VILLAGE OF DOWNERS GROVE
Report for the Village
8/6/2019

SUBJECT:	SUBMITTED BY:
Consulting Services for the Selection of an Enterprise Resource Planning (ERP) System	Judy Buttny Finance Director Dave Kenny Information Technology Director

SYNOPSIS

A motion is requested to authorize the award of a professional services contract for consulting services for the selection of an Enterprise Resource Planning (ERP) System with BerryDunn McNeil & Parker, LLC of Portland, Maine in the amount of $117,700, which includes a 10% contingency.

STRATEGIC PLAN ALIGNMENT

The goals for 2017-2019 include *Steward of Financial, Environmental* and *Neighborhood Sustainability*

FISCAL IMPACT

The FY19 Budget provides $500,000 in the Capital Fund for this project.

RECOMMENDATION

Approval on the August 6, 2019 Consent Agenda.

BACKGROUND

The Village is starting on a multi-year project to replace the ERP System. An ERP system integrates all departments and functions across an organization into a single system that can serve all departments' particular needs. Functions include all the Finance department systems, such as budgeting, general ledger, payroll and billing, as well as building permits, human resources and licensing. System acquisition is one of the largest and most far reaching projects an organization can undertake due to the impact on how work is conducted and the way in which day-to-day tasks are accomplished.

Under this contract, the consultant would utilize their vast experience in ERP system migration to actively lead the Village through this project and actively advise on all critical decision points and considerations.

The scope of work to be performed by the consultant as part of this project is the following:

- Needs assessment and staff analysis review
- Organizational change management plan
- Develop a request for proposal
- System selection and assistance

- Contract negotiations with selected vendor
- Implementation planning and oversight

The consultant would work with the Village until the project is complete; ensuring that the project scope, budget and schedule are all successfully achieved.

Engaging a consultant to assist with system selection and evaluation is one of the first steps in this large multi-million dollar project. At this early stage, it is unknown which solution is suitable for Village needs. It is estimated that this project, including vendor selection, implementation assistance and software, will cost between $1.3 and $2.4 million in one-time charges and take approximately three years to complete. Ongoing maintenance/subscription costs could range from $120,000 to $350,000 per year. Staffing for this project is critical, and will require substantial time from most Village departments. This would include a Project Manager to oversee and coordinate the project with a fully loaded cost of approximately $100,000 per year.

The Village's current ERP is Eden, by Tyler Technologies, which has been in place since 2006. Eden has served the Village well over the years, but it is quickly drawing near the end of its useful life. The vendor is no longer providing enhancements or upgrades to this system. Although the software is still being supported by Eden's customer service team, staff is aware that this could end at any time and without significant notice. Related challenges include it not being intuitive, having outdated web functionality, and having limited integration.

The Village issued a Request for Proposal (RFP) for Consulting Services for the selection of an ERP system in April 2019 and received four responses. A staff team reviewed the RFP responses and interviewed three firms. The key criteria utilized by staff in evaluating the firms were past work in local government public sector, qualifications of assigned staff, proposed fee, and the firm's approach to the project. After thorough review of the proposals and interviews with selected vendors, Village staff recommends that a contract be awarded to BerryDunn McNeil & Parker, LLC. BerryDunn is a consulting practice that has extensive experience in assisting public-sector clients through the project life cycle of system selection and implementation. The consulting staff that would be assigned to the Village's project have worked as employees of ERP system vendors, including Eden, and for municipalities in Planning and Information Technology.

ATTACHMENTS

Contract Documents

VILLAGE OF DOWNERS GROVE

COUNCIL ACTION SUMMARY

INITIATED: Information Technology **DATE:** August 6, 2019
(Name)

RECOMMENDATION FROM: _____ **FILE REF:** _____
(Board or Department)

NATURE OF ACTION:

__ Ordinance

__ Resolution

_X_ Motion

__ Other

STEPS NEEDED TO IMPLEMENT ACTION:

Motion to authorize execution of a professional services contract with Berry Dunn McNeil & Parker, LLC, in the amount of $107,000 plus a $10,700 contingency for a total not-to-exceed amount of $117,700 for the Enterprise Resource Planning (ERP) System.

SUMMARY OF ITEM:

Adoption of this motion shall authorize execution of a professional services contract with Berry Dunn McNeil & Parker, LLC, in the amount of $107,000 plus a $10,700 contingency for a total not-to-exceed amount of $117,700 for the Enterprise Resource Planning (ERP) System.

RECORD OF ACTION TAKEN:

_____

_____

_____

REQUEST FOR QUALIFICATIONS / PROPOSAL
(Professional Services)

Name of Proposing Company: _____

Project Name: Consulting Services for the Selection and Implementation of an Enterprise Resource Planning (ERP) System

Proposal No.: RFQ-0-29-2019/DC

Statement of Qualifications/Proposal Due: May 15, 2019, 4:00 p.m.
Pre-Proposal Conference: Not Required

Required of Awarded Contractor:
Certificate of Insurance: Yes

Legal Advertisement Published: April 17, 2019

This document consists of 78 pages

Return **original**, **four duplicate copies (one copy must be unbound), and an electronic copy** (.pdf) of proposal in a **sealed envelope** marked with the Proposal Number as noted above to:

ERP
VILLAGE OF DOWNERS GROVE
801 BURLINGTON AVENUE
DOWNERS GROVE, IL 60515

erp@downers.us
www.downers.us

The VILLAGE OF DOWNERS GROVE will receive proposals Monday thru Friday, 8:00 A.M. to 5:00 P.M. at Village Hall, 801 Burlington Avenue, Downers Grove, IL 60515.

SPECIFICATIONS MUST BE MET AT THE TIME THE PROPOSAL IS DUE.

The Village Council reserves the right to accept or reject any and all proposals, to waive technicalities and to accept or reject any item of any proposal.

The documents constituting component parts of this contract are the following:

I. REQUEST FOR QUALIFICATIONS

II. REQUEST FOR PROPOSALS

III. TERMS & CONDITIONS

IV. DETAILED SPECIFICATIONS

V. SELECTION PROCESS

VI. PROPOSER'S RESPONSE

VII. PROPOSAL/CONTRACT FORM

VIII. APPENDICES

DO NOT DETACH ANY PORTION OF THIS DOCUMENT. INVALIDATION COULD RESULT. Proposers MUST submit an original, and 4 additional copies (one copy must be unbound), and 1 in electronic format of the total proposal. **COST PROPOSALS MUST BE SUBMITTED IN A SEPARATE SEALED ENVELOPE by the same date and time.** Upon formal award of the proposal, this RFQ/RFP document shall become the contract. The successful Proposer will receive a copy of the executed contract.

I. REQUEST FOR QUALIFICATIONS

1. GENERAL

1.1 Notice is hereby given that the Village of Downers Grove will receive sealed Statements of Qualifications (SOQ)/Proposal documents up to May 15, 2019, 4:00 p.m.

1.2 SOQs/Proposals must be received at the Village of Downers Grove by the time and date specified. SOQs/Proposals received after the specified time and date will not be accepted and will be returned unopened to the Proposer.

1.3 SOQs/Proposals shall be sent to the Village of Downers Grove, ATTN: ERP, in a sealed envelope marked "SEALED SOQ/PROPOSAL". The envelope shall be marked with the name of the project, date, and time set for receipt of SOQs. **COST PROPOSALS MUST BE SUBMITTED IN A SEPARATE SEALED ENVELOPE by the same date and time.**

2. STATEMENT OF QUALIFICATIONS

2.1 The prospective Firms must have particular expertise in providing consulting services for Enterprise Resource Planning (ERP) systems, in order to fully and properly act on the Village's behalf in all activities related to the project. **(**If sub-Proposers/contractors are proposed, similar detailed information must be provided for each entity). The SOQ shall include the following:

- Company Background including the following:
  a. Experience and first-hand knowledge of software selection of Enterprise Resource Planning (ERP) products and modules. Include the vendor/product/software experience and level of knowledge.
  b. Experience with local government public sector, especially municipalities of a similar size and demographics to the Village of Downers Grove.
  c. Experience in Needs and Risk Assessments.
  d. Experience in Business Process analysis and documentation in municipal government.
  e. Experience gathering functional requirements across departments.
  f. Experience in Request for Proposal development.
  g. Experience determining RFP evaluation criteria.
  h. Experience in software selection.
  i. Experience in analysis and risks of business process change and change management in relation to the implementation of an ERP system.
  j. Experience with all phases of ERP implementation including installation, customization, go-live and change management.
  k. Experience negotiating contracts for the procurement, installation, customization and implementation of ERP software products.

- Approach and methodology for this Project.

- Proposed Project Team – identify the key project team members proposed for this project, with their qualifications and previous experience in projects of this type

- References: Provide five (5) references of previous projects similar in scope to that described in this RFQ/RFP for an organization similar in size, scope and function to the Village of Downers Grove. Include:
  a. Name of organization
  b. Contact information
  c. Systems recommendations
  d. Description and final result of project
  e. Time frame, original budget and final cost of the project

  The project referenced must be fully completed. Partially completed projects or projects currently active should not be included in the five.

2.2 SOQs shall become the property of the Village. The Village will maintain confidentiality of all received SOQs, and not disclose information provided by prospective Firms with any other Firm, nor with the selected Firm, unless otherwise required to be disclosed pursuant to the Freedom of Information Act.

II. REQUEST FOR PROPOSALS

1. GENERAL

1.1 Proposals shall be submitted in an 8.5x11 format. They shall be succinct, and directly relevant to this project. Approximate number of pages shall be 20 (not including those within this document to be submitted). Double-sided printing is encouraged.

1.2 Proposal forms shall be sent to the Village of Downers Grove, ATTN: ERP, in a sealed envelope marked "SEALED PROPOSAL". The envelope shall be marked with the name of the project, date, and time set for receipt of proposals.

1.3 All Proposals must be submitted on the forms supplied by the Village and signed by a proper official of the company submitting the Proposal. Telephone, email and fax proposals will not be accepted.

1.4 By submitting the Proposal, the Proposer certifies under penalty of perjury that they have not acted in collusion with any other Proposer or potential Proposer.

2. PREPARATION OF PROPOSAL

2.1 It is the responsibility of the Proposer to carefully examine the specifications and proposal documents and to be familiar with all of the requirements, stipulations, provisions, and conditions surrounding the proposed services. **DO NOT SUBMIT A PROPOSED CONTRACT**. **UPON ACCEPTANCE BY THE VILLAGE, THIS RFP DOCUMENT SHALL BECOME A BINDING CONTRACT**.

2.2 No oral or telephone interpretations of specifications shall be binding upon the Village. All requests for interpretations or clarifications shall be made in writing and received by the Village at least five (5) business days prior to the date set for receipt of proposals. All changes or interpretations of the specifications shall be made by the Village in a written addendum to the Village's proposers of record.

2.3 In case of error in the extension of prices in the Proposal, the hourly rate or unit price will govern. In case of discrepancy in the price between the written and numerical amounts, the written amount will govern.

2.4 All costs incurred in the preparation, submission, and/or presentation of any proposal including any proposer's travel or personal expenses shall be the sole responsibility of the Proposer and will not be reimbursed by the Village.

2.5 The Proposer hereby affirms and states that the prices quoted herein constitute the total cost to the Village for all work involved in the respective items and that this cost also includes all insurance, bonds, royalties, transportation charges, use of all tools and equipment, superintendence, overhead expense, all profits and all other work, services and conditions necessarily involved in the work to be done and materials to be furnished in accordance with the requirements of the Contract Documents considered severally and collectively.

3. MODIFICATION OR WITHDRAWAL OF PROPOSALS

3.1 A Proposal that is in the possession of the Village may be altered by a letter bearing the signature or name of the person authorized for submitting a proposal, provided that it is received prior to the time and date set for the proposal opening. Telephone, email or verbal alterations of a proposal will not be accepted.

3.2 A Proposal that is in the possession of the Village may be withdrawn by the Proposer, up to the time set for the proposal opening, by a letter bearing the signature or name of the person authorized for submitting proposals. Proposals may not be withdrawn after the proposal opening and shall remain valid for a period of ninety (90) days from the date set for the proposal opening, unless otherwise specified.

4. RESERVED RIGHTS

4.1 The Village reserves the exclusive right to waive sections, technicalities, irregularities and informalities and to accept or reject any and all proposals and to disapprove of any and all subcontractors as may be in the best interest of the Village. Time and date requirements for receipt of proposal will not be waived.

III. TERMS AND CONDITIONS

1. VILLAGE ORDINANCES

1.1 The successful Proposer will strictly comply with all ordinances of the Village of Downers Grove and laws of the State of Illinois.

2. USE OF VILLAGE'S NAME

2.1 The Proposer is specifically denied the right of using in any form or medium the name of the Village for public advertising unless express permission is granted by the Village.

3. INDEMNITY AND HOLD HARMLESS AGREEMENT

3.1 To the fullest extent permitted by law, the Proposer shall indemnify, keep and save harmless the Village and its agents, officers, and employees, against all injuries, deaths, losses, damages, claims, suits, liabilities, judgments, costs and expenses, which may arise directly or indirectly from any negligence or from the reckless or willful misconduct of the Proposer, its employees, or its subcontractors, and the Proposer shall at its own expense, appear, defend and pay all charges of attorneys and all costs and other expenses arising therefrom or incurred in connection therewith, and, if any judgment shall be rendered against the Village in any such action, the Proposer shall, at its own expense, satisfy and discharge the same. This Agreement shall not be construed as requiring the Proposer to indemnify the Village for its own negligence. The Proposer shall indemnify, keep and save harmless the Village only where a loss was caused by the negligent, willful or reckless acts or omissions of the Proposer, its employees, or its subcontractors.

4. NONDISCRIMINATION

4.1 Proposer shall, as a party to a public contract:

4.1.1 Refrain from unlawful discrimination in employment and undertake affirmative action to assure equality of employment opportunity and eliminate the effects of past discrimination;

4.1.2 By submission of this proposal, the Proposer certifies that he is an "equal opportunity employer" as defined by Section 2000(e) of Chapter 21, Title 42, U.S. Code Annotated and Executive Orders #11136 and #11375, which are incorporated herein by reference. The Equal Opportunity clause, Section 6.1 of the Rules and Regulations of the Department of Human Rights of the State of Illinois, is a material part of any contract awarded on the basis of this proposal.

4.2 It is unlawful to discriminate on the basis of race, color, sex, national origin, ancestry, age, marital status, physical or mental handicap or unfavorable discharge for military service. Proposer shall comply with standards set forth in Title VII of the Civil Rights Act of 1264, 42 U.S.C. Secs. 2000 et seq., The Human Rights Act of the State of Illinois, 775 ILCS 5/1-101et. seq., and The Americans With Disabilities Act, 42 U.S.C. Secs. 1210l et. seq.

5. SEXUAL HARASSMENT POLICY

5.1 The Proposer, as a party to a public contract, shall have a written sexual harassment policy that:

5.1.1 Notes the illegality of sexual harassment;
5.1.2 Sets forth the State law definition of sexual harassment;
5.1.3 Describes sexual harassment utilizing examples;
5.1.4 Describes the Proposer's internal complaint process including penalties;
5.1.5 Describes the legal recourse, investigative and complaint process available through

the Illinois Department of Human Rights and the Human Rights Commission and how to contact these entities; and

5.1.6 Describes the protection against retaliation afforded under the Illinois Human Rights Act.

6. EQUAL EMPLOYMENT OPPORTUNITY

6.1 In the event of the Proposer's non-compliance with the provisions of this Equal Employment Opportunity Clause, the Illinois Human Rights Act or the Rules and Regulations of the Illinois Department of Human Rights ("Department"), the Proposer may be declared ineligible for future contracts or subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations, and the contract may be canceled or voided in whole or in part, and such other sanctions or penalties may be imposed or remedies invoked as provided by statute or regulation. During the performance of this contract, the Proposer agrees as follows:

6.1.1 That it will not discriminate against any employee or applicant for employment because of race, color, religion, sex, marital status, national origin or ancestry, age, physical or mental handicap unrelated to ability, sexual orientation, sexual identity or an unfavorable discharge from military service; and further that it will examine all job classifications to determine if minority persons or women are underutilized and will take appropriate affirmative action to rectify any such underutilization.

6.1.2 That, if it hires additional employees in order to perform this contract or any portion thereof, it will determine the availability (in accordance with the Department's Rules and Regulations) of minorities and women in the area(s) from which it may reasonably recruit and it will hire for each job classification for which employees are hired in such a way that minorities and women are not underutilized.

6.1.3 That, in all solicitations or advertisements for employees placed by it or on its behalf, it will state that all applicants will be afforded equal opportunity without discrimination because of race, color, religion, sex, marital status, national origin or ancestry, age, physical or mental handicap unrelated to ability, or an unfavorable discharge from military services.

6.1.4 That it will send to each labor organization or representative of workers with which it has or is bound by a collective bargaining or other agreement or understanding, a notice advising such labor organization or representative of the Proposer's obligations under the Illinois Human Rights Act and the Department's Rules and Regulations. If any such labor organization or representative fails or refuses to cooperate with the Proposer in its efforts to comply with such Act and Rules and Regulations, the Proposer will promptly so notify the Department and the contracting agency and will recruit employees from other sources when necessary to fulfill its obligations thereunder.

6.1.5 That it will submit reports as required by the Department's Rules and Regulations, furnish all relevant information as may from time to time be requested by the Department or the contracting agency, and in all respects comply with the Illinois

Human Rights Act and the Department's Rules and Regulations.

6.1.6 That it will permit access to all relevant books, records, accounts and work sites by personnel of the contracting agency and the Department for purpose of investigation to ascertain compliance with the Illinois Human Rights Act and the Department's Rules and Regulations.

6.1.7 That it will include verbatim or by reference the provisions of this clause in every subcontract it awards under which any portion of the contract obligations are undertaken or assumed, so that such provisions will be binding upon such subcontractor. In the same manner as with other provisions of this contract, the Proposer will be liable for compliance with applicable provisions of this clause by such subcontractors; and further it will promptly notify the contracting agency and the Department in the event any subcontractor fails or refuses to comply therewith. In addition, the Proposer will not utilize any subcontractor declared by the Illinois Human Rights Commission to be ineligible for contracts or subcontracts with the State of Illinois or any of its political subdivision or municipal corporations.

7. DRUG FREE WORK PLACE

7.1 Proposer, as a party to a public contract, certifies and agrees that it will provide a drug free workplace by:

Publishing a statement: (1) Notifying employees that the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance, including cannabis, is prohibited in the Village's or Proposer's workplace. (2) Specifying the actions that will be taken against employees for violations of such prohibition. (3) Notifying the employee that, as a condition of employment on such contract or grant, the employee will: (A) abide by the terms of the statement; and (B) notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five (5) days after such conviction.

