leadership competency for enabling change within an organization.
- ✓ A strategic capability designed to increase change capacity and responsiveness.
- ✓ Requires two perspectives - individual (leading individual through change) and organizational.
- ✓ Mitigates risks of productivity loss, negative customer impact and employee turnover.
- ✓ Maximizes the speed of adoption and ultimate utilization of the change.

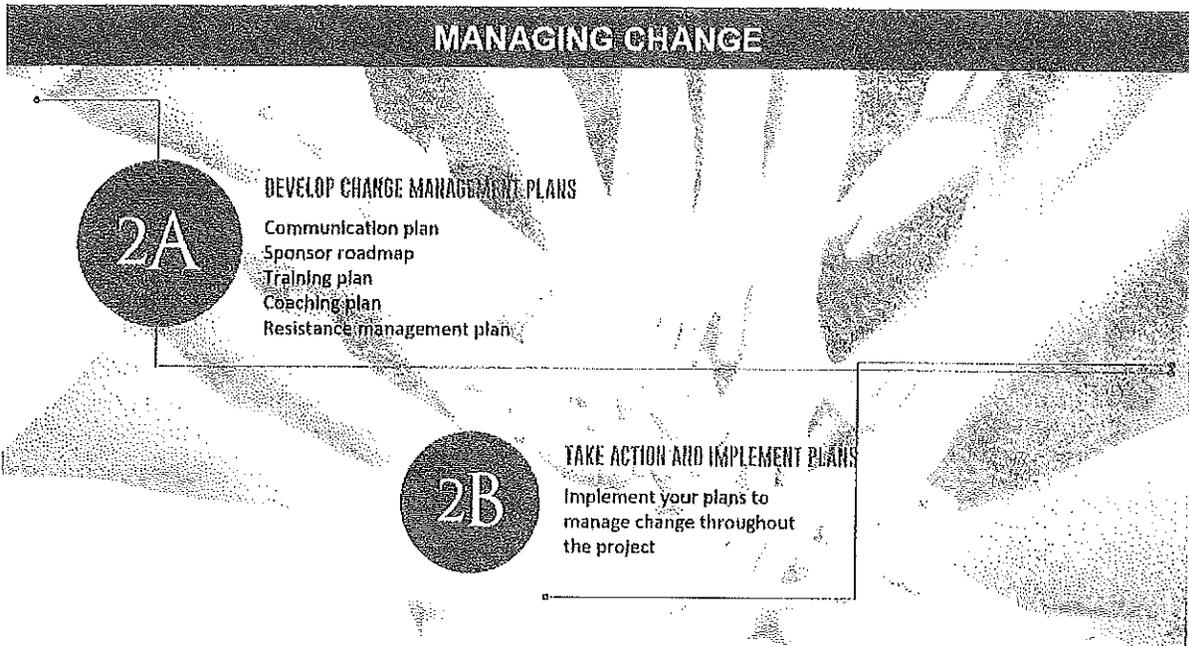
Our Change Management Plan begins with the creation of a Change Management (CM) team, made up of various change coaches and subject matter experts. The size and complexity of this team is completely scalable to fit the size and culture of each organization. This team will participate in all aspects of the process.



Most software vendors will incorporate a number of approaches to facilitate change management during the implementation project. However, the nature and level of changes an organization will experience will always be unique and should be assessed and planned for. Of particular importance is identifying and planning for any situation that could pose potential risk to the success of the project and to the operations of the City. We assist our clients in understanding the potential impact of a change on business needs and assigning a corresponding priority to the importance of planning for the change.

During the preparation phase, the CM team will develop a comprehensive CM Strategy, which will incorporate these success factors: 1) active and visible executive sponsorship, 2) structured CM approach, 3) dedicated CM resources and funding, 4) frequent communication about the change and the need for change, 5) employee engagement and participation, 6) engagement and integration with project management and 7) engagement with and support from middle management.

The CM team, under the leadership of our certified Change Manager, will work closely with the Steering Committee and the City’s Project Manager to prepare a CM Plan and to develop the Sponsorship Model. Some of the activities that we will perform during this stage include:



During this phase, we will take action to implement a plan that will move the City’s organization and individuals through change. We will 1) Finalize plans for communication, sponsorship, coaching and resistance management; 2) Integrate CM activities into the Implementation Project Plan; and 3) Execute plans.