7.2 Establishing a drug free awareness program to inform employees about: (1) the dangers of drug abuse in the workplace; (2) the Village's or Proposer's policy of maintaining a drug free workplace; (3) any available drug counseling, rehabilitation and employee assistance programs; (4) the penalties that may be imposed upon employees for drug violations.

7.3 Providing a copy of the statement required above to each employee engaged in the performance of the contract or grant and to post the statement in a prominent place in the workplace.

7.4 Notifying the contracting or granting agency within ten (10) days after receiving notice of any criminal drug statute conviction for a violation occurring in the workplace from an employee or otherwise receiving actual notice of such conviction.

7.5 Imposing a sanction on, or requiring the satisfactory participation in a drug abuse assistance or rehabilitation program by, any employee who is so convicted as required by section 5 of the Drug Free Workplace Act.

7.6 Assisting employees in selecting a course of action in the event drug counseling, treatment and rehabilitation is required and indicating that a trained referral team is in place.

7.7 Making a good faith effort to continue to maintain a drug free workplace through implementation of the Drug Free Workplace Act.

8. PATRIOT ACT COMPLIANCE

8.1 The Proposer represents and warrants to the Village that neither it nor any of its principals, shareholders, members, partners, or affiliates, as applicable, is a person or entity named as a Specially Designated National and Blocked Person (as defined in Presidential Executive Order 13224) and that it is not acting, directly or indirectly, for or on behalf of a Specially Designated National and Blocked Person. The Proposer further represents and warrants to the Village that the Proposer and its principals, shareholders, members, partners, or affiliates, as applicable are not, directly or indirectly, engaged in, and are not facilitating, the transactions contemplated by this Agreement on behalf of any person or entity named as a Specially Designated National and Blocked Person. The Proposer hereby agrees to defend, indemnify and hold harmless the Village, and its elected or appointed officers, employees, agents, representatives, engineers and attorneys, from and against any and all claims, damages, losses, risks, liabilities and expenses(including reasonable attorney's fees and costs) arising from or related to any breach of the foregoing representations and warranties.

9. INSURANCE REQUIREMENTS

9.1 The Proposer shall be required to obtain, from a company or companies lawfully authorized to do business in the jurisdiction in which the project is located, such general liability insurance which, at a minimum, will protect the Proposer from the types of claims set forth below which may arise out of or result from the Proposer's operations under this Contract and for which the Proposer may legally liable:

9.1.1 Claims under workers compensation, disability benefit and other similar employee benefit acts which are applicable to the operation to be performed;

9.1.2 Claims for damages resulting from bodily injury, occupational sickness or disease, or death of the Proposer's employees;

9.1.3 Claims for damages resulting from bodily injury, sickness or disease, or death of any person other than the Proposer's employees;

9.1.4 Claims for damages insured by the usual personal injury liability coverage which are sustained: (1) by a person as a result of an offense directly or indirectly related to employment of such person by the Proposer, or (2) by another person;

9.1.5 Claims for damages, other than to the work itself, because of injury to or destruction of tangible property, including loss of use resulting therefrom;

9.1.6 Claims for damages because of bodily injury, death of a person or property

damage arising out of ownership, maintenance or use of a motor vehicle;

9.1.7 Claims for damages as a result of professional or any other type of negligent action by the Proposer or failure to properly perform services under the scope of the agreement between the Proposer and the Village.

9.2 The Proposer shall demonstrate having insurance coverage for a minimum of $2 million for professional liability (errors and omissions).

9.3 As evidence of said coverages, Proposer shall provide the Village with certificates of insurance naming the Village of Downers Grove as an additional insured and include a provision for cancellation only upon at least 30 days prior notice to the Village.

10. CAMPAIGN DISCLOSURE

10.1 Any contractor, proposer, bidder or vendor who responds by submitting a bid or proposal to the Village of Downers Grove shall be required to submit with its bid submission, an executed Campaign Disclosure Certificate, attached hereto.

10.2 The Campaign Disclosure Certificate is required pursuant to the Village of Downers Grove Council Policy on Ethical Standards and is applicable to those campaign contributions made to any member of the Village Council.

10.3 Said Campaign Disclosure Certificate requires any individual or entity bidding to disclose campaign contributions, as defined in Section 9-1.4 of the Election Code (10 ILCS 5/9-1.4), made to current members of the Village Council within the five (5) year period preceding the date of the bid or proposal release.

10.4 By signing the bid documents, contractor/proposer/bidder/vendor agrees to refrain from making any campaign contributions as defined in Section 9-1.4 of the Election Code (10 ILCS 5/9-1.4) to any Village Council member and any challengers seeking to serve as a member of the Downers Grove Village Council.

11. SUBLETTING OF CONTRACT

11.1 No contract awarded by the Village shall be assigned or any part sub-contracted without the written consent of the Village Manager. In no case shall such consent relieve the Contractor from their obligation or change the terms of the contract.

12. TERM OF CONTRACT

12.1 The term of this contract shall be as set forth in the Detail Specifications set forth in Section IV below. This contract is subject to the Village purchasing policy with regard to any extensions hereof.

13. TERMINATION OF CONTRACT

13.1 In the event of the Proposer’s nonperformance, breach of the terms of the Contract, or for any other reason, including that sufficient funds to complete the Contract are not appropriated by the Village, the Contract may be canceled, in whole or in part, upon the Village's written notice to the Proposer. The Village will pay the Proposer's costs actually

incurred as of the date of receipt of notice of termination. Upon termination, the Proposer will deliver all documents and products of whatever kind, and their reproducible originals related to the project, which have been produced to the date of the notice of termination.

14. BILLING & PAYMENT PROCEDURES

14.1 Payment will be made upon receipt of an invoice referencing Village purchase order number. Once an invoice and receipt of materials or service have been verified, the invoice will be processed for payment in accordance with the Village payment schedule. The Village will comply with the Local Government Prompt Payment Act, 50 ILCS 505/1 et seq., in that any bill approved for payment must be paid or the payment issued to the Proposer within 60 days of receipt of a proper bill or invoice. If payment is not issued to the Proposer within this 60 day period, an interest penalty of 1.0% of any amount approved and unpaid shall be added for each month or fraction thereof after the end of this 60 day period, until final payment is made.

14.2 The Village shall review in a timely manner each bill or invoice after its receipt. If the Village determines that the bill or invoice contains a defect making it unable to process the payment request, the Village shall notify the Proposer requesting payment as soon as possible after discovering the defect pursuant to rules promulgated under 50 ILCS 505/1 et seq. The notice shall identify the defect and any additional information necessary to correct the defect.

14.3 Please send all invoices to the attention of Accounts Payable, Village of Downers Grove, 801 Burlington Avenue, Downers Grove, IL 60515.

15. RELATIONSHIP BETWEEN THE PROPOSER AND THE VILLAGE

15.1 The relationship between the Village and the Proposer is that of a buyer and seller of professional services and it is understood that the parties have not entered into any joint venture or partnership with the other.

16. STANDARD OF CARE

16.1 Services performed by Proposer under this Contract will be conducted in a manner consistent with that level of care and skill ordinarily exercised by members of the profession currently practicing in the same locality under similar conditions. No other representations express or implied, and no warranty or guarantee is included or intended in this Contract, or in any report, opinions, and documents or otherwise.

16.2 If the Proposer fails to meet the foregoing standard, Proposer will perform at its own cost, and without reimbursement from the Village, the professional services necessary to correct errors and omissions caused by Proposer's failure to comply with the above standard and reported to Proposer within one (1) year from the completion of Proposer's services for the Project.

16.3 For Professional Service Agreements (i.e. Engineer, Proposer): Project site visits by Proposer during construction or equipment installation or the furnishing of Project representatives shall not make Proposer responsible for: (i) constructions means, methods, techniques, sequences or procedures; (ii) for construction safety precautions or programs;

or (iii) for any construction contractor(s') failure to perform its work in accordance with contract documents.

17. GOVERNING LAW

17.1 This Contract will be governed by and construed in accordance with the laws of the State of Illinois without regard for the conflict of laws provisions. Venue is proper only in the County of DuPage and the Northern District of Illinois.

18. SUCCESSORS AND ASSIGNS

18.1 The terms of this Contract will be binding upon and inure to the benefit of the parties and their respective successors and assigns; provided, however, that neither party will assign this Contract in whole or in part without the prior written approval of the other. The Proposer will provide a list of key staff, titles, responsibilities, and contact information to include all expected subcontractors.

19. WAIVER OF CONTRACT BREACH

19.1 The waiver by one party of any breach of this Contract or the failure of one party to enforce at any time, or for any period of time, any of the provisions hereof will be limited to the particular instance and will not operate or be deemed to waive any future breaches of this Contract and will not be construed to be a waiver of any provision except for the particular instance.

20. AMENDMENT

20.1 This Contract will not be subject to amendment unless made in writing and signed by all parties.

21. NOT TO EXCEED CONTRACT

21.1 The contract price is a "not-to-exceed" cost. At any time additional work is necessary or requested, and the not-to-exceed price is increased thereby, any change, addition or price increase must be agreed to in writing by all parties in the same manner by which the original contract was approved.

22. SEVERABILITY OF INVALID PROVISIONS

22.1 If any provisions of this Contract are held to contravene or be invalid under the laws of any state, country or jurisdiction, contravention will not invalidate the entire Contract, but it will be construed as if not containing the invalid provision and the rights or obligations of the parties will be construed and enforced accordingly.

23. NOTICE

23.1 Any notice will be in writing and will be deemed to be effectively served when deposited in the mail with sufficient first class postage affixed, and addressed to the party at the party's place of business. Notices shall be addressed to the Village as follows:

Village Manager
Village of Downers Grove
801 Burlington Ave.
Downers Grove, IL 60515

And to the Proposer as designated in the Contract Form.

24. COOPERATION WITH FOIA COMPLIANCE

24.1 Contractor acknowledges that the Freedom of Information Act may apply to public records in possession of the Contractor or a subcontractor. Contractor and all of its subcontractors shall cooperate with the Village in its efforts to comply with the Freedom of Information Act . 5 ILCS 140/1 et seq.

IV. DETAIL SPECIFICATIONS

1. SCOPE OF SERVICES

1.1 Objective: The Village of Downers Grove ("Village") is seeking statements of qualifications from qualified companies that provide consulting services for Enterprise Resource Planning (ERP) systems. The Village is seeking a vendor to provide project management, conduct a needs assessment, review staff analysis (see appendices), prepare a comprehensive Request for Proposal (RFP), evaluate proposals and recommend a vendor, conduct contract negotiations, and oversee the installation and implementation of a new ERP.

1.2 Background

The current ERP utilized by the Village is Tyler Eden. Modules in use include: General Ledger, Building Permits, Cash Receipts, Fixed Assets, Accounting/Budgeting, Accounts Receivable/Payable, Business Licenses, Utility Billing, Payroll/Personnel, Purchasing/Inventory, Project Accounting/Grants, Code Enforcement, Land/Parcel Management and online payments.

This ERP has been in place since 2006 and it is now showing its age. The system's web functionality is unresponsive and outdated and no analytical dashboards exist. Additionally, there are no new enhancements from the vendor.

1.3 General Scope of Services

The Village of Downers Grove seeks an independent vendor with proven experience in ERP projects, including overall project management, needs assessment, RFP development, software selection, contract negotiations if requested, and implementation.

Required services include, but are not limited to:

Project Management

- Provide competent leadership and responsible direction through successful performance of a variety of detailed, diverse elements of project management.
- Direct completion of tasks within estimated time frames and budget constraints.

Needs Assessment/Staff Analysis Review

- Understand and articulate the electronic information needs of all Village departments (reporting, analysis and management). This may include meetings with staff to determine current business processes and overlapping needs, improvement recommendations for processes, and reviewing staff analysis documentation. Internal research includes a satisfaction survey of the current system, a SWOT (strengths, weaknesses, opportunities, threats) analysis, and documented process workflows (see appendices).

Request for Proposal Development

- Develop ERP software specifications including establishing expectations as to the level of detail for the specifications, providing a base set of specifications, and facilitating the process of reviewing and finalizing the base specifications, including appropriate prioritization. Identify appropriate modules for required inclusion in the ERP and those which would be optional.
- Develop selection criteria and define decision-making process.
- Prepare the detailed specifications for the RFP document and assist in distributing it.

Evaluation and Selection of Vendor

- Manage vendor Q&A during pre-proposal due date timeframe, including establishing and facilitating pre-proposal meeting, as well as working with the Village in preparing any RFP addenda.
- Analyze and evaluate proposals and prepare proposal analysis document.
- Schedule and conduct vendor demonstrations, site visits, and reference checking.
- Assist in the selection of the preferred vendor and presentation of recommendation to the Village Council.

Contract Negotiation

- Review license and support agreements and provide comments. If requested, conduct contract negotiations.
- Present final contract to an internal ERP Committee for review and to the Village Council for approval.

Installation and Implementation

- Provide project management oversight during the implementation phase, including data conversion/migration monitoring, user acceptance testing, user training, and project closeout.

2. FEES

2.1 COST PROPOSAL MUST BE IN A SEPARATE SEALED ENVELOPE.

Costs should be broken out as follows:

a. Needs Assessment / Staff Analysis Review
b. RFP Development
c. Evaluation and Selection
d. Contract Negotiations (if requested)
e. Installation and Implementation

Please indicate the number of meetings your staff will attend to accomplish the work required.

The Village prefers the method of compensation for professional services to be based on hourly-charged personnel rates plus expenses, with a Total "Not to Exceed" cost.

Please submit an estimate of hourly personnel requirements to complete the scope of services outlined in your Proposal, a list of current hourly rates and a total "Not To Exceed" cost for providing the proposed services to the Village. This "Not to Exceed" cost shall include deliverables and reimbursable expenses, such as postage, delivery service, printing, etc. **Additional compensation above and beyond the "Not to Exceed" cost (i.e. change orders) will not be considered without a significant change in project scope.**

V. SELECTION PROCESS

1.0 EVALUATION CRITERIA

All responses to this RFQ/RFP that meet the submittal requirements and the submittal deadline will be evaluated as described below:

Step One: The Village will make a preliminary selection of Firms based on a review of each respective applicant's SOQ/Proposal. The following general criteria will be used to evaluate the written submission of a Firm's qualifications along with interviews and such other information as the Village deems necessary or desirable in order to responsibly evaluate the Firm's qualifications for this Project:

(Note: These are ranked in no particular order)

1. Understanding of services requested
2. Reliability of performance of the Firm on past projects
3. Related work experience
4. Sufficient qualified staff to adequately carry out the services requested
5. Capacity to accomplish the services requested (identify current and projected workload and availability of Firm personnel that will be assigned to this Project)
6. Quality of communication skills and effectiveness of the team members
7. The sufficiency of resources and ability of the Firm to perform the contract or provide the service
8. Ability to work cooperatively with the Village and its administration
9. Past records of the Firm's transaction with the Village or with other entities as evidence of the Firm's responsibility, character, integrity, reputation, judgment, experience, efficiency, and cooperativeness.

Step Two: The Village will select one or more qualified Firms, who may be asked to interview with Village Staff.

Step Three: After the Village has compiled the list ranking the firms designated as qualified, the Village will then open the Cost Proposal envelopes.

The Village reserves the right to determine the criteria for and select the best overall qualified Firm(s), in the Village's opinion, to execute the scope of services on behalf of the Village of Downers Grove.

1.2 SCHEDULE

- RFQ/RFP Published April 17, 2019
- RFQ/RFP Response Deadline May 15, 2019, 4:00 PM
- *Interview of Qualified Respondents May 28 – June 21, 2019
- *Final Selection of Respondent by June 28, 2019

*These dates subject to change.

1.3 CONTACT

All questions concerning the project and/or submittal should be directed to:

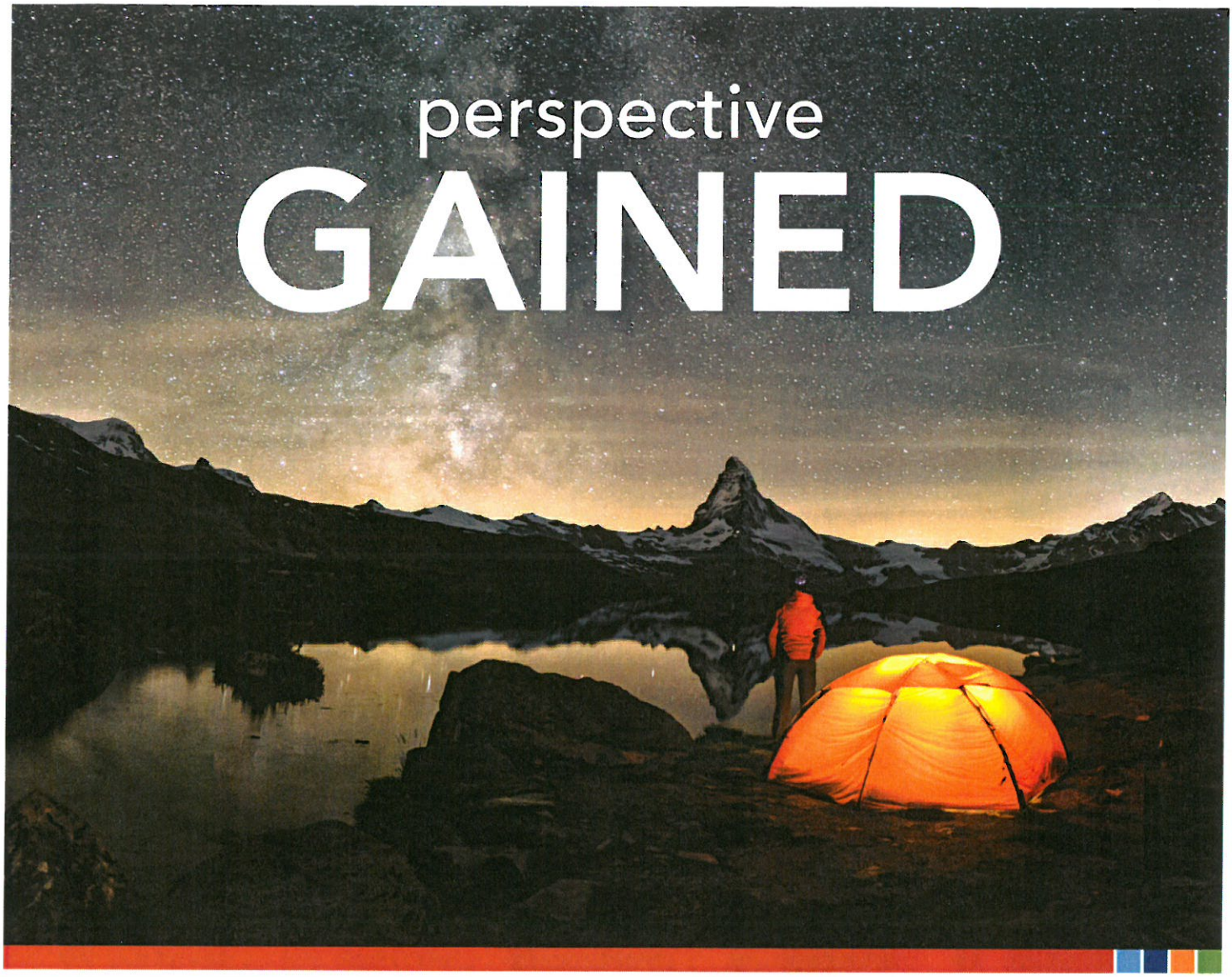
ERP
Village of Downers Grove
801 Burlington Avenue
Downers Grove, Illinois 60515

Questions, clarifications, or requests for additional information regarding this RFQ/RFP must be made to the Village by e-mail to the attention of erp@downers.us. If necessary, addenda will be issued to address the above.