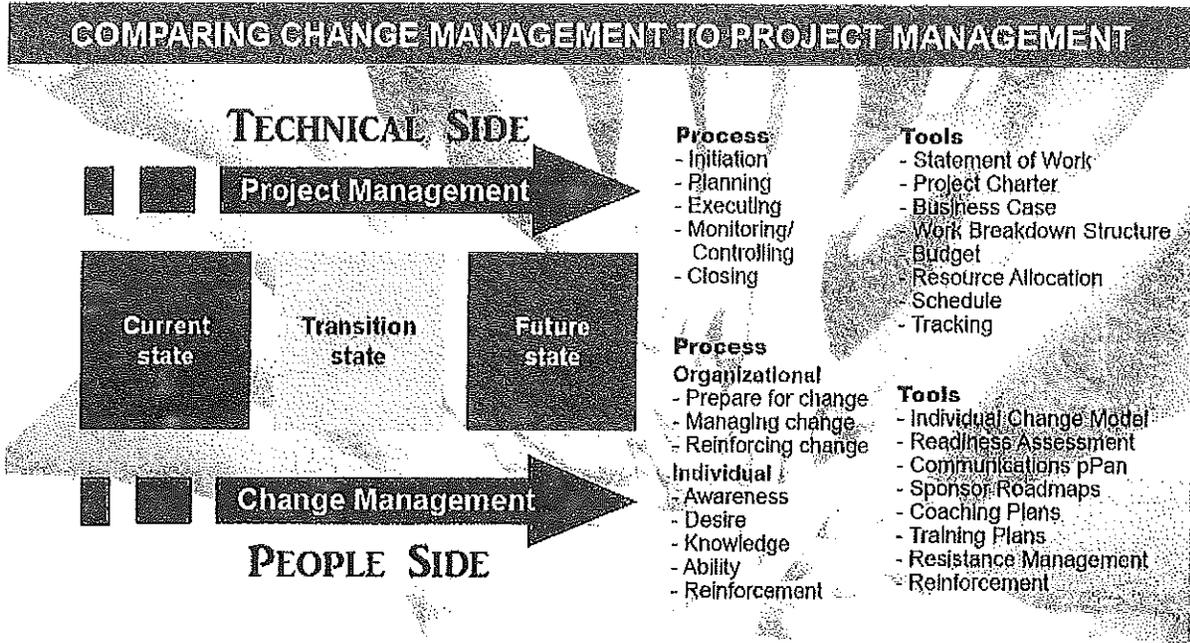
We will utilize the five tenets of change management, which will provide a foundation for discussing change and the necessity of CM to City employees, enabling the CM team to explain what change management is within the context of the benefits, results and outcomes of the various software implementation projects. The five tenets of CM are:

- ✓ We change for a reason
- ✓ Organizational change requires individual change
- ✓ Organizational outcomes are the collective result of individual change
- ✓ Change management is an enabling framework for managing the people side of change
- ✓ We apply change management to realize the benefits and desired outcomes of change

Reinforcing Change

The process of transferring ownership involves informing the City's Project Sponsors, determining what outstanding issues or needs must be addressed prior to dissolving the CM team, and working out an acceptable time table for the transition to occur.

Integrating Project Management with Change Management



There are many tools and approaches that Schafer Consulting uses to facilitate successful business change within an organization:

Communications

- ✓ Communications from the City's executive management
- ✓ Communications, updates from project management, team leaders
- ✓ Status reports, newsletters
- ✓ Status meetings, forums

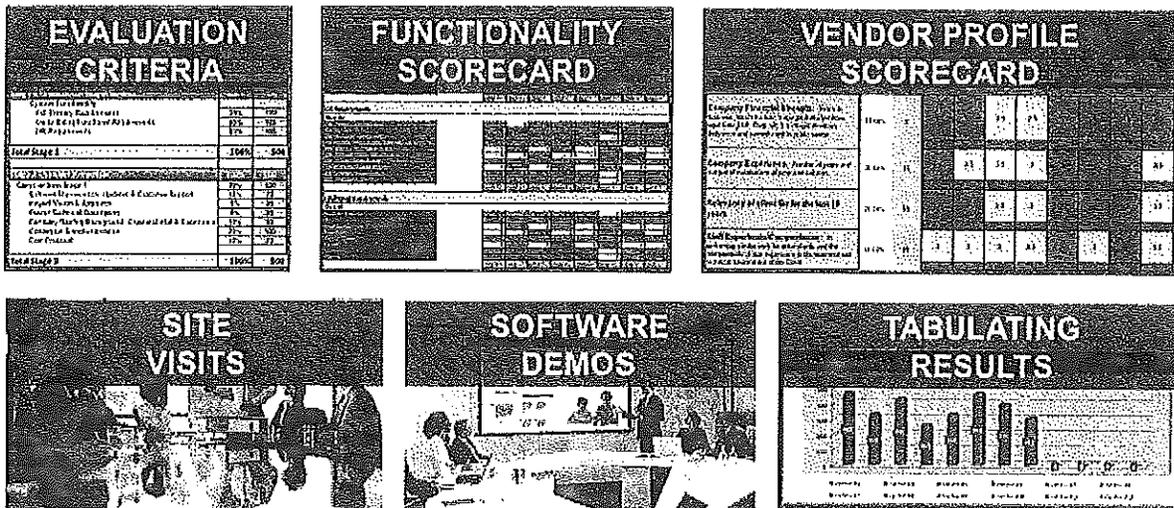
Organizational, relationship

- ✓ Cross-functional representation in the project, decision process
- ✓ An environment of empowerment, openness and inclusion
- ✓ Organizational ownership of the project
- ✓ Demonstrated management report
- ✓ A means to provide feedback to management, the decision process
- ✓ Informal team gatherings for team building, morale

Training, team involvement

evaluation is to select the vendor(s) that offers the best value to meet the needs of the City. Best value does not necessarily mean lowest price, but it does mean best price for the services and products offered. We will assist the City's Project Team and Project Manager in performing the following proposal evaluation tasks:

- ✓ Establish an evaluation committee made up of City and Schafer Consulting representatives. Committee members may also include system experts in the areas of application functionality, application programming, database administration and system analysis.
- ✓ Evaluate proposals received from vendors based upon the criteria established in the software selection section below.
- ✓ Identify a shortlist of vendors that provide the best solutions.
- ✓ Tabulate costs from each of the short-listed proposals.
- ✓ Facilitate a meeting with the evaluation committee to confirm final evaluation and scoring in order to come up with a short list of vendors for software demonstration.



Evaluation Criteria

In selecting the best software solution, we will consider the following:

- ✓ Quality, clarity and responsiveness of proposal in conformance with instructions, conditions and format contained herein.
- ✓ Quality of software/implementation services.
- ✓ Functional/Technical requirements.
- ✓ Installation, implementation and training plan.
- ✓ Demonstrated performance of proposed system elsewhere in the public sector; system maintenance, updating and ongoing technical support.
- ✓ Vendor financial stability.

- ✓ We will also optionally participate in the software demonstrations to evaluate the differences, advantages and disadvantages of each vendor based on our observations during the demonstrations as well as our existing knowledge of each software product.

We will utilize a demonstration-scoring template to evaluate the results of the software demonstrations. This spreadsheet allows for the weighting of scores based on the role (subject matter expert, casual end user, etc.) of each scorer. After all scores have been entered into the scoring template, the spreadsheet will provide a comparison of weighted scores by module for each vendor to allow for a side-by-side comparison. In addition, it will summarize all scores and provide a total demonstration score and ranking for each vendor.

Site Visits

The City may wish to further validate its selection decision by conducting site visits to similar organizations that use the same ERP solution in a live environment. The site visits will enable the City to talk directly to the users without any intervention from the software vendor. We can optionally assist the City in contacting other organizations that have implemented the shortlisted solutions to arrange for on-site visits. As a part of this task, we will setup an agenda and provide a list of topics to cover.