VI. PROPOSER'S RESPONSE TO RFQ/RFP (Professional Services)

(DO NOT insert a form contract. This RFQ/RFP document including detail specs and Proposer's response will become the contract with the Village.)

BerryDunn
Assurance, Tax, Consulting



COST PROPOSAL FOR

Village of Downers Grove

TO PROVIDE

Consulting Services for the Selection and Implementation of an Enterprise Resource Planning (ERP) System

BerryDunn
100 Middle Street, Portland, ME 04101
207-541-2200
Seth Hedstrom, Principal
shedstrom@berrydunn.com

Proposal Submitted On:
May 15, 2019 before 4:00 p.m. in response to RFQ-0-29-2019-DC

BerryDunn
Assurance, Tax, Consulting

Transmittal Letter

May 15, 2019

ERP
Village of Downers Grove
801 Burlington Avenue
Downers Grove, Illinois 60515

To Whom It May Concern:

Berry Dunn McNeil & Parker, LLC (BerryDunn) is pleased to submit this cost proposal in response to the Village of Downers Grove's (the Village's) Request for Qualifications (RFQ) No. 0-29-2019/DC for Consulting Services for the Selection and Implementation of an Enterprise Resource Planning (ERP) System. We have read the RFQ, understand its contents, and agree to the terms and conditions therein. Our proposal is a firm and irrevocable offer valid for 90 days from the proposal due date of May 15, 2019.

BerryDunn is an independent management and information technology (IT) consulting and certified public accounting firm headquartered in Maine and serving clients nationally. We are a stable and well-established firm that has preserved our core values and reputation for excellence for 45 years. We have enjoyed steady growth by providing consistent, high-quality services to our clients in all 50 states and in Canada.

As a principal in our Local Government Practice Area, I am authorized to bind BerryDunn to the commitments made herein. Should you have any questions regarding our proposal or updates on the evaluation process, my contact information is as follows:

Seth Hedstrom, Principal
100 Middle Street
Portland, ME 04101
207-541-2212
shedstrom@berrydunn.com

We appreciate the opportunity to submit this proposal and look forward to working with the Village on this important initiative.

Sincerely,

Seth Hedstrom, Principal

1.0 Cost Proposal

As requested by the Village, we have provided a not-to-exceed total cost for completing its requested system selection tasks, broken down by phase, in Table 1. BerryDunn does not charge for time spent traveling, so all costs reflect only the time our consultants will spend working on the Village's project. The prices below are inclusive of all expenses. We will submit progress invoices to the Village on a monthly basis against the deliverables associated with each phase.

Table 1: Software Selection Costs

Phase	Total Hours	Cost
Project Management	48	$8,900
Phase 1: Needs Assessment and Staff Analysis Review	144	$29,800
Phase 2: RFP Development	114	$23,700
Phase 3: System Selection Assistance	96	$19,600
Phase 4: Contract Negotiations*	40	$7,400
Total Excluding Optional Items:	**442**	**$89,400**

*For Phase 4: Contract Negotiations, we have planned for up to 40 hours of work, invoiced as incurred.

As described in our proposed work plan, similar organizations have also found value in additional complementary tasks. Although not specifically requested by the Village, we are pleased to propose these for consideration with the costs broken down by deliverable in Table 2.

Table 2: Software Selection Optional Tasks/Deliverables Cost

Task/Deliverable	Cost
Additional Contract Negotiation Assistance	*$185 per hour*
Optional D11. Final Contract Presentation	*$4,100*
Optional D12. Implementation Planning Memo	*$9,800*
Optional D13. OCM Plan	*$7,800*

We appreciate the Village's recognition of the many variables not yet known that will impact the estimates for the implementation phase. These variables include the vendor selected, the agreed-upon implementation methodology, the length of the implementation, phasing, and relative roles and responsibilities among Village project teams. In Table 3 we have outlined potential hours estimates based on experience with many implementations. We would be pleased to further discuss these with the Village.

Table 3: Implementation Services Hours Estimates

Phase	Months	Hours per Month
Phase 6A: Implementation Initiation	2-4	24
Phase 6B: Ongoing Implementation Oversight	24-30	60-80
Phase 6C: Implementation Closeout	1-2	24

We propose to complete the implementation assistance services at the hourly rate of $195, exclusive of direct travel expenses.

As requested by the Village, we have also provided hourly rates and estimated hours for each category of team member in Table 4, below.

Table 4: System Selection Hourly Rates and Estimated Hours

Category	Hourly Rate
Principal	$275
Project Manager	$225
Lead Business Analyst	$195
Business Analyst	$165
Technical Analyst	$195
Subject Matter Expert	$225

BerryDunn
Assurance, Tax, Consulting

TECHNICAL PROPOSAL FOR

Village of Downers Grove

TO PROVIDE

Consulting Services for the Selection and Implementation of an Enterprise Resource Planning (ERP) System

BerryDunn
100 Middle Street, Portland, ME 04101
207-541-2200
Seth Hedstrom, Principal
shedstrom@berrydunn.com

Proposal Submitted On:

May 15, 2019 before 4:00 p.m. in response to RFQ-0-29-2019-DC

BerryDunn
Assurance, Tax, Consulting

Transmittal Letter

May 15, 2019

ERP
Village of Downers Grove
801 Burlington Avenue
Downers Grove, Illinois 60515

To Whom It May Concern:

Berry Dunn McNeil & Parker, LLC (BerryDunn) is pleased to submit this technical proposal in response to the Village of Downers Grove's (the Village's) Request for Qualifications (RFQ) No. 0-29-2019/DC for Consulting Services for the Selection and Implementation of an Enterprise Resource Planning (ERP) System. We have read the RFQ, understand its contents, and agree to the terms and conditions therein. Our proposal is a firm and irrevocable offer valid for 90 days from the proposal due date of May 15, 2019.

BerryDunn is an independent management and information technology (IT) consulting and certified public accounting firm headquartered in Maine and serving clients nationally. We are a stable and well-established firm that has preserved our core values and reputation for excellence for 45 years. We have enjoyed steady growth by providing consistent, high-quality services to our clients in all 50 states and in Canada.

We have worked with many similar local government organizations faced with the same challenges as the Village. We understand that the Village finds the current Eden software, which has been in place since 2006, to be showing its age. The related challenges include it not being intuitive, having outdated web functionality, and having limited integration. These challenges are similar to those we've experienced with other clients.

We understand the Village desires to partner with an experienced consulting firm to address these challenges, and others, while planning for a replacement system and related implementation that will take into account resource constraints, as well as the Village's overall goals and objectives for the future systems environment. Our experience and qualifications directly aligns with the Village's desired qualifications:

- ✓ Experience and first-hand knowledge of software selection of Enterprise Resource Planning (ERP) products and modules.
- ✓ Experience with local government public sector, especially municipalities of a similar size and demographics to the Village of Downers Grove.
- ✓ Experience in Needs and Risk Assessments.
- ✓ Experience in Business Process analysis and documentation in municipal government.
- ✓ Experience gathering functional requirements across departments.

- ✓ Experience in Request for Proposal development.
- ✓ Experience determining RFP evaluation criteria.
- ✓ Experience in software selection.
- ✓ Experience in analysis and risks of business process change and change management in relation to the implementation of an ERP system.
- ✓ Experience with all phases of ERP implementation including installation, customization, go-live and change management.
- ✓ Experience negotiating contracts for the procurement, installation, customization and implementation of ERP software products.

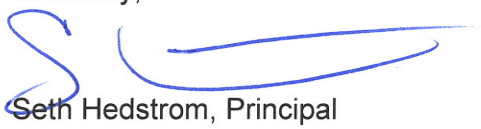
We will leverage this immense body of experience to ***actively lead*** the Village through this project and ***actively advise*** on all critical decision points and considerations.

As a principal in our Local Government Practice Area, I am authorized to bind BerryDunn to the commitments made herein. Should you have any questions regarding our proposal or updates on the evaluation process, my contact information is as follows:

Seth Hedstrom, Principal
100 Middle Street
Portland, ME 04101
207-541-2212
shedstrom@berrydunn.com

We appreciate the opportunity to submit this proposal and look forward to working with the Village on this important initiative.

Sincerely,



Seth Hedstrom, Principal

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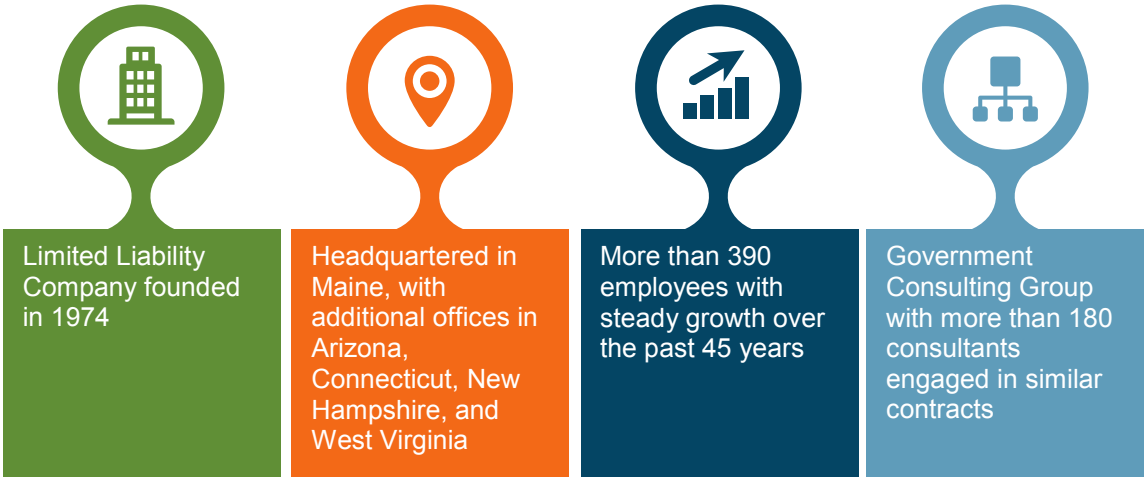
1.0 Company Background

1.1 Firm Overview

BerryDunn is a consulting and certified public accounting firm headquartered in Maine and serving clients nationally. We were formed in 1974 with nine professionals and have experienced sustained growth throughout our 45-year history. We provide a full range of services, including IT consulting; management consulting; and audit, accounting, and tax services.



BerryDunn's Government Consulting Group has been providing management and IT consulting services to clients in local government since 1986. We maintain a national presence and have worked with more than **300 local and state agencies throughout the country.** We have extensive experience assisting public-sector clients throughout the project life cycle of system selection and implementation—from evaluating current business needs to developing requests for proposals (RFPs), assisting with procurement and contract negotiations, and providing independent consulting to assist with system implementations.

We preserve our independence to help ensure that we work only in the best interest of our clients. This begins with our refusal to have any preferred vendors. You will not find our firm name listed as partners, affiliates, or sponsors on any system or vendor websites. This means we can assure you that, if selected for this project, BerryDunn will work only in the Village's best interests.

While we preserve our independence, we are also committed to our **Vendor Community Collaborative (VCC).** This involves regularly inviting public-sector software providers to present their latest products and allows us to maintain an understanding of the market and strategic differentiators in order to best serve our clients. We also meet with vendors regularly to convey key feedback from our various projects for the vendors to consider in their ongoing software enhancements and implementation refinements. Our goal is to bring benefit to our clients in bridging information between themselves and the vendor community.

We also participate in several industry groups and associations, including:

Our participation in these groups helps us to stay abreast of current topics and issues affecting our clients, as well as contributes to our expertise.

1.2 System Selection Experience

BerryDunn has extensive experience in providing a variety of system consulting services to clients similar in size and complexity to the Village. In Table 1, we have included a summary of public-sector system consulting projects with which our firm has assisted. We have also provided population data and the clients' legacy systems in order to offer additional context regarding our experience.

Our experience includes:

- ✓ First-hand knowledge of software selection of ERP products and modules.
- ✓ Past work in local government public sector, especially municipalities of a similar size and demographics to the Village
- ✓ Needs and Risk Assessments
- ✓ Business Process analysis and documentation in municipal government
- ✓ Gathering functional requirements across departments
- ✓ RFP development
- ✓ Determining RFP evaluation criteria
- ✓ Software selection
- ✓ Analysis and risks of business process change and change
- ✓ Management in relation to the implementation of an ERP system
- ✓ All phases of ERP implementation including installation
- ✓ Customization, go-live and change management
- ✓ Negotiating contracts for the procurement, installation
- ✓ Customization and implementation of ERP software products

Table 1: BerryDunn's Public-Sector System Selection Consulting Clients

Client *(Population)*	System Type *(Legacy System)*	Needs Assessment/ Gap Analysis	Requirements Gathering	RFP Development	Evaluation Criteria Development	Software Selection Assistance	Contract Negotiation Assistance	Implementation Assistance
Albemarle County, Virginia *(107,000)*	Human Resources (HR) and Payroll (*Microsoft Great Plains*)	✓						
Arlington Public Schools, Virginia *(26,000 students)*	ERP *(Oracle)*	✓	✓					
Berks County, Pennsylvania *(415,000)*	Computer-Assisted Mass Appraisal (CAMA) and Tax Collection *(Tyler CLT and In-House Applications)*, Human Resource (HR) Management System *(NuView)*, and Payroll System *(Cort)*	✓	✓	✓	✓	✓	✓	
Carver County, Minnesota *(102,100)*	Human Resource Information System (HRIS) *(High Line NextGen)*							✓
City of Alexandria, Virginia *(150,000)*	Land Management and Permitting *(Accela Tidemark)*	✓	✓	✓	✓	✓	✓	
City of Allen, Texas *(85,000)*	ERP *(SunGard HTE)*							✓
City of Beaverton, Oregon (*97,000*)	Community Development *(Customized System)*	✓	✓	✓	✓	✓	✓	
City of Bismarck, North Dakota *(67,000)*	Community Development *(Non-Integrated Systems)*	✓	✓	✓	✓	✓	✓	✓
City of Bloomington, Minnesota *(86,000)*	ERP *(SunGard HTE),* Community Development *(Non-Integrated Systems)*	✓	✓	✓	✓	✓	✓	✓

Client *(Population)*	System Type *(Legacy System)*	Needs Assessment/ Gap Analysis	Requirements Gathering	RFP Development	Evaluation Criteria Development	Software Selection Assistance	Contract Negotiation Assistance	Implementation Assistance
City of Boca Raton, Florida *(91,000)*	ERP *(SunGard HTE and Infor Infinium)*, Community Development *(SunGard HTE)*, and Utility Billing *(SunGard HTE)*	✓	✓	✓	✓	✓	✓	✓
City of Boulder, Colorado *(105,000)*	ERP *(Non-Integrated Customized Systems)*							✓
City of Brighton, Colorado *(40,000)*	ERP *(Innoprise)*	✓	✓	✓	✓	✓	✓	
City of Broken Arrow, Oklahoma *(112,000)*	ERP, Community Development, Utility Billing, Computer-Aided Dispatch (CAD)-Records Management Systems (RMS), Municipal Court, Jail Management, and Law Enforcement Records Management *(SunGard HTE, ExecuTime)*	✓	✓	✓	✓	✓	✓	
City of Cedar Hill, Texas *(49,000)*	Point of Sale (POS) *(CLASS)*	✓	✓	✓	✓		✓	
City of Chaska, Minnesota *(26,000)*	Time and Attendance *(Paper and Disparate Applications)*	✓					✓	✓
City of College Station, Texas *(95,000)*	ERP *(SunGard HTE)*, Community Development *(SunGard HTE)*, and Utility Billing *(SunGard HTE)*	✓	✓	✓	✓	✓	✓	✓
City of Coral Springs, Florida *(128,000)*	Community Development *(SunGard HTE)* and Utility Billing *(SunGard HTE)*	✓	✓	✓	✓	✓	✓	
City of Dover, Delaware *(37,453)*	Community Development *(SunGard HTE)* and Utility Billing *(SunGard HTE)*	✓	✓	✓	✓	✓	✓	✓

Client *(Population)*	System Type *(Legacy System)*	Needs Assessment/ Gap Analysis	Requirements Gathering	RFP Development	Evaluation Criteria Development	Software Selection Assistance	Contract Negotiation Assistance	Implementation Assistance
City of Duncanville, Texas *(40,000)*	ERP *(Banner)*							✓
City of Edina, Minnesota *(52,000)*	ERP *(JD Edwards)* and Utility Billing (*Advanced Utilities)*	✓	✓	✓	✓	✓	✓	
City of Farmers Branch, Texas *(35,000)*	ERP *(SunGard HTE)*, Community Development *(MyGov)*, and Utility Billing *(SunGard HTE)*	✓	✓	✓	✓	✓	✓	✓
City of Fort Collins, Colorado *(165,000)*	ERP *(JD Edwards EnterpriseOne)*	✓						
City of Fountain Valley, California *(56,000)*	ERP *(Tyler Technologies Incode)*	✓						
City of Fredericksburg, Virginia *(27,000)*	ERP *(Bright and Associates [BAI])*, Community Development *(BAI)*, Utility Billing *(BAI)*, and CAMA *(Stonewall)*	✓	✓	✓	✓	✓	✓	✓
City of Frisco, Texas *(177,000)*	Electronic Plan Review (EPR) *(Paper and Disparate Applications)*	✓						
City of Gahanna, Ohio *(35,000)*	ERP *(SunGard eFinancePlus)*	✓	✓	✓	✓	✓	✓	✓
City of Garland, Texas *(238,000)*	HRIS *(High Line NextGen)*	✓						
City of Glendale, Arizona *(237,000)*	ERP *(PeopleSoft)*	✓	✓	✓	✓	✓	✓	✓
City of Grand Prairie, Texas *(193,837)*	Community Development *(SunGard HTE)*							✓
City of Grants Pass, Oregon *(35,000)*	Utility Billing *(SunGard HTE)*							✓
City of Homestead, Florida *(65,000)*	Community Development *(SunGard Community Plus)*	✓	✓	✓	✓	✓	✓	✓