Reference Checking

As part of the evaluation process, reference checking is typically performed either for the shortlisted vendors or for the finalist. We have developed a reference-checking template, which consists of over 40 different questions in these categories:

- ✓ *Reference information* – Background information regarding the organization (i.e.: population, number of users, name of project manager, etc.)
- ✓ *System and environment information* – Name of legacy system, modules purchased/implemented, operating system, version number, other applications that interface to the HRIS, etc.)
- ✓ *Vendor selection information* – Exploration of the vendor selection process.
- ✓ *Implementation information* – Duration of project, resource requirements, timeliness, on budget, experience and level of professionalism of the assigned consultants, problems encountered, how were problems resolved, etc.
- ✓ *Post production* – How “bugs” and new releases/upgrades were handled, level of support, etc.
- ✓ *Overall* – The major benefits and limitations of the system and the overall acceptance of the software by the user community.

Please refer to the diagram below for our scoring methodology:

	<ul style="list-style-type: none"> ✓ Review reference checking results ✓ Participate in final selection meeting 	<ul style="list-style-type: none"> ✓ Develop agenda for site visits ✓ Provide reference checking questionnaires and conduct reference checking ✓ Facilitate final selection meeting
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Task 9 – Contracts Negotiation

Our ERP professionals have a background in the public sector, in working with ERP software vendors and in working with other consulting firms, which has given us a unique outlook gained from partaking in contract negotiations from all angles - from the perspective of the City, the vendor and the independent consultant. We are knowledgeable about how the contract impacts the implementation process. In conducting contract negotiations between the City and the successful vendor, we will draw on these experiences to ensure the City’s best interests are being met. As a part of that process, we believe it is critical to develop a positive relationship between the City and the vendor, as this relationship will be long-lasting and will set the foundation for a collaborative implementation process. We understand the roles of all parties involved in negotiations and will utilize our experience as facilitators to establish clear communication, trust, and good will between all parties involved. This does not mean we will forego the City’s best interest during the process, as the ultimate goal is for us to achieve the best terms and conditions for the City.

Our contract negotiations will comprise of the following:

- ✓ Prior to the start of negotiations, we will develop a strategy with the City and identify key roles for decision-making.
- ✓ We will then draw on the information gathered during our review of the vendor’s proposal, identify any concerns, and provide the vendor with an opportunity to respond with requested modifications, if any.
- ✓ We will work with the City’s project team, the City’s legal counsel and the successful vendor to develop a draft contract, following the City’s procurement policies and the vendor’s proposal as a starting point.
- ✓ We will review contract documents in consultation with the City to establish that requirements are clearly defined and to establish that the City agrees on the schedule, implementation process, fee arrangement, vendor resources, roles and responsibilities, deliverables, costs, acceptance criteria, and terms and conditions.
- ✓ We will be onsite to assist the project team and the City’s legal counsel during the actual negotiations.

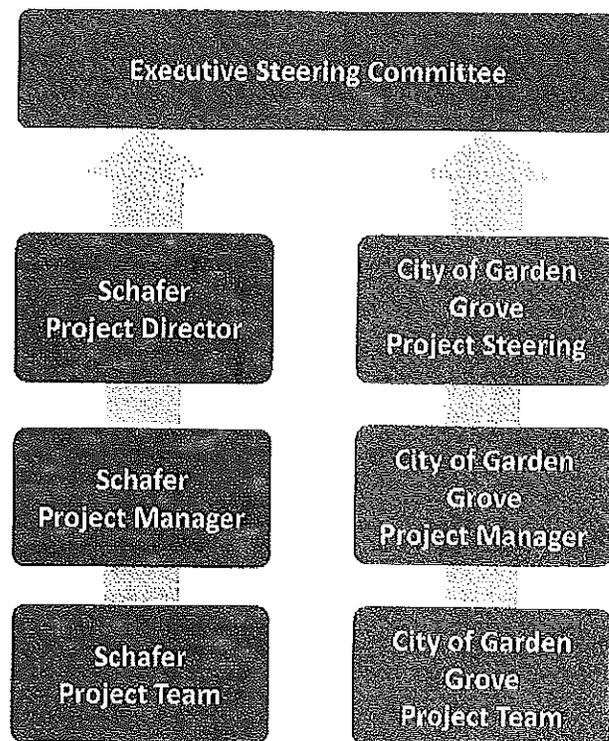
We will ensure a positive working relationship between all parties involved and establish a constructive sense of partnership as we transition into the implementation phase.