Client *(Population)*	System Type *(Legacy System)*	Needs Assessment/ Gap Analysis	Requirements Gathering	RFP Development	Evaluation Criteria Development	Software Selection Assistance	Contract Negotiation Assistance	Implementation Assistance
City of Independence, Missouri *(117,000)*	ERP *(Oracle J.D Edwards World)*	✓	✓	✓	✓	✓	✓	✓
City of Irving, Texas *(230,000)*	ERP *(Banner)* and Utility Billing *(Harris inHANCE)*	✓	✓	✓	✓	✓	✓	✓
City of La Mesa, California *(60,000)*	ERP *(FinancePlus)*	✓						
City of La Vista, Nebraska *(13,000)*	ERP and Community Development *(Summit Data-Tech)*	✓	✓	✓	✓	✓	✓	
City of Long Beach, California *(470,000)*	Financial Accounting System *(FAMIS)*, HR, and Payroll Systems *(EMPOWER)*							✓
City of Manassas, Virginia *(37,000)*	ERP *(SunGard HTE)*, Community Development *(SunGard HTE)*, and Utility Billing *(Daffron CIS)*	✓	✓	✓	✓	✓	✓	✓
City of McKinney, Texas *(181,000)*	ERP *(SunGard HTE)*, Asset Management and Work Orders *(NuMix)*, and Utility Billing *(SunGard HTE)*	✓	✓	✓	✓	✓	✓	
City of Medicine Hat, Alberta *(61,000)*	ERP *(Oracle JD Edwards)*	✓	✓	✓	✓	✓	✓	✓
City of Mesquite, Texas *(134,000)*	ERP *(Performance)*, Community Development *(Non-Integrated Systems)*, Utility Billing *(SunGardHTE)*, and Municipal Courts *(Non-Integrated Customized Systems)*	✓	✓	✓	✓	✓	✓	✓

Client *(Population)*	System Type *(Legacy System)*	Needs Assessment/ Gap Analysis	Requirements Gathering	RFP Development	Evaluation Criteria Development	Software Selection Assistance	Contract Negotiation Assistance	Implementation Assistance
City of Midland, Texas *(119,000)*	ERP *(CGI)* and CAD-RMS *(Tiburon and Spillman Technologies)*	✓	✓	✓	✓	✓	✓	✓
City of Novato, California *(52,000)*	ERP *(SunGard HTE)*	✓	✓	✓	✓	✓	✓	
City of Ormond Beach, Florida *(42,000)*	ERP *(SunGard HTE)*, Community Development *(SunGard HTE)*, and Utility Billing *(SunGard HTE)*							✓
City of Pearland, Texas *(96,000)*	ERP *(SunGard HTE)*, Community Development *(SunGard HTE)*, and Utility Billing *(SunGard HTE)*	✓	✓	✓	✓	✓	✓	✓
City of Philadelphia, Pennsylvania *(1,581,000)*	Right of Way Management System and Code Violation System *(Custom-Developed Applications)*	✓	✓					
City of Prior Lake, Minnesota *(23,000)*	ERP *(UST Financials)*	✓	✓	✓	✓	✓	✓	✓
City of Rapid City, South Dakota *(72,000)*	ERP *(SunGard Bitech)*			✓	✓		✓	✓
City of Richland, Washington *(53,000)*	ERP *(Harris GEMS)*, Community Development *(Harris BluePrince)*, and Utility Billing *(Harris Advanced Utilities)*	✓	✓	✓	✓	✓	✓	✓
City of Santa Fe, New Mexico *(70,000)*	ERP *(Oracle JD Edwards EnterpriseOne and SunGard HTE)*, Community Development *(SunGard HTE)*, and Utility Billing *(JD Edwards CIS)*	✓	✓	✓	✓	✓	✓	✓

Client *(Population)*	System Type *(Legacy System)*	Needs Assessment/ Gap Analysis	Requirements Gathering	RFP Development	Evaluation Criteria Development	Software Selection Assistance	Contract Negotiation Assistance	Implementation Assistance
City of Shoreline, Washington *(55,000)*	ERP *(SunGard IFAS)* and Utility Billing *(Springbrook)*		✓	✓	✓	✓	✓	✓
City of Sioux Falls, South Dakota *(158,000)*	ERP *(SunGard HTE)* and Asset Management *(Infor Hansen)*	✓	✓	✓	✓	✓	✓	✓
City of South Jordan, Utah *(59,000)*	ERP *(MS Great Plains)*		✓	✓	✓	✓	✓	✓
City of Sugar Land, Texas (*89,000*)	ERP *(SunGard HTE and Tyler Incode)*			✓	✓	✓	✓	✓
City of Surprise, Arizona *(121,000)*	ERP *(Mitchell Humphries FMS and Vista PDS)*, Community Development *(Custom-Developed Application)*, and Utility Billing *(American Water Third-Party System)*	✓	✓	✓	✓	✓	✓	✓
City of Tucson, Arizona *(525,000)*	Community Development *(Accela Permits Plus)*	✓	✓	✓	✓	✓	✓	✓
City of Waynesboro, Virginia *(21,000)*	ERP *(SunGard HTE)*, Community Development *(SunGard HTE)*, Utility Billing *(SunGard HTE)*, and Tax Billing *(SunGard HTE)*	✓	✓	✓	✓	✓	✓	✓
City of Weatherford, Texas *(31,000)*	ERP and Utility Billing *(Tyler Technologies Incode)*, CAD-RMS *(CRIMES)*	✓	✓	✓	✓	✓	✓	✓
City of West Jordan, Utah *(108,000)*	ERP *(SunGard Pentamation)*		✓	✓	✓	✓	✓	

Client *(Population)*	System Type *(Legacy System)*	Needs Assessment/ Gap Analysis	Requirements Gathering	RFP Development	Evaluation Criteria Development	Software Selection Assistance	Contract Negotiation Assistance	Implementation Assistance
City of Wilmington, North Carolina *(117,000)*	ERP, Community Development, and Asset Management *(SunGard HTE)*	✓	✓	✓	✓	✓	✓	✓
Coconino County, Arizona *(140,000)*	ERP (*SunGard HTE)* and Community Development Licensing (*Dude Solutions)*						✓	✓
Gallatin County, Montana *(100,000)*	Financial *(Tyler Technologies Eden)* and CAD-RMS (*Intergraph I/LEADS*)	✓	✓	✓	✓	✓	✓	
Goochland County, Virginia *(23,000)*	ERP and Tax *(BAI)*	✓	✓	✓	✓	✓	✓	✓
Henrico County, Virginia *(325,000)*	Electronic Health Record (EHR) *(Cerner – Anasazi)*	✓	✓	✓	✓	✓		
Hillsborough County, Florida *(1,234,000)*	HR and Payroll *(Non-Integrated Customized Systems)*		✓	✓	✓	✓	✓	
Kent County, Delaware *(170,000)*	Financial *(New World)*, Land Management *(SunGard HTE)*, and CAMA *(Microsolve)*	✓						
Lake County, Illinois *(700,000)*	Community Development *(Infor Hansen)*	✓	✓	✓	✓	✓	✓	
Louisville/Jefferson County Metro, Kentucky *(740,000)*	ERP *(PeopleSoft and Oracle E-Business Suite)*	✓	✓	✓	✓	✓	✓	
Minnehaha County, South Dakota *(183,000)*	ERP and Tax *(Non-Integrated Systems)*	✓	✓	✓	✓	✓	✓	✓
Mobile County, Alabama *(415,000)*	EHR *(Greenway)*	✓	✓	✓	✓	✓	✓	

Client *(Population)*	System Type *(Legacy System)*	Needs Assessment/ Gap Analysis	Requirements Gathering	RFP Development	Evaluation Criteria Development	Software Selection Assistance	Contract Negotiation Assistance	Implementation Assistance
Montgomery County Public Schools, Maryland *(1,040,000)*	ERP (*Oracle and Lawson)*	✓						
New Kent County, Virginia *(18,000)*	ERP *(BAI)*	✓	✓	✓	✓	✓	✓	
Newport School District, New Hampshire *(1,000 students)*	ERP *(Tyler Technologies Infinite Visions)*	✓						
Outagamie County, Wisconsin *(184,000)*	Community Development *(Non-Integrated Customized Systems)* and CAD-RMS (*TriTech and Motorola Premier One CAD)*	✓	✓	✓	✓	✓	✓	✓
Pitkin County, Colorado *(18,000)*	ERP *(Tyler Technologies Eden)* and Community Development *(Tyler Technologies Eden and BlueBeam)*	✓	✓	✓	✓	✓	✓	✓
Round Rock Independ School District, Texas *(48,000 students)*	ERP *(Tyler Technologies Munis)*							✓
Saginaw County, Michigan *(191,000)*	ERP, Court Case Management, Prosecution Management, Jail Management, and Probation Management *(Non-Integrated Custom Systems)*	✓	✓	✓	✓	✓	✓	
Scott County, Iowa *(166,000)*	ERP *(Platinum)*	✓	✓	✓	✓	✓	✓	✓
Scott County, Minnesota *(143,000)*	ERP *(Infor)*	✓						

Client *(Population)*	System Type *(Legacy System)*	Needs Assessment/ Gap Analysis	Requirements Gathering	RFP Development	Evaluation Criteria Development	Software Selection Assistance	Contract Negotiation Assistance	Implementation Assistance
South Carolina Department of Health and Environmental Control	Client Automated Record and Encounter System *(CARES)*	✓	✓	✓	✓	✓		
St. Clair County Circuit Court, Illinois *(270,000)*	Court, Probation, State's Attorney, and Jail Case Management Systems *(FACTS, ICJ Criminal, and FMS)*	✓	✓	✓	✓			
Sussex County, Delaware *(200,000)*	ERP *(Oracle JD Edwards)*	✓	✓	✓	✓	✓	✓	
Town of Greenwich, Connecticut *(62,000)*	Human Capital Management System *(Tyler Technologies' MUNIS)*	✓	✓	✓	✓	✓	✓	✓
Town of Herndon, Virginia *(22,000)*	ERP *(SunGard HTE)*	✓	✓	✓	✓	✓	✓	
Town of Lisbon, Maine *(9,000)*	ERP *(Tyler Technologies Munis)*							✓
Village of Oak Park, Illinois *(52,000)*	ERP *(PeopleSoft)* Community Development *(Accela Tidemark)*	✓	✓	✓	✓	✓	✓	✓
Washington County, Minnesota *(252,000)*	HR and Payroll (*Infor Infinium)*	✓	✓	✓	✓	✓	✓	✓
Washtenaw County, Michigan *(350,000)*	ERP *(Oracle JD Edwards)*	✓	✓	✓	✓	✓	✓	✓

BerryDunn's team has knowledge of and firsthand experience with all major Tier 1 and Tier 2 ERP systems. Table 2 describes BerryDunn's experience with Tier 1 and Tier 2 ERP software vendors, including those that BerryDunn reviewed as part of systems planning engagements and those that clients selected for implementation.

In recent years, some vendors traditionally considered Tier 1 vendors have started pursuing clients in the Tier 2 market. The same can be said for Tier 2 vendors pursuing Tier 1 clients. As a result, classifying a vendor as strictly Tier 1 or Tier 2 can be difficult. Our experience assessing a wide variety of ERP vendors means that we understand the capabilities and limitations of today's systems.

Table 2: BerryDunn's Experience with ERP Vendors

Vendor	Description of BerryDunn's Experience
ADP	BerryDunn worked with the Town of Greenwich, Connecticut, as it implemented ADP as a replacement for Tyler Technologies Munis. In addition, BerryDunn reviewed ADP as part of a system selection project with the Village of Oak Park, Illinois.
BAI	BerryDunn has reviewed BAI as part of several systems planning projects for clients in the public sector, including the City of Fredericksburg, Virginia; Goochland County, Virginia; and New Kent County, Virginia.
BS&A	BerryDunn has reviewed BS&A as part of several systems planning projects. Our projects with the City of Prior Lake, Minnesota, and the Three Rivers Park District, Minnesota, have included software implementation project oversight.
CGI, Inc.	BerryDunn has reviewed CGI, Inc. as part of several systems planning projects for clients in the public sector. Our project for the City of Midland, Texas, focused on the City's use of CGI software.
J.D. Edwards	BerryDunn has evaluated J.D. Edwards as part of several systems planning projects with public-sector clients. We also provided ERP replacement consulting services to Sussex County, Delaware, which was originally a J.D. Edwards client, in addition to Washtenaw County, Michigan; the City of Santa Fe, New Mexico; and the City of Independence, Missouri. Our project with the City of Fort Collins, Colorado, focused specifically on business process review related to the City's use of the EnterpriseOne solution.
Harris Computer (Advanced Utilities, inHance, Cogsdale, Innoprise, GEMS)	BerryDunn has evaluated Harris software products such as Advanced Utilities, inHance, Cogsdale, Innoprise, and GEMS as part of several systems planning projects, including work with the City of Irving, Texas; the City of Santa Fe, New Mexico; and the City of Richland, Washington. In addition, we have helped clients to select complementary systems to interface with Harris products, such as Advanced Utilities.
Infor (Lawson and Infinum)	BerryDunn provided independent quality assurance oversight of the State of New Hampshire's Lawson ERP system implementation. We have also evaluated Lawson as part of our ERP system selection consulting work for the City of Sioux Falls, South Dakota, and Scott County, Iowa. Our software

Vendor	Description of BerryDunn's Experience
	system needs assessment work with the Montgomery County Public Schools in Maryland focuses on the use of Lawson, as does the assessment work with Scott County, Minnesota. Our work with the City of Santa Fe, New Mexico; the City of Boca Raton, Florida; and Washington County, Minnesota, included assessment of the Infor Infinium solution as part of the system replacement scope.
Kronos (TeleStaff and Workforce Central)	BerryDunn has reviewed Kronos products as part of several systems planning projects for clients in the public sector. Most recently, BerryDunn has been providing project management services to the City of Santa Fe, New Mexico, as it implements both TeleStaff and Workforce Central.
Microsoft Dynamics (Formerly Great Plains)	BerryDunn has reviewed Microsoft Dynamics as part of several systems planning projects for clients in the public sector. Tampa Port Authority selected Microsoft Dynamics for its ERP system.
Oracle's E-Business Suite/Fusion Cloud	BerryDunn has reviewed Oracle as part of several systems planning projects for clients in the public and private sectors. A systems planning project BerryDunn led for a New England manufacturing firm resulted in the selection of Oracle. BerryDunn's system selection project for Arlington County Public Schools also resulted in the selection of Oracle. Our work with the Montgomery County Public Schools in Maryland consists of an upgrade assessment of Oracle for financial modules. In addition, we have helped clients to select complementary systems to interface with Oracle's E-Business Suite.
Pentamation	BerryDunn worked with the City of Fairfax, Virginia, to identify opportunities for improving business processes in conjunction with the City's planned upgrade of Pentamation. As part of the project, BerryDunn team members received training on the software and gained significant understanding of its features and functionalities.
Performance, Formerly KPMG (Harris)	BerryDunn has reviewed Harris products as part of several systems planning projects for clients in the public sector, including our work for Sussex County, Delaware. Most recently, BerryDunn provided ERP consulting services to the City of Mesquite, Texas, relating to the replacement of its Performance system.
PeopleSoft	BerryDunn has reviewed PeopleSoft as part of several systems planning projects, including work with the State of Vermont, which resulted in the selection of PeopleSoft. We also provided IV&V of Massachusetts's PeopleSoft Human Resources system upgrade. Most recently, we worked with the City of Glendale, Arizona to lead them through a system replacement project for their existing PeopleSoft HCM and SCM environment. We are now serving in the role of Implementation Project Manager on their behalf as they replace PeopleSoft.
Sage	BerryDunn evaluated Sage as part of systems planning work with the Tampa Port Authority, as well as other projects.

Vendor	Description of BerryDunn's Experience
SAP	BerryDunn conducted a project for the City of Toledo, Ohio, which involved evaluating the City's current environment, developing requirements, and providing recommendations related to the upgrade of its existing SAP software or replacement with another commercial system. The City chose to upgrade its existing software.
Central Square (Previously SunGard Public Sector and Superion)	BerryDunn has worked with several clients, including the City of Sioux Falls, South Dakota, during the planning and implementation phases of replacing their Central Square systems. In this engagement, BerryDunn was hired to assist City staff in selecting a financial management system to replace its 17-year-old system. We have since been hired to provide project oversight during the City's implementation of its replacement ERP system. We are also working with the Cities of College Station and Pearland, Texas; West Jordan, Utah; Bloomington, Minnesota; and Manassas, Virginia (all Central Square clients), to provide ERP needs assessment and replacement planning services. We have additional experience with Central Square's IFAS and OneSolution products.
Tyler Technologies (Munis, New World, Eden, Incode Products)	BerryDunn evaluated Tyler's software products, such as Munis, New World, Incode, and Eden, as part of several systems planning projects, including work with the Cities of Sioux Falls, South Dakota; Newport News, Virginia; and Pearland and Mesquite, Texas. We also served as the project manager for the City of Mesquite throughout the implementation of Munis. We are currently providing implementation oversight during the City of Pearland's New World implementation. We have also evaluated Tyler's Incode software as part of a Financial system selection project for the City of La Vista, Nebraska, and are currently providing project management services for Minnehaha County, South Dakota, as the County implements Incode for tax collections.
Workday	BerryDunn evaluated Workday's software products as part of several systems planning projects, including the City of Santa Fe, New Mexico; Pitkin County, Colorado; Washtenaw County, Michigan; and Washington County, Minnesota. We have also held recurring outreach sessions with Workday to keep abreast of product developments, product and company direction, as well as trends and challenges observed by Workday on implementation projects.

2.0 Approach and Methodology

2.1 Project Understanding

The Village is seeking a qualified consultant to assist with the modernization of its ERP environment. In terms of its impact on how work is conducted and the way in which day-to-day tasks are accomplished, a system acquisition is one of the largest and most far-reaching projects an organization can undertake. System selection and implementation projects are typically larger in scope than other software projects, which often focus on a more limited set of business processes. The associated risks are relatively higher, as enterprise-wide projects affect more users, each of whom may have different and possibly conflicting needs and requirements. In addition, these users have day-to-day tasks and commitments outside the project, so the Village requires a consultant that can lead it through the process and make best use of limited staff time.