- ✓ *Project governance* – Simply put, the project governance defines the rules of engagement for such areas as communications, decision-making, frequency of status reports, change control management, team members, etc. It generally defines the project sponsors, project committee, project management and project stakeholders. The stakeholders are typically individuals whose interests may be positively or negatively affected as a result of project execution or project completion. They may also exert influence over the project and its results. It is an expanded version of the initial Project Charter developed under Task 1.
- ✓ *Project phases and timeline* – Details of the project activities, deliverables and milestones.
- ✓ *Scope* - Details of the project scope in relation to the organization, functional areas and time as well as a statement about any related areas that are considered to be out of scope.
- ✓ *Assumptions* – These might include assumptions that the Project Manager is making about what support the project will receive from other parts of the organization or what the consultants will deliver.
- ✓ *Risks and constraints* - Risk management is a continued systematic process of identifying, analyzing, and responding to project risks. If the City adopts a formal Change Management Plan, then the risk mitigation becomes part of that plan.
- ✓ *Incorporation of Change Management Plan (includes communication, resistance management, risk mitigation, and training)* – The CM Plan will manage the “people” side of the project whose activities will be incorporated into the “technical” side. Included in CM is the project’s communications management, which includes communications planning, performance reporting and administrative closure.
- ✓ *Budget* - A budget or financial plan must be developed as part of the Project Plan. ERP projects are notorious for running over budget. There is no reason why this has to be the case if the project budget is managed tightly by the Project Manager and concerns/issues are addressed to the team on a timely basis.
- ✓ *Data conversion plan* – Details about the process of extracting data out of the legacy systems, transforming that data to be compatible with the new ERP system and loading the data into the tables of the new system.
- ✓ *Test plan* – Details about testing, including performance, unit, integration, parallel and end user acceptance testing.
- ✓ *Roles and responsibilities* - The roles and responsibilities of the project team members need to be clearly defined. Roles typically include Project Sponsors, Project Manager, steering committee, consulting firm Project Manager, project team members, systems developer, systems administrator, training coordinator, change management manager, etc.

aware of how to log an issue. All issues will be assigned to a project team member who is responsible for following through to ensure that the issue is resolved promptly before it has an impact on the progress of the project. The issue management procedures will ensure that the status of every issue identified is known to the affected participants, that the issue is addressed promptly, and that resolutions are documented.

Issue Escalation

Issues that are not resolved by the project team according to our issue management process will be escalated to the project’s executive as follows:



Change Control

We know that change is inevitable on any project. As one of the initial activities for the ERP project, we will establish change control procedures jointly with the City. Change control is an integrated process used to manage and contain change within the project. It identifies changes in deliverables, specifications, and/or project plans. Through this process, the impact of proposed change(s) on functionality, performance, cost, schedule and quality is analyzed, evaluated, and reported for decisions.

We recommend that the City establish a change budget threshold to accommodate expected, small-scale project changes. A change budget will help the City make swift decisions on minor changes, thereby reducing their impact on the schedule.

Design & Configuration Strategy

Schafer Consulting will work closely with the functional experts from the City and the software vendor to validate that the best design and configuration decisions are being made for the City. Many of the decisions will be made during the core design sessions when the functional options of the new system are fully explored. Based on the availability of the different features and the requirements already established, the best options will be incorporated. If possible, the City should, to the extent possible, utilize standard features of the software versus customization since it is more difficult for software companies to support any modifications to their standard programs. We will ensure that the pre-defined system requirements are communicated to the software vendor to avoid any misunderstandings.

Data Interface Plan

The City's legacy systems will most likely need to interface data to and from to a number of other business applications. All existing manual and electronic interfaces will be identified so they can be included in the RFP. The development of the software vendor's statement of work (SOW) is generally agreed upon during contracts negotiations and refined during the development of the implementation plan as things may change. We will develop a data interface plan that documents the optimal interfaces for the new system (including the examination of opportunities to convert manual interfaces to electronic interfaces).

Schafer Consulting will work closely with the City and the software vendor to:

- ✓ Identify all applications that need to be interfaced to the new systems
- ✓ Once the applications are identified, coordinate the development of interface specifications and delivery of specifications to the software vendor
- ✓ Define data interface schedule
- ✓ Ensure timely completion of interface programs
- ✓ Facilitate interface testing
- ✓ Coordinate re-work if initial testing fails

During the implementation, we will oversee the following activities:

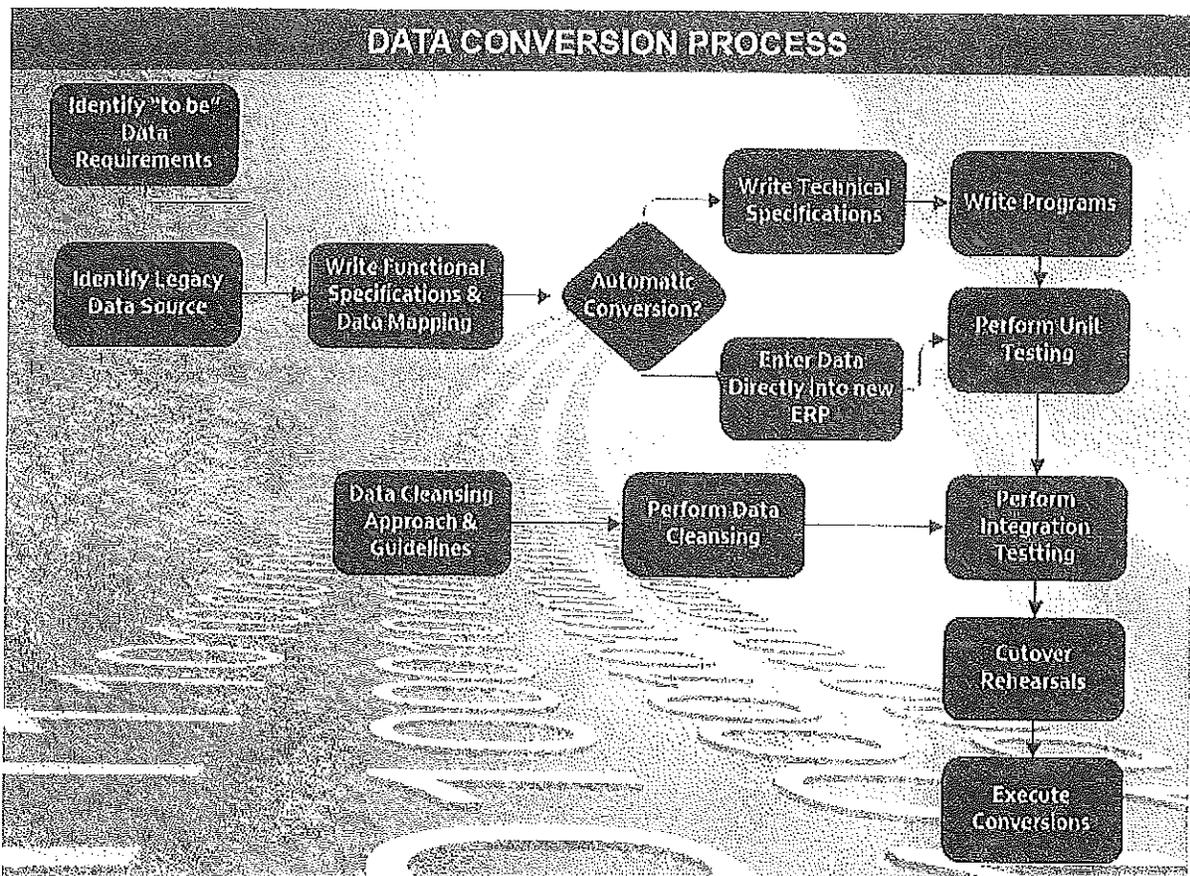
Activity	Description
Communicate & Coordinate w/ Interface Owner(s)	Each interface will require the involvement of a 3 rd party, either internal or external, for requirements gathering, testing, and deployment.

Data Structure Model Analysis – This decision should have already been decided during the development of the implementation plan; however, things change and it is always a good idea to confirm these decisions before any data conversion work begins.