When undertaking a project of this scope and importance, Village leaders must have every confidence that they have selected a consultant that is fully familiar with public-sector technologies, knows how to work with a large and diverse group of users in a way that will accurately assess their needs, can translate these needs into a meaningful set of practical system requirements, and maintains independence from sellers of specific products. Likewise, the selected consultant must be able to understand where the Village is today, assist in envisioning where it would like to be, and help chart the smoothest course to get there. BerryDunn's track record of successful engagements assisting agencies in the selection and implementation of systems recommends us as an effective and valuable partner for the Village. The key strengths of our proposal that we consider most pertinent to the Village's project needs are:

Assisting our clients in the evaluation, replacement, and implementation of enterprise systems is a core service of our team. Our proposed team members have experience in every stage of enterprise system selection and replacement projects, from needs assessment and gap analysis to requirements definition, RFP development, evaluation of proposals, coordination of vendor demonstrations, scoring facilitation, contract negotiations, and project management activities. This highly qualified team will also benefit from the expertise of our 160-person Government Consulting Group, which includes former chief information officers (CIOs), municipal IT directors, and public-sector procurement and finance staff.

Our approach includes a focus on organizational change management (OCM). BerryDunn has experienced resistance to change in all of our systems planning, procurement, and implementation oversight engagements. This reinforces our belief that managing change is crucial to the success of this project. Our approach builds in proactive change management by involving Village stakeholders at key stages through the planning and implementation process to order to gain input, build support, and promote buy-in for decisions.

We have public-sector experience. Our team brings a wealth of public-sector experience and includes former employees of ERP system vendors, a former city planner, and a former IT director. This equips us with first-hand expertise of the environments in which we serve.

We are familiar with the Village's current environment technology. We have worked with clients of similar size and scope to the Village to update their technology environments,

including users of Tyler Eden. We also have many clients that have used OnBase, ArcGIS, TeleStaff, and NovaTime and are experienced in proven integration strategies to best leverage investments in these systems in the future ERP environment.

We will leverage the recently completed Staff Analysis Review. We understand Village staff recently developed documentation resulting from a current environment analysis. In recognition of the time spent on that analysis, we want to leverage the outputs for this process. We also recognize that in some cases, processes may have since changed, and will commit the necessary time to validate and investigate these areas as needed.

The Village will benefit from our experience with all functional areas in scope. BerryDunn has assisted with the current environment analysis, selection, and implementation of modules complementary to those typically offered by Financial or ERP vendors. Table 3 presents a representative sample of the types of modules that commonly interact with an integrated ERP system and the various capacities in which we have experienced these functions.

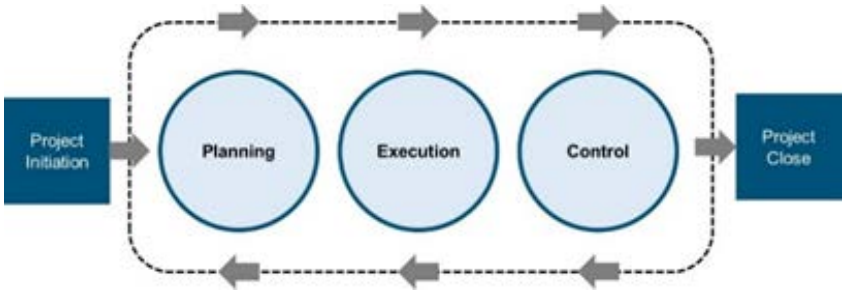
Table 3: BerryDunn's Areas of Technical and Business Expertise

Module Assessed by BerryDunn	Conducted Needs Assessment	Developed Business and Technical Requirements	Analyzed Processes and Recommended Improvements	Assisted with System/Module Selection	Provided Project Management or Oversight
General Ledger	✓	✓	✓	✓	✓
Building Permits	✓	✓	✓	✓	✓
Cash Receipts	✓	✓	✓	✓	✓
Fixed Assets	✓	✓	✓	✓	✓
Accounting/Budgeting	✓	✓	✓	✓	✓
Accounts Receivable/Payable	✓	✓	✓	✓	✓
Business Licenses	✓	✓	✓	✓	✓
Utility Billing	✓	✓	✓	✓	✓
Payroll/Personnel	✓	✓	✓	✓	✓
Purchasing/Inventory	✓	✓	✓	✓	✓
Project Accounting/Grants	✓	✓	✓	✓	✓
Code Enforcement	✓	✓	✓	✓	✓
Land/Parcel Management and online payments	✓	✓	✓	✓	✓

2.2 Project Management Methodology

To help ensure that project objectives are met, and initiation and completion of project work are conducted in a timely manner, an experienced project manager who understands and utilizes project management best practices leads each BerryDunn project. Our Government Consulting Group employs project management best practices from the Project Management Institute's (PMI®'s) Project Management Body of Knowledge (PMBOK®), Version 6. Our approach includes applying standard processes across the project management life cycle, as shown in Figure 1.

Figure 1: Project Management Life Cycle



2.3 Change Management Methodology

Migrating from legacy systems to modern tools requires a significant change in how work will be performed. Stakeholders' willingness to adopt new processes and tools plays a significant role in the success—or failure—of the new system(s). It is natural that with significant change comes resistance. Some stakeholders may suffer from change saturation, or, if a previous change has gone negatively, may resist supporting the efforts to move forward.

As part of our OCM activities, we will work with the Village to communicate and educate stakeholders about the future changes, and provide a structured process to manage resistance that may surface. Additionally, our team proactively manages organizational change by involving stakeholders at key stages throughout the planning and implementation process to build support and buy-in for the decisions that are made.

BerryDunn has observed resistance to change in virtually all of our systems planning, procurement, and implementation engagements and we work with our clients to proactively address resistance by:

- Engaging stakeholders at the right level throughout the project—from initial planning through post-go-live—to build understanding for the need for change and gain support from the people who will be using the future systems and are most familiar with current processes
- Developing and executing a Communications Plan that considers the information needs of each stakeholder group
- Documenting "As-Is" and "To-Be" business processes and working with stakeholders to understand how their work will be performed in the future environment

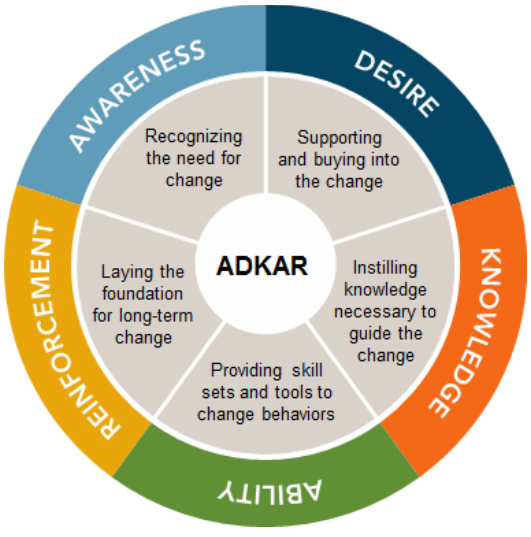
- Monitoring training activities to help ensure that users of the new systems will be prepared on Day 1
- Evaluating post-implementation usage of the systems, including “workarounds” that may be developed that will keep users from leveraging the full functionality of the tools

Aligning an organization with its new processing environment has its roots in OCM, but is also closely aligned with the maintenance and control of the Village’s business rules and process models. If organizational restructuring is warranted, it should be undertaken with the overall objective of enhancing the efficiency of the organization and, therefore, should be based on aligning resources that participate in specific business processes in a manner that will support the efficient completion of those processes.

We have provided change management as part of larger consulting engagements and as a stand-alone service. We have adopted the Prosci® change management methodology and have a team of **30 Prosci® Certified Change Practitioners** on our consulting team. These Change Practitioners are part of an internal Change Management Community of Practice, which meets quarterly to share methodologies, best practices, and lessons learned from our OCM project experiences.

OCM is a core service for BerryDunn. BerryDunn’s project team is well versed in the practical application of change management in business, strategic, and technology initiatives. The Prosci® methodology that we follow states that in order for change to work in an organization, individuals must be willing to change and understand change. Based on this belief, Prosci® developed the **ADKAR** change management approach, defined in Figure 2.

Figure 2: ADKAR Change Management Approach



In alignment with the Prosci® methodology, BerryDunn’s approach to providing change management in our work with government entities contains three stages:

1. **Preparing for Change** begins with the development of a Change Management Plan, based on input from the Village leadership and stakeholders about the existing environment.
2. **Managing Change** involves overseeing assigned roles and tasks, providing training and coaching, using tools effectively, and executing a clear communication plan.
3. **Reinforcing Change** involves evaluating action plans, reviewing the sustainability of change management activities, and promoting individual and team successes.

Our proposed team is skilled at leading individuals through the process of preparing for change. This preparedness can provide additional value in future phases of this initiative, as individuals embrace change and become vested in implementation activities.

2.4 Detailed Work Plan

What follows is a detailed account of our work plan to complete the Village's desired tasks. BerryDunn strives to be flexible when it comes to development and execution of an effective project plan. We understand that no two projects are exactly alike and believe that one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' unique needs.

Project Management
1. **Conduct initial project planning.** BerryDunn will conduct an initial project planning work session with the Village's Project Team and any additional key stakeholders the Village identifies for inclusion. The purpose of this meeting will be to clarify goals and objectives, identify known project constraints, and refine dates and/or tasks as appropriate. As part of this meeting, we will discuss our approach for managing communications between BerryDunn and the Village, as well as our approach to scope, risk, and resource management. We will also request names and contact information for Village staff members who will be involved in the project, and we will work collectively to schedule the project kickoff meeting and initial interviews. These discussions will inform the development of the draft Project Work Plan and Schedule.
2. **Develop a Project Work Plan and Schedule.** Based on the information gathered from our project planning meeting, BerryDunn will develop the Project Work Plan and Schedule, which will address our approach for managing communications between BerryDunn and the Village, as well as our approach to scope, risks, and resource management. The Project Work Plan and Schedule will also address BerryDunn's approach to providing the exact services requested by the Village and the agreed-upon timeframe for each task. In addition, the Project Work Plan will incorporate agreed-upon procedures between BerryDunn and the Village related to project control, including quality management and deliverable submission/acceptance management. After providing draft versions of these materials in advance, BerryDunn will then facilitate a teleconference to review the drafts and solicit feedback from the Village. This feedback will be incorporated into the document, which BerryDunn will then distribute to the Village in final form.
3. **Provide ongoing project management.** As part of BerryDunn's ongoing project management of this engagement, we will provide Biweekly Project Status Updates. These brief reports will include a description of the activities and accomplishments for the reporting period, plans for the upcoming month, risks or issues encountered during the reporting period, and anticipated problems that may impact any project deliverable.

BerryDunn Deliverables
D1. Project Work Plan and Schedule
D2. Biweekly Project Status Updates

Phase 1: Needs Assessment and Staff Analysis Review
4. Develop and administer a SWOT web survey. We will develop and distribute a SWOT web survey to Village staff to understand issues and challenges with current system(s). We anticipate that this web survey will be issued to the core department users and used to help determine the Village's current and future ERP solution needs. Prior to issuing the web survey, we will review its questions with the Village's Project Team. We will use the web survey results as one of many data points in developing our evaluation of the current system. We anticipate developing one web survey; however, we would be happy to discuss alternate approaches, such as issuing separate surveys to different internal or external stakeholder groups if the Village would prefer.
5. Request and review existing documentation, including Staff Analysis. Prior to conducting our on-site work, we will provide the Village with an information request sheet to request available documentation that would be helpful to us during the project (e.g., organizational charts, documentation on existing systems, and requirements). This will include all documentation developed through the recent Staff Analysis. We will respectfully request that the Village provide the requested information prior to the project kickoff meeting and interviews, as reviewing this information in advance of our on-site work will enable us to be more efficient, become more knowledgeable of the current environment, and make best use of Village personnel's time.
6. Prepare for and facilitate a project kickoff meeting and visioning work session. We will conduct an on-site project kickoff meeting with Village leadership and all project stakeholders. This meeting will serve as an opportunity to introduce project team members, discuss the Village's goals, present our project approach and methodology, review the schedule of key project dates, and answer questions. As part of this presentation, the Village's project sponsor is expected to participate and speak to the goals and objectives of the initiative.
7. Conduct on-site fact-finding meetings. Following the project kickoff meeting, we will conduct on-site fact-finding meetings with Village staff from the departments identified as current and future users of the ERP solution, including IT staff and representative stakeholders from each department. We will explore their experiences from interacting daily with the system, along with any additional areas we identify prior to or during the kickoff meeting. The purpose of these meetings is to review, evaluate, and document the Village's existing system functionality and understand processes that are critical or unique to the Village. Where appropriate, our team will observe staff conducting business process routines. In addition, we will meet with representatives from the Village's IT staff who support the existing applications to review available system documentation, existing data elements, and data reporting needs. These additional meetings will help us understand the Village's current IT staffing and support structure, existing system functionality, and potential areas of focus for a new ERP solution. We anticipate these fact-finding interviews will take place over three days, with multiple teams of BerryDunn consultants facilitating these meetings. When necessary, the BerryDunn team will accommodate unanticipated scheduling challenges of Village personnel to make the best use of on-site time. Our approach is to always do what we can to accommodate such needs, providing the

Phase 1: Needs Assessment and Staff Analysis Review
opportunity for all stakeholders to contribute their thoughts and ideas. We will schedule meetings to address all functional areas in the Village's requested scope that may be part of a future ERP environment.
8. **Develop a draft Needs Assessment/Staff Analysis Review Memo.** Drawing on the information gathered through our review of documentation, web survey results, and on-site fact-finding sessions, we will prepare a draft Needs Assessment/Staff Analysis Review Memo. This report will contain key themes resulting from the fact-finding meetings, including, but not limited to: • Summaries of the functional areas in focus, including key challenges • Summaries of the key tools and technologies used in the current environment • Current environment challenges and areas for improvement in technology, processes, and policies • Goals and objectives from Village leadership • Definition of high-level, future-state business processes • Definition of ERP system scope and objectives • Recommended key decision points • Recommended next steps and additional considerations We will provide a draft of the Needs Assessment/Staff Analysis Review Memo to the Village for review and facilitate an on-site work session to explain our findings, gain feedback, and build consensus related to the presented decision points. We believe obtaining the Village's validation and approval of these findings is important, as this information will serve as the basis for future requirements. We will then revise and finalize the Needs Assessment/Staff Analysis Review Memo.
BerryDunn Deliverables
D3. Needs Assessment/Staff Analysis Review Memo

Phase 2: RFP Development
9. **Develop Preliminary Functional and Technical Requirements.** BerryDunn has developed a database of general technical and functional requirements of ERP software systems based on our experience with other government agencies, as well as our knowledge of ERP software functionality and best practices. Drawing from this database, we will make refinements based on those processes that are critical or unique to the Village. A key aspect in our approach to developing software requirements is to supplement functionality requirements with key reporting, interface, and conversion enhancements. In our recent experience, these areas have significantly differentiated vendors' solutions and require a specific focus in the selection activities. We have found that by preparing preliminary functional and technical requirements following our initial fact-finding meetings, we are able to define approximately 75% of requirements up front for most clients.
10. **Facilitate work session to review requirements.** BerryDunn will facilitate an on-site meeting with the Village team to review the requirements, implement necessary changes, and update them to final.

Phase 2: RFP Development
11. **Develop an RFP document.** We will then develop an RFP using a proven format that incorporates information pertaining to the history of the project, a high-level description of the Village's current environment, the Village's desired approach to implementing a new ERP solution, the Village's functional and technical requirements, and a structured list of points for vendors to address in their responses. Our team will also work with the Village to develop objective evaluation criteria to include in the RFP. We will then prepare a scoring matrix to track significant strengths and limitations of each proposal reviewed, based upon established evaluation criteria.
12. **Facilitate work session to review the draft RFP.** BerryDunn will coordinate an on-site work session with the Village's Procurement Team to review the draft RFP, collecting any feedback or additional terms for inclusion, before finalizing the RFP and providing it to the Village for distribution through its standard channels. In addition, BerryDunn can provide a distribution list that includes most of the major ERP solution vendors in the market.
BerryDunn Deliverables
D4. Preliminary Functional and Technical Requirements
D5. Final Functional and Technical Requirements
D6. Request for Proposal Package

Phase 3: System Selection Assistance
13. **Assist with responding to vendor questions, developing addenda, and facilitating a pre-proposal conference.** The BerryDunn team will assist the Village in responding to vendor questions and developing corresponding addenda. The BerryDunn team will also coordinate, plan, and lead a pre-proposal teleconference for interested vendors, facilitating the question-and-answer portion of the meeting. BerryDunn will then compile a list of questions raised and will prepare, on behalf of the Village, suggested responses. These questions will be provided in a format that the Village project team can review, revise, and ultimately publish as an addendum to the RFP, as determined by Village procurement staff.
14. **Analyze vendor proposals.** BerryDunn will facilitate the proposal review process by analyzing vendor proposals to identify issues, risks, exceptions, omissions, and objections, compiling them in an executive-level Proposal Summary Memo. The memo will identify key areas for consideration by the Village's Evaluation Team related to each vendor's ability to meet minimum requirements, and alignment with the evaluation criteria within the RFP.
15. **Participate in first-round vendor scoring.** BerryDunn will participate in a meeting with the Village's Evaluation Team to review the proposal summaries, provide discussion of each proposal received, assist in the scoring process, and collect scores to identify the top preferred vendors to invite for demonstrations. We will clarify any open items with these short-list vendors before issuing invitations for demonstrations.
16. **Assist in vendor demonstration planning.** Our team will meet with the Village via teleconference to discuss the format and scenarios for vendor demonstrations.
17. **Attend vendor demonstrations.** We will attend demonstrations and assist the Village with facilitation over a period of five days at the Village's offices. Our project team's extensive background in the demonstration process will provide the Village with a unique perspective on how

Phase 3: System Selection Assistance
to score, prepare, evaluate, and participate in vendor demonstrations. BerryDunn will participate in the second round of vendor scoring immediately following the final demonstration to identify the vendor or vendors for which the Village should perform its reference checks.
18. **Assist Village staff in preparing for reference checks and site visits.** BerryDunn will assist the Village with identifying tasks that should be accomplished prior to meeting at each site. We will coordinate with the Village's project team to discuss the suggested approach for the reference checks.
19. **Participate in final round of vendor scoring.** BerryDunn will participate in the final round of vendor scoring via teleconference following the completion of reference checks and site visits. The objective will be to identify a preferred vendor and a second-choice vendor, should contract negotiations with the first be unsuccessful.
20. **Develop and deliver presentation of preferred vendor recommendation to Village Council.** BerryDunn will develop a Microsoft PowerPoint presentation on the preferred vendor recommendation. We will provide the Village with a draft of the presentation, and facilitate a teleconference with the Village to review and update the draft to final. Once the draft is final, we will facilitate an on-site presentation to the Village Council.
BerryDunn Deliverables
D7. Proposal Summary Memo and Short-List Identification
D8. Preferred Vendor Identification Assistance
D9. Preferred Vendor Presentation