- ✓ *Determine Data to be Converted:*
 - Type of data – Master data or Transactional data
 - Amount of data – The number of years (or months) of history that will be converted.
 - Level of data – The data can be converted at a detailed transactional level or can be summarized at a roll-up level. For example, General Ledger data from prior years can be brought over at summary account totals and the current year can be brought over at a detailed level.
- ✓ *Identify if data will be converted from multiple legacy systems.*
- ✓ *Identify manual data conversions versus automated conversions.*
 - Manual data loads typically have a limited number of entries and/or have a higher level of complexity which doesn't justify the time and effort required to code, test and tune an automated conversion.
 - Automated conversions are used to address large volumes of data.
- ✓ *Determine the level of data cleansing that is required* – The data cleansing process results in relevant and accurate data being converted from the legacy system(s) into the new ERP. Data cleansing analyzes legacy application data to verify that data is correct, complete, consistent and convertible. Most of the time, the client is responsible for this task as they are more familiar with their current data structure and the state that it is in; however, for those organizations who require our assistance, we will perform the following data cleansing tasks, which includes:
 - Eliminating unnecessary data records
 - Identifying and correcting inaccurate data
 - Merging duplicated data, e.g., multiple vendor masters files, which will need to be consolidated for a single vendor
 - Reformatting and standardizing data so that it can be converted
 - Gathering information that does not exist in any legacy system but is required in the new ERP system.

Data Mapping – We will participate in discussions related to the development of the chart of accounts, so when data mapping is ready to be performed, we would have knowledge of new structure and the logic behind it. We will perform the following:

- ✓ Identify and document the target field in the new system for each of the fields in the legacy system(s).
- ✓ Define the mapping rules to be applied during the conversion process.
- ✓ Identify gaps in the design of the target system (fields in the legacy system for which there are no target fields in the new system)
- ✓ Identify and populate required field in the new system that do not exist in the legacy system.



Training Plan

Schafer Consulting will work with the City and the software vendor to develop a formal training schedule, develop user procedures and training manuals, and provide training. Generally, the initial training classes are oriented towards the power users of the organization. Once this focus group becomes proficient with the system, the training should be rolled out to the rest of the organization. A sample training plan should include:

- ✓ *Setup and Configuration Consulting* – this type of training typically involves the core decision makers of the City. The software vendor will instruct the setup switches required to enable the software to perform specific activities and processes identified during the design phase of the project.
- ✓ *Functional Training* – These classes are typically designed for the power users.
- ✓ *Technical Training* – This type of training is designed for the technical staff at the City so they will be able to administer and support the new technical environment. At a minimum, the technical staff should be able to perform system backups and restores; manage users and their system security level; manage printers, scanners, and other peripherals; install patches and upgrades; and other general systems administration duties.

Communication regarding this project will be an essential part of the success of the project. Communicating in a consistent and effective manner will contribute to the success of the project by increasing awareness and understanding of the project and building acceptance, support, involvement, and commitment. Our objectives for the communication plan will include:

- ✓ Communication with the City's Executive Steering Committee and Project Sponsors to provide an overview of the project and outline progress being completed.
- ✓ Communication with the Implementation Team Leaders/Members and the Project Management Team to provide information regarding the impact of the project within their area.
- ✓ Communications between established committees and teams to facilitate an understanding of work being completed in each area and impact on all aspects of the project.

Audiences should be aware of the reasons why the system is being implemented. We will clearly communicate the expectations of the project and the change that should be expected as a part of implementing the new system. The level and complexity of the Communication Plan will be tailored to reflect the City's culture and size.

Vendor Contract Management

Schafer Consulting will review the contractor's submittals related to budget, schedule, and overall status. Our Project Manager will review scope requests, re-plan work, adjust schedule and baselines, participate in change control meetings, document and facilitate approval of changes, communicate to all stakeholders, and take corrective actions when appropriate. In addition, we will ensure that the vendor performance during implementation is satisfactory and in accordance with agreed upon terms and conditions. If requested, our Project Manager will also review vendor invoices against work performed and the project budget.

Summary

In summary, we will act as an extension of the City's project team and bridge any gaps that may exist between the vendor and the City. We will validate vendor requests, recommendations, change orders, reasons for project delays, etc. Specific tasks include:

- ✓ Work with selected vendor to resolve issues and problems in a timely manner.
- ✓ Recommend system decisions to the City's Project Management Team.
- ✓ Work closely with the City functional implementation teams. We will be participating in all phases of the project, including the design and construction phases when most of the configurations decisions are made. We will be able to utilize our extensive knowledge of the public sector to determine if decisions make sense and represent best practices for the City.

“passing” or “failing” quality assurance—it is proactively anticipating potential failures so that a “death march” can be averted.

Tools Used in Quality Assurance Consulting

Our QA methodology includes a library of checklists, but it is not a mechanized set of online forms. This is because each project has its own set of salient dynamics, and only a skilled, highly experienced analyst can discern this. The analyst, not the tools, must be in the forefront. Nonetheless, we do not approach QA with a blank slate. We have assembled a set of potential risks and questions that we use to guide our analysis and our assessment of uncertainties. These relate to:

- ✓ The technical system (scope, requirements, technical components, configuration, interfaces and integration, migration, testing, change control, acceptance, and handoffs)
- ✓ User activities and business processes (scope, procedures, roles, responsibilities, resources, training, transition planning, and organizational readiness)
- ✓ System support (scope, procedures, roles, responsibilities, resources, training, transition planning, and organizational readiness)
- ✓ The implementation project itself (phasing, roles, responsibilities, resources, training, development and test environments, schedule, cost, project team communication, stakeholder communication, coordination between projects, milestones, go/no-go criteria, fallback positions, and transition management)

Process Analysis and Review

We understand the need to view business processes from different perspectives:

- ✓ *The technical perspective* - What are the processing functions and business rules that the software needs to support?
- ✓ *The controller's perspective* - Will procedures be set up to maintain control over decentralized transaction processing, bringing them into a common data framework and producing auditable statements and projections?
- ✓ *The operation manager's perspective* - Will the new system accurately and thoroughly capture real-world information, and analyze operations to support decision-making?
- ✓ *The hands-on user's perspective* - What exact procedures are to be used in various day-to-day circumstances? How can the workflow be reliably coordinated from person to person?

We have been continually involved in assisting the public sector in assessing business processes with respect to regulatory requirements and best practices. However, we have found that all governments, small and large, have unique challenges that make it unrealistic either to rigidly adopt a standardized business process, or to customize software to automate every procedure.

- ✓ Organizational readiness
- ✓ Project communications

A hallmark of our approach is communication. We focus thinking on the project risks and issues not just in our written reports, but also in our day-to-day conversations with the project team. Our consulting team has a proven track record of communicating to all parties involved in implementing systems for the public sector, including the ability to deal with “difficult news” with clarity and fairness.

Change Management Implementation

Please refer to our write up on Change Management under Task 7, which includes the development of a formal Change Management Plan. This tasks includes the implementation of the plan throughout the project. The process is described in detail under Task 7.

Proposal Pricing

Staff Position		32	\$150	\$4,800
ERP Needs Assessment:				
Task 04: Business Case Recommendations				
Staff Position	Project Manager	12	\$160	\$1,920
Staff Position		24	\$150	\$3,600
Staff Position		40	\$150	\$6,000
Task 05: Process Design and Requirements				
Staff Position	Project Manager	12	\$160	\$1,920
Staff Position		24	\$150	\$3,600
Staff Position		24	\$150	\$3,600
ERP Request for Proposal:				
Task 06: RFP Draft				
Staff Position	Project Manager	40	\$160	\$6,400
Staff Position		8	\$150	\$1,200
Staff Position				
Task 07: Governance Support				
Staff Position	Project Manager	4	\$160	\$640
Staff Position	Change Management	40	\$150	\$6,000
Staff Position				
ERP System Selection				
Task 08: System Selection	Cost assumes shortlisting 3 vendors with 3 days demo			
Staff Position	Project Manager	50	\$160	\$8,000
Staff Position		150	\$150	\$22,500
Staff Position				
Task 09: Contract Negotiations				
Staff Position	Project Manager			
Staff Position	Contract Negotiator	50	\$160	\$8,000
Staff Position				

that the undersigned has not in any manner sought, by collusion, to secure for himself an advantage over any other bidder.

Please check your calculations before submitting your Proposal; the City of Garden Grove will not be responsible for Proposer miscalculations and may deem your proposal as non-responsive

BY: 
(Signature)

(949) 292-7718
Telephone Number

Nancy Schafer
(Type or Print Name)

President
(Title)

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(Email Address)