Phase 4: Contract Negotiations (if requested)
21. **Assist the Village with contract negotiations.** BerryDunn will participate with the Village in the contract negotiations process with the selected vendor. We have been involved in contract negotiations from the client, vendor, and independent consultant perspectives, and are knowledgeable regarding the manner in which the contract impacts the implementation process. In conducting contract negotiations between the Village and the preferred vendor, we will draw on these experiences to help ensure the Village's best interests are being met. We will work with the Village's project team and legal counsel, as well as the preferred vendor, to develop a draft contract, using the Village's contracting procedures and the vendor's proposal as starting points. We will review the contract documents in consultation with the Village to help ensure that requirements are clearly defined and to establish that the Village agrees to the schedule, implementation process, fee arrangement, scope of services, vendor resources, deliverables, costs, acceptance criteria, and terms and conditions. In addition, we will be "at the table" in negotiations with the preferred vendor. Should it become clear at any point during negotiations that the preferred vendor's solution or contract terms will not meet the needs of the Village, we may recommend halting negotiations with that vendor and commencing negotiations with the alternate vendor.
22. **(OPTIONAL) Develop and deliver Final Contract Presentation.** BerryDunn will develop a Microsoft PowerPoint presentation on the final contract with the vendor. We will provide the Village with a draft of the presentation, and facilitate a teleconference with the Village to review and update

Phase 4: Contract Negotiations (if requested)
the draft to final. Once the draft is final, we will facilitate an on-site presentation to the Village Council.
BerryDunn Deliverables
D10. Contract Negotiation Assistance
Optional D11. Final Contract Presentation

Phase 5: Implementation Planning
23. (OPTIONAL) Develop Draft Implementation Planning Memo. BerryDunn will develop a written assessment of the Village's implementation readiness, which will include prioritized, specific steps that the Village should take to minimize its risk during the implementation. This will include the aspects of the Deployment Plan including processes, resources, costs, and implementation timelines. We will then facilitate an on-site session review the memo before incorporating the Village's feedback and edits and updating it to final.
24. (OPTIONAL) Develop OCM Plan. Following the delivery of the Project Work Plan and Schedule, BerryDunn will develop the OCM Project Work Plan and Schedule for activities during implementation and post-live to address our approach for managing communications between BerryDunn and the Village, as well as our approach to scope, risks, and resource management. The Project Work Plan and Schedule will also address BerryDunn's approach to providing the exact services requested by the Village and the agreed-upon timeframe for each task. In addition, the Project Work Plan will incorporate agreed-upon procedures between BerryDunn and the Village related to project control, including quality management and deliverable submission/acceptance management. After providing draft versions of these materials in advance, BerryDunn will then facilitate a teleconference to review the drafts and solicit feedback from the Village. This feedback will be incorporated into the OCM Plan, which we will then distribute to the Village in final form.
BerryDunn Deliverables
Optional D12. Implementation Planning Memo
Optional D13. OCM Plan

Implementation Project Management
This portion of the project will primarily focus on managing and overseeing the project. Our level of participation will focus on contributing our prior implementation and local government experience with a forward-looking perspective to reduce risk and promote the achievement of the goals and objectives for the project. We anticipate being involved in the following key project management and change management activities of the implementation, either assisting or leading, as indicated below. Our role aligns with the Village's requested services in all areas, and we would be happy to discuss alterations to this role. *We expect that throughout the implementation, our teams will remain adaptive to evolving needs, and that some tasks we lead for one phase may not require our same level of assistance for the other*

Implementation Project Management		
phases.		
Key Implementation Activity	**Advise and Assist**	**Lead and Manage**
Developing and maintaining the Project Plan and Resource Plan in conjunction with the Village project management team		✓
Managing the project scope, deliverables, and timeline with assistance from the Village project management team		✓
Helping to ensure that the project team stays focused, tasks are completed on schedule, and that the project stays on track		✓
Coordinating project tasks with assistance from the Village project management team		✓
Functioning as the main point of contact for the vendor's project manager, participating in daily project activities, and tracking project tasks		✓
Holding monthly meetings with the Village's Executive Committee to update project status and budget status, and to research a verdict on any escalated process decisions that need to be made		✓
Attending internal and external meetings as requested by the Village.	✓	
Overseeing the project budget, including cost control and change orders, and the vendors' contract compliance		✓
Validating vendor invoices against project milestones prior to payment	✓	
Coordinating technical resource teams to promote a high-performing and highly available deployment		✓
Documenting workflow processes for each department	✓	
Managing data conversion		✓
Managing software integrations		✓
Managing the User Acceptance Testing (UAT) process, including: • Reviewing the vendor's test plan and any applicable test scripts • Providing on-site assessment of testing activities • Providing recommendations for modifications to the testing plan to increase the likelihood of success • Directing Village staff in the development of tailored test scripts • Managing logistics related to scheduling UAT activities • Providing analysis of test results • Overseeing regression testing and required configuration changes		✓
Facilitating oversight of vendor training activities, including: • Reviewing the training plan and training materials		✓

Implementation Project Management		
• Overseeing vendor training activities • Providing recommendations for modifications to the training delivery • Providing feedback on training documentation to the implementation vendor		
Working with the Village's vendor and helping to ensure accountability by: • Helping to ensure the timely completion of tasks and the quality of deliverables provided by the vendor • Identifying any opportunities to leverage technical enhancements to improve the products and services delivered to the Village • Facilitating the gathering and sharing of any technical information requested by the vendor		✓
Providing change management oversight, including the development and maintenance of the following deliverables: • Target State Definition • Change Structure and Governance Approach • Change Impact Assessment • Stakeholder (or User) Group Plan • Communication Plan • Readiness Plan, including Change Measurement Plan • Training Plan, including Environment Plan • Behavior Change Plan	✓	
Providing risk management, including the following: • Identifying project risks • Developing mitigation strategies • Communicating project risks to Village and vendor staff • Assigning key activities to mitigate or resolve project risks • Reporting project risks and issues		✓
Providing weekly tracking of the following: • Status and performance against scope, schedule, cost baselines, contract, service-level agreements, and other key performance indicators • Recently completed tasks and upcoming project activities		✓

3.0 Proposed Project Team

Our 160-person Government Consulting Group is comprised of experienced management and IT professionals with a wide range of backgrounds. These professionals include a former city manager; municipal IT director; CIO; and government budget, IT, and procurement staff. If the Village's project requires, we may call upon consultants with specific expertise in areas such as IT assurance, information security, financial risk control, health and human services, regulatory compliance, benefits administration, utilities, community development, and government procurement.

BerryDunn's proposed team members are committed to serving the Village's needs for this project. While we do not anticipate the need to replace project team members, we believe it is important that the Village understand we have qualified resources to step in if needed. Should the need arise to replace key personnel, we will notify the Village project manager of this need in writing and provide the opportunity to approve replacements. In the event we need to draw upon backup personnel, we have developed processes and systems to provide all project team members with the information they need to gain an understanding of the history of the project and quickly get up to speed on the project status.

Our proposed team, introduced in Table 4, offers direct experience in system evaluation, planning, procurement, and implementation. Moreover, we have made every effort to assemble team members with sufficient current availability to complete the work plan in a timely and high-quality manner.

Table 4: Project Team Roles and Backgrounds

Name/Title	Project Role and Background
Seth Hedstrom, PMP Principal	As principal and leader in our Local Government Practice Area, Seth will have overall responsibility for the services we have proposed to the Village. He will serve as a resource for the project team to help ensure the Village's satisfaction with our performance. Seth has managed more than 30 ERP system selection or implementation projects over the course of nine years with BerryDunn. These clients include the City of Fort Collins, as well as Pitkin County, Colorado. Seth has led our clients through many of the complex decision points and issue-resolution processes typical of ERP projects, and facilitated focused review of business processes needing change.
David Ledbetter, Prosci® CCP Project Manager	David is a senior consultant, with more than five years of experience working for a software solution vendor. During his time with that vendor, he managed an ERP implementation for the City of Pearland, Texas, among others. Having been involved with both sides of system replacement projects, he is able to offer a unique perspective. His experience includes software implementation, project management, knowledge transfer, risk management, and requirements development. As finance administrator for Whitman County, Washington, he served as liaison for the county auditor to implement a new ERP software suite, prepare financial reports, and lead change management

Name/Title	Project Role and Background
	initiatives. David is currently providing implementation support for ERP implementation projects in Coconino County, Arizona; Pitkin County, Colorado; and the City of Richland, Washington. As project manager, David will serve as BerryDunn's primary point of contact with the Village, monitor the progress of the project, track the initiation and completion of tasks and milestones, and oversee the work of our project team. He will also facilitate our information-gathering activities and lead the development of project deliverables. He will work in collaboration with all team members to facilitate fact-finding meetings, conduct research, and analyze the Village's needs.
Jon Grace, PMP, Prosci® CCP Lead Business Analyst	Jon is a manager who has more than 16 years of experience assisting public sector agencies with project management, technology planning, business process improvement, system implementation and design, and ERP systems. Prior to joining BerryDunn, he provided user support and assisted in system implementation of both Tier 1 and Tier 2 ERP products. He is currently leading our work with the City of Wilmington, North Carolina and Washtenaw County, Michigan, to provide services similar to those requested by the County. As a lead business analyst, Jon will support the project manager in the facilitation of on-site meetings, the preparation of status reports, and helping to ensure the timely completion of all project deliverables.
Erin Provazek, MBA, Prosci® CCP Technical Analyst	Erin is a former assistant IT director for the City of College Station, Texas, with nearly 20 years of experience working with local government agencies and extensive experience assisting public-sector entities in planning, problem-solving, and service delivery. She has demonstrated skills in enhancing operational efficiency and maximizing use of limited resources. For this engagement, Erin will serve as a technical analyst, supporting the project manager and providing subject matter expertise in the technical focus area.
Pam Coleman, CPP Business Analyst	With more than 15 years of experience in the municipal software industry, ranging from customer service and training to project management of implementations, Pam has a deep understanding of how municipal and public schools clients leverage technology to meet their finance, budget, payroll, and HR needs. During Pam's 8-year tenure with the Munis division of Tyler Technologies she primarily assisted mid- to large-sized city and school district clients in the implementation of Munis products for finance, budget, payroll, and HR functions. As an Implementation Consultant, she routinely supervised configuration, testing, training, and go-live activities. In addition, Pam is a Certified Payroll Professional (CPP).
Alex Kee, MPPM Business Analyst	Alex is a consultant in BerryDunn's Government Consultant Group. Alex has experience meeting specific project needs, such as research

Name/Title	Project Role and Background
	and fact-finding, facilitation of meetings with personnel, and the development of project deliverables. In addition, Alex is a former city management associate for the City of South Portland, Maine, and, most recently, served as city planner for the City of Westbrook, Maine. In this role, Alex was responsible for assisting developers, contractors, and the public in understanding planning-related items and processes. He was also responsible for the coordination of the planning review process, review of applications, and facets of the approval process. As a business analyst, Alex will support the project manager in the facilitation of on-site meetings, the preparation of status reports, and helping to ensure the timely completion of all project deliverables.
Kevin Price, MPP, PMP, Prosci® CCP Community Development SME	A certified Project Management Professional, Kevin has extensive experience in assessing business needs of municipal clients for integrated software systems, including those associated with permitting, land management, electronic plan review, enforcement, asset management, and utility billing processes. In addition, Kevin leads BerryDunn's Community Development Practice. Kevin has led community development system selection projects for clients including Outagamie County, Wisconsin; the City of Tucson, Arizona; and the Village of Oak Park, Illinois.
Michele Dotson, MPA, PMP, CCMP, Prosci® CCP OCM Lead	A Prosci® CCP and a Certified Change Management Practitioner, Michele contributes her expertise in managing change in the public sector—expertise she gained by holding a similar position in various other projects, including the City of Santa Fe, New Mexico. Michele contributes her years of prior municipal government experience in the areas of administration, strategic planning, human resources, community development, budgeting, and contract administration to build an understanding of how projects impact each area of the organization and develop actionable change management strategies. As a management analyst for the City of Mesquite, Texas, she was the project lead for a citywide, three-year ERP system implementation, with direct responsibility for communications and change management efforts.
Ryan Doil, MBA, Prosci® CCP Procurement Lead	Ryan brings more than five years of experience in a federal procurement role, and has managed projects similar in scope and size to the services requested by the City for a number of BerryDunn clients, including the City of Fort Collins, Colorado, as well as ongoing engagements with the Cities of Boca Raton and Coral Springs, Florida, to select replacement ERP systems. Ryan is skilled in managing the challenges and constraints for complex, enterprise-wide projects, such as the one planned by the Village. Before coming to BerryDunn, Ryan served in different procurement capacities for the U.S. District Court, District of Maine, for five years.

Name/Title	Project Role and Background
Additional BerryDunn Resources	BerryDunn's team will also include consultant(s) and/or senior consultant(s) from BerryDunn's Government Consulting Group, comprised of more than 180 personnel. As business analysts, these resources will support the project team with efforts relating to fact-finding, research, and deliverable development.

3.1 Resumes of Key Personnel

We have provided resumes for our proposed team on the following pages.

Seth Hedstrom, PMP

Principal

Seth focuses on assisting public-sector clients with technology planning, organizational needs assessments, system planning and procurement, and the implementation of enterprise-wide information systems.

Key Qualifications

- Leads the Finance and Administration Practice within BerryDunn's Local Government Consulting Practice Area
- Project management for system selection, and IT strategic planning for a variety of local government clients
- Experience in full life cycle of the system selection process

Relevant Experience

Project Management: Seth has managed system selection and IT strategic planning projects for some of BerryDunn's largest local government clients. For instance, he managed the utility billing system implementation for the City of Surprise, Arizona.

Enterprise System Selection: Seth has in-depth experience in guiding public-sector clients through every step of the system selection process, from conducting needs assessments to defining system requirements, crafting RFIs, facilitating vendor demonstrations, and leading contract negotiations.

Business Process Improvement: Seth has provided business process improvement services for many BerryDunn clients, either as a stand-alone engagement or as part of an enterprise system selection. His experience includes documenting as-is business processes, benchmarking processes with similar organizations, introducing industry best practices, and developing to-be business process recommendations.

Key Clients:

- Arlington County, VA
- City of Bismarck, ND
- City of Bloomington, MN
- City of College Station, TX
- City of Fort Collins, CO
- City of Glendale, AZ
- City of Mesquite, TX
- City of Midland, TX
- City of Novato, CA
- City of Santa Fe, NM
- City of Sioux Falls, SD
- City of South Jordan, UT
- City of Surprise, AZ
- Village of Oak Park, IL
- Lake County, IL

Education and Memberships

BS, Business Management, Babson College

Project Management Professional (PMP), Project Management Institute

Lean Six Sigma Green Belt Certified

Associate Member, Government Finance Officers Association (GFOA)

David Ledbetter, Prosci® CCP

Senior Consultant

David is a senior consultant in BerryDunn's Government Consulting Group with experience in systems planning, selection, and implementation engagements with local government clients. His experience includes software implementation, project management, knowledge transfer, risk management, and requirements development.

Key Qualifications

- Experienced senior consultant for BerryDunn's Government Consulting Group
- Skilled in managing all aspects of enterprise-wide projects
- Ability to troubleshoot client issues, manage implementation consultants, and conduct planning sessions

Relevant Experience

System Implementation: David is experienced in implementing ERP software solutions, while managing all aspects of enterprise-wide projects related to delivery of client software and services—including managing scope, time, and cost in order to meet client commitments from project initiation to closure. He also has experience delivering high-quality knowledge transfer services to clients, allowing them to use complex software products efficiently and effectively to achieve daily operations.

Tyler Technologies: First as an implementation consultant and then as a project manager, David consulted and partnered with clients to gain a comprehensive understanding of workflow, business/technical requirements, and needs to ensure that system functionality addressed all client needs. He played an active role in troubleshooting client issues through client support and development teams; managed a team of implementation consultants; and conducted planning sessions with clients' key functional leaders in order to create a series of documented management plans to specify the project plan and scope, as well as to ensure the project deliverables were on time and on budget.

Whitman County: As finance administrator, David served as liaison for the County auditor to implement a new ERP software suite, prepare financial reports, and lead change management initiatives. He coordinated resources and collaborated with the legislative body to compile the $60M annual budget, and developed policies and procedures to improve internal controls and GAAP compliance and to create process improvements.

Key Clients:

- City of Independence, MO
- City of Long Beach, CA
- City of Richland, WA
- City of Santa FE, NM
- Coconino County, AZ
- Pitkin County, CO

Education and Memberships

BBA, Finance, Eastern Washington University

Prosci® Certified Change Practitioner

Jonathan Grace, Prosci® CCP, PMP

Manager

Jonathan is a manager who has more than 18 years of experience assisting public sector agencies with project management, technology planning, business process improvement, system implementation and design, and enterprise resource planning (ERP) systems. Prior to joining BerryDunn, he provided user support and assisted in system implementation of both Tier 1 and Tier 2 ERP products.

Key Qualifications

- More than 18 years of experience assisting public sector agencies
- Extensive experience in managing, planning, and implementing ERP systems
- Experienced in the full life cycle of planning for and procuring a new ERP system

Relevant Experience

Project Management: Jon has extensive experience in managing, planning, and implementing ERP systems. This perspective and insight benefits our ERP consulting clients across the country. He has led many business process improvement activities, strategic planning sessions, and assisted with organizational change management, which is a critical success factor for any large-scale implementation project.

Enterprise Systems Planning: Jon is an expert in the full life cycle of planning for and procuring a new ERP system, having assisted cities, counties, and school districts across the country with their ERP replacements initiatives. He has managed every step of the process—from assessing the current environment to conducting a needs assessment, defining functional and technical requirements, developing an RFP and scoring methodology, assisting with evaluation of proposals, and leading contract negotiations. He is knowledgeable about the functionality and limitations of various ERP systems available in the market as well as best practices in ERP business processes, and he brings this insight to every engagement.

Tyler Technologies, MUNIS Division: Jon began his career with Tyler in the support department as a technician on the financials management application team. In this role, he responded to customer calls and analyzed client issues, provided solutions, and trained clients migrating to the latest version of the product. From this role, he went on to become an associate sales representative and later a sales representative, demonstrating and assisting in the implementation of financials management applications.

Harris Computer Systems: Jon was the director of business development of the iONE Financial Management Information System within the company's inHANCE Division. In this role, he had creative control of the product's marketing materials and initiated the use of sales best practices for the sales team. Jon also provided pre-sales product demonstrations of the iONE Financial System, a product based on the Microsoft Dynamics GP 2010 software. Jon also provided training to internal staff. Prior to this role, Jon was the regional sales manager for Harris Computer System's Cayenta Division. In this role, he provided product demonstrations throughout his designated territory. Jon also worked with existing clients as a part time internal account manager and served as the internal Cayenta project manager for those Canadian clients migrating to Cayenta Financials from the NorthStar Financial Management System.

Key Clients:

- Albemarle County and Schools, VA
- Arlington Public Schools, VA
- Cherry Creek School District, CO
- City of Allen, TX
- City of College Station, TX
- City of Midland, TX
- City of Pearland, TX
- City of South Jordan, UT
- City of Waynesboro and Schools, VA
- City of West Jordan, UT
- Falls Church City Public Schools, VA
- Scott County, MN
- Spokane Public Schools, WA
- Washington County, MN
- Washtenaw County, MI
- Village of Oak Park, IL

Education and Memberships

BS, Business Administration, Elon College

Prosci® Certified Change Practitioner

Erin Provazek, MBA, ITIL (F), Prosci® CCP

Senior Consultant

Erin is a senior consultant with strong experience performing and managing all levels of information technology (IT) operations and projects. These projects include; budgeting and administration; facilitation of professional change in operational acumen; and project management.

Key Qualifications

- Experienced senior consultant for BerryDunn's Government Consulting Group
- Extensive experience performing and managing all levels of IT operations
- Excellent communication and inter-personal skills
- Strong ability to manager, supervise, and facilitate teams

Relevant Experience

Assistant IT Director: As an Assistant IT Director for the City of College Station, TX, Erin managed, supervised, set goals and achievements, and performed strategic planning for the City's IT. Erin directly supervised software divisions, business processes, desktop user environments, and customer support for all technical programs. These programs and services were used by over 14 different city departments. Erin also planned, oversaw, and administered a budget of $3.9 million.

Business Systems Manager: Erin managed the administration, setup, maintenance, inventory, and integration of enterprise hardware, application servers, and software. This experience provides Erin with strong project management skills. Erin also managed a systems analyst staff of six, while performing the same system analyst duties. She was able to provide and met long-term goals for the City of College Station's System Analyst Division and keep within a budget, which included a $700,000 hardware/software support and maintenance budget for over 100 vendors.

Systems Analyst: As a System Analyst, Erin evaluated, analyzed, supported, and modified existing and/or proposed databases, systems, interfaces, and related devices. She provided technical direction and support for information modeling concepts, data access, and reporting tools, which included: designing and implementing in-house applications; identifying and interpreting technical information to develop data solutions; and/or performing other technical related activities to support the City's business processes and requirements.

Education and Memberships

BBA, Information and Operations Management, Texas A&M University

Harvard Executive Education Program, "Leadership for the 21st Century: Chaos, Conflict and Courage"

MBA in Information Technology Management, Western Governors University

Information Technology Infrastructure Library (ITIL) Foundations

Prosci® Certified Change Management Practitioner

Certified Government Information Technology Officer (CGCIO) Program, University of North Carolina Chapel Hill

Pam Coleman, CPP, Prosci® CCP

Senior Consultant

With more than 15 years of experience in the municipal software industry, ranging from customer service and training to project management of implementations, Pam has a deep understanding of how municipal and public school clients leverage technology to meet their finance, budget, payroll, and HR needs.

Key Qualifications

- More than 15 years of experience in the municipal software industry
- Background in implementation consulting
- Experience providing analysis, training, and project management services for implementation of the Munis software product
- Strong understanding of fund accounting

Relevant Experience

ERP System Implementation: During Pam's eight-year tenure with the Munis division of Tyler Technologies, she primarily assisted mid- to large-sized city and school district clients in the implementation of Munis products for finance, budget, payroll, and HR functions. As an implementation consultant, she routinely supervised configuration, testing, training, and go-live activities.

Software User Training: As training manager for Data Technologies, Inc., Pam was responsible for maintaining user training tools and plans, including installation plans. In addition, she performed annual training presentations on the Munis product suite at Tyler Technologies' National User Group Conference, for as many as 200 participants.

Tyler Technologies: As an implementation consultant, Pam provided analysis, training, and project management services for implementations of the Munis software product. She worked primarily with mid- to large-sized cities and public school districts, focusing on HR and payroll functions.

Data Technologies, Inc.: As a customer service representative, Pam performed the setup, installation, training, and technical support of Summit Accounting Software for city governments using cash-basis fund accounting. The software modules she worked with included Accounts Payable, Bank Reconciliation, General Ledger, Payroll, Utility Billing, Purchase Orders, Inventory Control, Fixed Assets, Cemetery, Receipt Management, and Project Accounting. Later, following a promotion to training manager, Pam was responsible for the ongoing training and evaluation of new and existing employees related to their knowledge of in-house software.

Advanced Metal Corp./Crigler Enterprises, Inc.: As a controller and office manager, Pam was responsible for all accounting functions and the management of office staff for two corporations housed in a single office. She had oversight of Payables, Receivables and Collections, Inventory, Commissions, Payroll, General Ledger and Financial Statements, Employee Benefits, Business Insurance, Asset Management, Fleet Management, and Office Management.

ITI Division of Teleco, Inc.: Pam oversaw day-to-day operations of a manufacturing division of Teleco, and was responsible for Accounts Payable, Tracking and Approving, Accounts Receivable and Collections, Inventory Control and Purchasing, Order Entry, System Maintenance, General Ledger, and Office Administration functions.

Key Clients:

- City of Boulder, CO
- City of Chaska, MN
- City of College Station, TX
- City of Duncanville, TX
- City of Gahanna, OH
- City of Ormond Beach, FL
- Round Rock Independent School District, TX
- Scott County, MN

Education and Memberships

Certified Payroll Professional (CPP)

Prosci® Certified Change Practitioner

Member, American Payroll Association (APA), National and Nebraska Chapter

Member, WorldatWork Association

Matthew Tremblay, Prosci® CCP

Consultant

Matthew has experience in financial and organizational management in both the public and private sectors. In the private sector, he has created and administered budgets, managed complex facilities, and leveraged technology to create more efficient and effective operations. In the public sector, he served in Washington, D.C., as a policy advisor to a United States senator. Given his experience, Matthew is able to offer clients a comprehensive perspective.

Key Qualifications

- Consultant for BerryDunn's Government Consulting Group
- Experienced in financial and organizational management in both the public and private sectors
- Understands how to coordinate staff and logistics to ensure exceptional service

Relevant Experience

Operational and Financial Efficiency: As general manager for the Unity Food Hub, Matthew coordinated staff and logistics to ensure exceptional customer service and operational efficiency throughout the entire value chain. He identified and implemented technology solutions in order to streamline operations and increase profit margins. During his time as a nonprofit financial administrator, Matthew renegotiated service contracts, reduced fixed and variable expenses, and implemented an online contribution platform that resulted in multi-year budget surpluses.

Unity Food Hub: In his role as general manager, Matthew was responsible for the creation and implementation of the operational business plan for the Unity Food Hub. The primary function of the Unity Food Hub is to purchase food from producers in the State of Maine and directly sell to consumers and wholesale customers in northern New England. He managed the $1.8 million, 15-month historic rehabilitation of the Unity Food Hub's headquarters, which received an Honor Award from Maine Preservation in 2015.

St. John's Lutheran Church: As financial administrator, Matthew managed the budget and accounting functions for the church and early childhood education center. He directed facility maintenance, supervised contractors, implemented a capital reserve study, and managed the execution of capital investments in excess of $100,000. In addition, he advised on the creation and administration of employee benefits and human resource policies for staff.

Arcadia Center for Sustainable Food & Agriculture: In his role as Arcadia Food Hub manager, Matthew created the business plan as an enterprise for a dynamic startup nonprofit organization. The mission of the Arcadia Food Hub was to purchase food directly from local farms and sell it to restaurants, schools, and hospitals in the greater Washington, D.C., metropolitan area. Matthew identified and collaborated with area organizations and individuals, conducted market analysis, and identified needed infrastructure to launch the enterprise.

Office of U.S. Senator Susan Collins: As a legislative assistant, Matthew was the principal policy advisor for agriculture and second amendment issues. His responsibilities included making policy recommendations; monitoring, introducing, and advancing legislation; and preparing materials for the senator for floor presentations, speeches, hearings, office meetings, and state events.

Key Clients:

- City of Boca Raton, FL

- City of Broken Arrow, OK
- City of Coral Springs, FL
- City of Dover, DE
- City of Farmers Branch, TX
- City of Gahanna, OH
- City of Independence, MO
- City of Wilmington, NC
- Gallatin County, MT
- Saginaw County, MI
- Somerset County Park Commission, NJ

Education and Memberships

BA, Finance, Bentley University

Prosci® Certified Change Management Practitioner

Alex Kee, MPPM

Consultant

Alex is a consultant in BerryDunn's Government Consulting Group who regularly serves as a business analyst to facilitate meetings, record findings, develop deliverables, and meet other project-specific needs. Alex has more than six years of experience working with local government agencies and extensive experience assisting public-sector entities with planning and community development. This has afforded him with a unique skillset catering to serving public-sector clients.

Key Qualifications

- Experienced business analyst for BerryDunn's Government Consulting Group
- More than six years of experience working with local government agencies
- Skilled facilitator who has assisted public-sector entities with planning and community development

Relevant Experience

Community Development: As a former city planner for the City of Westbrook, Maine, Alex has direct experience with many facets of public-sector planning and community development.

System Implementation: Alex has recently assisted with implementation oversight projects for our work with the City of Manassas, Virginia, and Outagamie County, Wisconsin. Alex's role included conducting readiness assessments and participating in vendor status calls.

City of Westbrook, Maine: In his role as city planner, Alex was responsible for assisting developers, contractors, and the public in understanding planning-related items and processes. He was also responsible for the coordination of the planning review process, review of applications, and facets of the approval process.

City of South Portland, Maine: As a city management associate, Alex was responsible for budget and financial analysis and management as well as customer service and general support of municipal operations. In addition, Alex applied research techniques, survey methods, and data collection for the city manager and council.

Key Clients:

- City of Broken Arrow, OK
- City of Dallas, TX
- City of Frisco, TX
- City of Manassas, VA
- City of Midland, TX
- City of Rockville, MD
- City of Vancouver, WA
- Outagamie County, WI
- Pitkin County, CO
- Town of Wells, ME

Education and Memberships

Masters in Policy, Planning, and Management (MPPM), University of Southern Maine

BA, Sports Management and Political Science

Kevin Price, MPP, PMP, Prosci® CCP

Manager

Kevin is a manager in BerryDunn's Government Consulting Group. He leads our Community Development and Utility Operations Practice, assisting local government clients with business process improvement and system selection projects.

Key Qualifications

- Experienced manager in BerryDunn's Government Consulting Group
- Leads the Community Development and Utility Operations Practice
- Strong understanding of system replacement and implementation project life cycle

Relevant Experience

System Selection and Implementation: Kevin has assisted BerryDunn clients with every stage of system replacement and implementation projects, from needs assessment to requirements definition, RFP development, proposal evaluation, facilitation of vendor demonstrations, contract negotiation, and implementation project management. He is currently assisting the City of Tucson, Arizona, with the implementation of a new permitting system.

Community Development and Utility Operations Technology: Kevin has assisted BerryDunn clients with Community Development and Utility Operations system replacement projects, business process analysis and improvement, and various technology assessments. He is currently assisting Outagamie County, Wisconsin, with the implementation of its replacement permitting and licensing system. Kevin also previously assisted the City of Manassas, Virginia with the implementation of work order and fleet management modules as part of an ERP implementation project.

Project Management: Kevin has managed system selection and IT strategic planning projects for some of BerryDunn's most complex local government clients. He previously managed BerryDunn's Municipal Street Addressing and Right-of-Way Permitting and Code Violation System Assessment Projects for the City of Philadelphia.

Maine Department of Transportation: Kevin worked in the Bureau of Systems Planning. He assisted with project planning—specifically, stakeholder meeting facilitation and the application of cost-sharing policies. Kevin also conducted a national best practices report and an analysis of the risks and opportunities associated with public/private partnerships.

U.S. Senate Committee on Small Business: Kevin assisted in the material preparation for a variety of committee activities. He also prepared vote recommendations for amendments to pending legislation, and researched and identified issue area experts to testify at committee hearings.

Key Clients:

- Berks County, PA
- City of Alexandria, VA
- City of Bloomington, MN
- City of Boca Raton, FL
- City of College Station, TX
- City of Dover, DE
- City of Farmers Branch, TX
- City of Fredericksburg, VA

- City of Homestead, FL
- City of Manassas, VA
- City of Mesquite, TX
- City of Pearland, TX
- City of Philadelphia, PA
- City of Santa Fe, NM
- City of South Jordan, UT
- City of Wilmington, NC
- Lake County, IL
- Outagamie County, WI
- Scott County, IA

Education and Memberships

Master's in Public Policy and Management, Concentration in Financial Management, University of Southern Maine

BA, Economics and Political Science, University of Maine

Project Management Professional (PMP), Project Management Institute

Prosci® Certified Change Practitioner

Lean Six Sigma Green Belt Certified

Associate Member, Urban and Regional Information Systems Association (URISA)

Associate Member, American Planning Association (APA)

Michele Dotson, MPA, CCMP, PMP, Prosci® CCP

Manager

Michele is a manager in BerryDunn's Government Consulting Group with five years of prior municipal government experience. While her experience has given Michele insight into various local government operations, her greatest strengths are in the areas of city administration, budget, finance, communications, marketing, and citizen engagement. Her well-rounded perspective on local government operations informs her holistic approach to project management and change management, balancing the business objectives of each project with the benefits of gaining buy-in from the full range of its stakeholders.

Key Qualifications

- Experienced senior consultant within BerryDunn's Government Consulting Group
- Well-rounded perspective with strengths in city administration, budget, finance, communications, marketing, and citizen engagement
- Led numerous change management efforts for system selection and implementation projects

Relevant Experience

C Project Management: Michele is currently serving as project manager for the City of Santa Fe's ERP implementation of Kronos, Telestaff, Munis, and EnerGov products, acting on the City's behalf to track project milestones; monitor open risks and issues; review vendor deliverables; and provide oversight of change management, user acceptance testing, and end-user training. She has also provided project management services for implementations in the cities of Surprise, Arizona, and Allen, Texas.

Change Management: As a Prosci® Certified Change Practitioner who has led change management efforts for system selection and implementation projects alike, Michele brings an understanding to each project of how change management can enhance an organization's ability to achieve project goals. Michele's knowledge of current change management research and lessons learned from previous engagements allows her to assist BerryDunn clients in preparing for, managing, and reinforcing change related to enterprise system projects.

City of Mesquite, Texas: As an analyst for the city manager's office, Michele developed communications for the City's executive staff and elected officials; organized community engagement events; and performed research and analysis for operational and policy decisions. She was also one of three project leads for a citywide, three-year ERP system implementation, with direct responsibility for developing and executing the project's change management and communications strategies.

Michele continued to serve as project lead after transitioning to a budget analyst role at the City, where she administered all project-based City contracts, created financial reports, and assisted in the preparation and maintenance of the City's budget.

Key Clients:

- City of Allen, TX
- City of Boulder, CO
- City of College Station, TX
- City of Glendale, AZ
- City of Independence, MO
- City of Novato, CA
- City of Santa Fe, NM

- City of Surprise, AZ
- Coconino County, AZ
- Minnehaha County, SD
- Round Rock Independent School District, TX

Education and Memberships

Master of Public Administration (MPA), University of Kansas

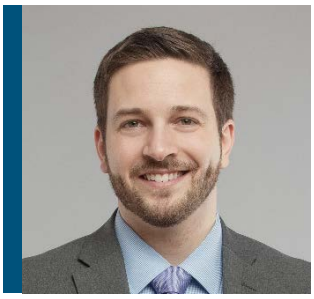
BA, Communications, International Relations, Texas Christian University

Project Management Professional (PMP), Project Management Institute

Prosci® Certified Change Practitioner

Member, Association of Change Management Professionals (ACMP)

Member, Government Finance Officers Association of Texas (GFOA)



Ryan Doil, MBA, Prosci® CCP

Manager

Ryan brings five years of experience working in the public sector in facilities and procurement. Through this work, Ryan offers a valuable perspective on the effective oversight of complex, multi-organizational government information systems management, procurement processes and compliance, and organizational change.

Key Qualifications

- Experience working in the public sector in facilities and procurement
- Led and managed numerous projects and business process reviews for BerryDunn's clients
- Strong leadership and organizational skills, helping him lead agencies through ERP system selection projects and RFP development

Relevant Experience

Project Management: Ryan has managed projects for a number of BerryDunn clients, including an ongoing engagement with the City of Irving, Texas, to select a replacement ERP system and a replacement water utility billing system. He also led a business process review project for the Fairfax-Falls Church Community Services Board in Virginia. Ryan is skilled in managing the challenges and constraints for complex, enterprise-wide projects.

ERP System Selection: Ryan has extensive experience leading organizations through ERP system selection projects. In each, Ryan has worked with all stakeholder groups to confirm current environment challenges and business drivers for the project, document future system requirements, and lead the client through a collaborative and structured system evaluation process.

RFP Development: Leveraging his public sector procurement experience, as well as his knowledge of project and software systems, Ryan is uniquely situated to facilitate the development and issuance of effective and thorough RFPs. Working jointly with client staff, Ryan has facilitated the development and issuance of more than 15 public sector RFPs.

Public Sector Procurement: During his time with the United States District Court of Maine, Ryan served as the Court's facilities and procurement specialist. In addition, Ryan was the project manager for a BerryDunn engagement to conduct an in-depth review of the procurement processes at ecomaine, a quasi-municipal organization located in Portland, Maine. The focus of this project was to develop recommendations for improvement in controls, processes, software systems, staffing, organization, and documentation, as they relate to the procurement process. He served as the lead in an engagement for the City of Fort Collins, Colorado, to review the City's procure-to-pay processes and develop an action plan to address bottlenecks and gain efficiencies both internal and external to the City's ERP system.

United States District Court, District of Maine: For five years, Ryan held positions of increasing responsibility within the Maine District of the Federal Courts. During his time there, he served as the Courts' facilities and procurement specialist. One of his key responsibilities was to help ensure the efficiency and integrity of operations, which included reviewing and performing accounts payable and accounts receivable duties for the accuracy and accountability of monies received and disbursed by the Court. During this time, he worked hands-on with the budget, general ledger, accounts payable, accounts receivable, purchasing, inventory, and vendor management modules of the ERP solution used by the courts.

He also oversaw a number of key projects, including managing the conversion of the District of Maine to web-based payment software for the purposes of paying court-appointed defense counsel. This migration included a detailed vendor verification process, in-depth off-site training, training curriculum development, and staff training.

Key Clients:

- Albemarle County, VA
- City of Boca Raton, FL
- City of Cambridge, MA
- City of Fort Collins, CO
- City of Grants Pass, OR
- City of Independence, MO
- City of Irving, TX
- City of La Vista, NE
- City of Mesquite, TX
- City of Richland, WA
- City of Santa Fe, NM
- City of Shoreline, WA
- City of Tucson, AZ
- ecomaine, Portland, ME
- Fairfax Community Services Board, VA
- Lake County, IL
- Minnehaha County, SD
- Village of Oak Park, IL

Education and Memberships

MBA, University of Southern Maine

BA, Political Science and History, University of Vermont

Prosci® Certified Change Practitioner

4.0 References

To demonstrate BerryDunn's relevant experience and the quality of our past work, we have provided references for five previous, completed projects in Table 5.

Table 5: References

Village of Oak Park, IL	
Contact Information	**Ms. Tammie Grossman** *Director of Development Customer Services* 708-358-5422 tgrossman@oak-park.us
Systems Recommendations	The Village selected CityView
Description and Final Results	Permitting System Selection Implementation Advisory Assistance
Time Frame, Cost	February 2014 – December 2014 $60,000 for system selection
City of Prior Lake, MN	
Contact Information	**Ms. Jerilyn Erickson** *Finance Director, City of Lakeville (formerly with City of Prior Lake)* 952-985-4481 jerickson@lakevillemn.gov
Systems Recommendations	The City selected BS&A
Description and Final Results	ERP System Selection
Time Frame, Cost	April 2013 – January 2015 $63,000 for system selection
City of Bloomington, MN	
Contact Information	**Ms. Kari Carlson** *Assistant Finance Manager* 952-563-8725 kcarlson@ci.bloomington.mn.us
Systems Recommendations	The City selected Tyler Technologies
Description and Final Results	ERP System Selection and Project Oversight of Implementation
Time Frame, Cost	January 2013 – October 2015 $320,000 plus actual expenses for implementation
Scott County, IA	

Contact Information	**Mr. David Farmer** *Budget Manager* 563-326-8651 david.farmer@scottcountyiowa.com
Systems Recommendations	The County selected New World Systems
Description and Final Results	ERP System Selection and Project Oversight of Implementation
Time Frame, Cost	January 2013 – December 2014 $180,000 plus actual expenses for implementation
City of Gahanna, OH	
Contact Information	**Ms. Joann Bury** Director of Finance 614-342-4000 joann.bury@gahanna.gov
Systems Recommendations	The City selected Tyler Technologies
Description and Final Results	System Selection Project Oversight of Implementation
Time Frame, Cost	June 2017 – Present $54,200 for system selection

VII. PROPOSAL/CONTRACT FORM

*****THIS PROPOSAL, WHEN ACCEPTED AND SIGNED BY AN AUTHORIZED SIGNATORY OF THE VILLAGE OF DOWNERS GROVE, SHALL BECOME A CONTRACT BINDING UPON BOTH PARTIES.**

Entire Block Must Be Completed When A Submitted Bid Is To Be Considered For Award

PROPOSER:

Berry Dunn McNeil & Parker, LLC
Company Name

100 Middle Street
Street Address of Company

Portland, ME 04101
City, State, Zip

(207) 541-2212
Business Phone

(207) 774-2375
Fax

Date: May 15, 2019

shedstrom@berrydunn.com
Email Address

Seth Hedstrom, Principal
Contact Name (Print)

(207) 541-2212
24-Hour Telephone

Signature of Officer, Partner or Sole Proprietor

Seth Hedstrom, Principal
Print Name & Title

ATTEST: If a Corporation

Signature of Corporation Secretary

VILLAGE OF DOWNERS GROVE:

Authorized Signature

Title

Date

ATTEST:

Signature of Village Clerk

Date

In compliance with the specifications, the above-signed offers and agrees, if this Proposal is accepted within **90** calendar days from the date of opening, to furnish any or all of the services upon which prices are quoted, at the price set opposite each item, delivered at the designated point within the time specified above.

Village of Downers Grove

VENDOR W-9 REQUEST FORM

The law requires that we maintain accurate taxpayer identification numbers for all individuals and partnerships to whom we make payments, because we are required to report to the I.R.S all payments of $600 or more annually. We also follow the I.R.S. recommendation that this information be maintained for all payees including corporations.

Please complete the following substitute W-9 letter to assist us in meeting our I.R.S. reporting requirements. The information below will be used to determine whether we are required to send you a Form 1099. Please respond as soon as possible, as failure to do so will delay our payments.

BUSINESS (PLEASE PRINT OR TYPE):

NAME: Berry Dunn McNeil & Parker, LLC

ADDRESS: 100 Middle Street

CITY: Portland

STATE: ME

ZIP: 04101

PHONE: (207) 775-2387 **FAX:** (207) 774-2375

TAX ID #(TIN): 01-0523282

(If you are supplying a social security number, please give your full name)

REMIT TO ADDRESS (IF DIFFERENT FROM ABOVE):

NAME: _____

ADDRESS: _____

CITY: _____

STATE: _____ **ZIP:** _____

TYPE OF ENTITY (CIRCLE ONE):

Individual	Limited Liability Company – Member-Managed
Sole Proprietor	Limited Liability Company- Manager-Managed
Partnership	Medical Corporation
Charitable/Nonprofit	Government Agency

SIGNATURE: _____ **DATE:** 5/15/19

Village of Downers Grove

PROPOSER'S CERTIFICATION

With regard to ERP Consulting Services (Name of Project), proposer Berry Dunn McNeil & Parker, LLC (Name of Proposer) hereby certifies the following:

1. Proposer is not barred from bidding this contract as a result of violations of Section 720 ILCS 5/33E-3 (Bid Rigging) or 720 ILCS 5/33E-4 (Bid-Rotating);

2. Proposer certifies that it has a written sexual harassment policy in place and is in full compliance with 775 ILCS §12-105(A)(4);

3. Proposer certifies that it is in full compliance with the Federal Highway Administrative Rules on Controlled Substances and Alcohol Use and Testing, 49 C. F.R. Parts 40 and 382 and that all employee drivers are currently participating in a drug and alcohol testing program pursuant to the Rules.

4. Proposer further certifies that it is not delinquent in the payment of any tax administered by the Department of Revenue, or that Proposer is contesting its liability for the tax delinquency or the amount of a tax delinquency in accordance with the procedures established by the appropriate Revenue Act. Proposer further certifies that if it owes any tax payment(s) to the Department of Revenue, Proposer has entered into an agreement with the Department of Revenue for the payment of all such taxes that are due, and Proposer is in compliance with the agreement.

BY: Seth Hedstrom
Proposer's Authorized Agent

0	1	-	0	5	2	8	2	3	2

FEDERAL TAXPAYER IDENTIFICATION NUMBER

or _____
Social Security Number

Subscribed and sworn to before me
this 14th day of May, 2019.

Jennifer Anthony
Notary Public

JENNIFER ANTHONY
NOTARY PUBLIC
State of Maine
My Commission Expires
July 20, 2024

(Fill Out Applicable Paragraph Below)

(a) **Corporation**
The Proposer is a corporation organized and existing under the laws of the State of _____, which operates under the Legal name of _____, and the full names of its Officers are as follows:

President: _____

Secretary: _____

Treasurer: _____
and it does have a corporate seal. (In the event that this bid is executed by other than the President, attach hereto a certified copy of that section of Corporate By-Laws or other authorization by the Corporation which permits the person to execute the offer for the corporation.)

(b) **Limited Liability Company (LLC)**
The Bidder is a LLC organized and existing under the laws of the State of Maine, which operates under the legal name of Berry Dunn McNeil & Parker, LLC, and the full names of its managers or members are as follows:

Manager or Member: See attached listing

Manager or Member: _____

Manager or Member: _____

Manager or Member: _____

(c) **Partnership**
Signatures and Addresses of All Members of Partnership:

_____

_____

_____

The partnership does business under the legal name of: _____

which name is registered with the office of _____ in the state of _____.

(d) **Sole Proprietor**
The Supplier is a Sole Proprietor whose full name is: _____

and if operating under a trade name, said trade name is: _____

which name is registered with the office of _____ in the state of _____.

5. Are you willing to comply with the Village's preceding insurance requirements within 13 days of the award of the contract? Yes

Insurer's Name Clark Insurance / Affinity Insurance Services

Agent Heather Caston-Talbot / Andrea Hillman

Street Address 1945 Congress Street, Bldg. A; / 1100 Virginia Drive, Suite 250

City, State, Zip Code Portland, ME 04104 / Fort Washington, PA 19034

Telephone Number 207-523-2235 / 215-773-1852

I/We affirm that the above certifications are true and accurate and that I/we have read and understand them.

Print Name of Company: Berry Dunn McNeil & Parker, LLC

Print Name and Title of Authorizing Signature: Seth Hedstrom, Principal

Signature: _____

Date: May 15, 2019

BerryDunn Entity Summary as of July 1, 2018

Berry, Dunn, McNeil & Parker, LLC (formation: 2/9/1999; Tax ID # 01-0523282)
Professional Limited Liability Company

BDMP ENTITY SUMMARY

July 1, 2018

Berry, Dunn, McNeil & Parker, Inc.
Payroll Company

Directors: John M. Chandler
Janice Latulippe
David A. Erb
Renee Bishop
Timothy F. Masse

Officers: John M. Chandler, President
Timothy F. Masse, Vice President
Janice Latulippe, Vice President
Renee Bishop, Vice President
David A. Erb, Vice President, Treasurer & Secretary
Michael Quinlan, Clerk

Stock Ownership:

Principals:

1. Barbara A. Appleby
2. Sno L. Barry, C.P.A.
3. Sarah L. Belliveau, C.P.A.
4. Renee Bishop, C.P.A.
5. Brad Borbidge, CPA
6. William H. Brown, C.P.A.
7. Tammy J. Brunetti, C.P.A.
8. Mark A. Caiazzo
9. Michel Caouette, C.P.A.
10. John M. Chandler, C.P.A
11. Eduardo G. Daranyi
12. Clinton E. Davies
13. Todd J. Desjardins, C.P.A.
14. William Enck, C.P.A
15. David A. Erb, C.P.A.
16. Jason Favreau, C.P.A.
17. Jason A. Fournier, CPA
18. Tracy W. Harding, C.P.A.
19. Seth Hedstrom
20. Jim Highland
21. Mary E. Jalbert, C.P.A.
22. Michael F. Jurnak, C.P.A.
23. Julie Keim, C.P.A.
24. M. Dean Kenney, C.P.A.
25. Mark R. LaPrade, C.P.A.
26. Janice D. Latulippe, C.P.A.
27. Charles K. Leadbetter, III
28. Matthew Litz, C.P.A
29. Timothy F. Masse
30. Barbara J. McGuan, C.P.A.
31. Tammy P. Michaud, C.P.A.
32. Francis J. O'Shea C.P.A.
33. Lisa M. Openshaw, CPA
34. Connie J. Ouellette, C.P.A.
35. William Richardson
36. Jeffrey A. Ring, C.P.A.
37. Linda L. Roberts, C.P.A.
38. Charles D. Snow
39. Jeffrey D Walla, C.P.A.
40. Seth Webber

Suspension or Debarment Certificate

Non-Federal entities are prohibited from contracting with or making sub-awards under covered transactions to parties that are suspended or debarred or whose principals are suspended or debarred. Covered transactions include procurement for goods or services equal to or in excess of $100,000.00. Contractors receiving individual awards for $100,000.00 or more and all sub-recipients must certify that the organization and its principals are not suspended or debarred.

By submitting this offer and signing this certificate, the bidder certifies to the best of its knowledge and belief, that the company and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any federal, state or local governmental entity, department or agency.

2. Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction, or convicted of or had a civil judgment against them for a violation of Federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

3. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (2) of this certification: and

4. Have not within a three-year period preceding this application/proposal/contract had one or more public transactions (Federal, State or local) terminated for cause or default.

If the bidder is unable to certify to any of the statements in this certification, bidder shall attach an explanation to this certification.

Company Name: Berry Dunn McNeil & Parker, LLC

Address: 100 Middle Street

City: Portland, ME Zip Code: 04101

Telephone: (207) 541-2212 Fax Number: (207) 774-2375

E-mail Address: shedstrom@berrydunn.com

Authorized Company Signature:

Print Signature Name: Seth Hedstrom Title of Official: Principal

Date: May 15, 2019

CAMPAIGN DISCLOSURE CERTIFICATE

Any contractor, proposer, bidder or vendor who responds by submitting a bid or proposal to the Village of Downers Grove shall be required to submit with its bid submission, an executed Campaign Disclosure Certificate.

The Campaign Disclosure Certificate is required pursuant to the Village of Downers Grove Council Policy on Ethical Standards and is applicable to those campaign contributions made to any member of the Village Council.

Said Campaign Disclosure Certificate requires any individual or entity bidding to disclose campaign contributions, as defined in Section 9-1.4 of the Election Code (10 ILCS 5/9-1.4), made to current members of the Village Council within the five (5) year period preceding the date of the bid or proposal release.

By signing the bid documents, contractor/proposer/bidder/vendor agrees to refrain from making any campaign contributions as defined in Section 9-1.4 of the Election Code (10 ILCS 5/9-1.4) to any Village Council member and any challengers seeking to serve as a member of the Downers Grove Village Council.

Under penalty of perjury, I declare:

☑ Bidder/vendor has not contributed to any elected Village position within the last five (5) years.

_____ Seth Hedstrom, Principal

Signature Print Name

☐ Bidder/vendor has contributed a campaign contribution to a current member of the Village Council within the last five (5) years.

Print the following information:

Name of Contributor: _____
(company or individual)

To whom contribution was made: _____

Year contribution made: _____ Amount: $ _____

_____ _____

Signature Print Name

BERRDUN-03 HCTALBOT

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 4/30/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Clark Insurance 1945 Congress Street, Bldg A PO Box 3543 Portland, ME 04104-3543	CONTACT NAME: Heather Caston-Talbot, AAI, CIIP PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS: hcaston-talbot@clarkinsurance.com
INSURED Berry Dunn McNeil & Parker LLC PO Box 1100 Attn: Jodi Coffee Portland, ME 04104	INSURER A : Massachusetts Bay 22306 INSURER B : The Hanover Insurance Company 22292 INSURER C : Maine Employers Mutual Ins Co 11149 INSURER D : INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT X LOC OTHER:			ZDP D240054	4/30/2019	4/30/2020	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 100,000 $ 15,000 $ 1,000,000 $ 2,000,000 $ 2,000,000
A	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY SCHEDULED AUTOS X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY			ADPD240058	4/30/2019	4/30/2020	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
B	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED X RETENTION $ 10,000			UHP D240055	4/30/2019	4/30/2020	EACH OCCURRENCE AGGREGATE	$ 8,000,000 $ 8,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		5101800149	1/1/2019	1/1/2020	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

Berry Dunn McNeil & Parker

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Heather Caston-Talbot

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ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
04/01/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME:	
Affinity Insurance Services 1100 Virginia Drive, Suite 250 Fort Washington, PA 19034	PHONE (A/C, No, Ext):	FAX (A/C, No):
	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Continental Casualty Company	20443
INSURED	INSURER B :	
Berry, Dunn, McNeil & Parker, LLC 100 Middle Street Portland, ME 04104	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	☐ OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	☐ UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						☐ PER STATUTE ☐ OTH-ER	
	ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ N / A (Mandatory in NH)						E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
A	Professional Liability			APL-188112791	04/01/2019	04/01/2020	$1,000,000 per claim $1,000,000 annual aggregate Limits shown are as requested.	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

Berry Dunn McNeil & Parker, LLC
100 Middle Street
Portland, ME 04104

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
Gretchen McCole

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VIII. APPENDICES

A. Employee Eden Satisfaction Survey
B. SWOT Analysis
C. Workflow Diagrams
D. Finance Requirements

VIII. APPENDIX A

Employee Eden Satisfaction Survey

Enterprise Resource Software:

Module Satisfaction Across Government Departments

Village of Downers Grove: Information Technology Department

EXECUTIVE SUMMARY

ERP systems are defined as "a set of business applications or modules, which links various business units of an organization such as financial, accounting, manufacturing, and human resources into a tightly integrated single system with a common platform for flow of information across the entire business" [1]. When time comes to upgrade these systems, preparation, departmental processes, and business workflows are in need of examination for successful implementations [3]. ERP systems can be pivotal investments within organizations, but they encourage cross-departmental collaboration and unification to create an overall culture.

In 2005, the Village of Downers Grove had chosen to upgrade its enterprise resource planning (ERP) software and selected Eden, a Tyler Technologies, Inc solution. The organization went through RFI and RFP processes for selecting this product. A consultant, Village staff and organizational culture helped determine the best solution for the organization during the selection process.

The selection and deployment process of an organization's new ERP system falls upon its *culture*. An organization's culture is defined as "a pattern of shared basic assumptions that a group learns as it solves its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" [4].

The "implementation of ERP systems always mandate change in business process and organization culture" [2]. Therefore, to identify cultural adaptations and how future problem solving might affect the selection of a future ERP system, why not look at the current culture's satisfaction levels of the current ERP system.

To identify the organization's culture and needs, a survey was conducted by the Information Technology department to assess the quality assurance processes for evaluating future replacement systems. The study had looked to answer whether current modules of the Village's ERP system are satisfactory and to build a benchmark for the procurement and selection of a future ERP system.

SURVEY METHODS

A survey was developed, with questions that asked current employees their level of satisfaction of the Village's current ERP system. After development, the survey was pre-tested for linguistics, survey flow, and timing for future participants. The survey was distributed to all employees, using the organization's internal email system.

DATA COLLECTION

Data was collected anonymously, using a Google Form and spreadsheet collection over the duration of four weeks. Survey questions were categorized into four sections: *general knowledge, module frequency, module feature satisfaction, and open opinion*.

ORGANIZATIONAL RESULTS

Demographics

A total of 121 responses were recorded during the duration of the survey. 15 modules were reported by 11 departments with a majority having 8+ years of software experience. One module, *CAFR statement builder*, was not represented in the results (Table 1).

Characteristics	# of Responses
Departments	
Communications	1
Community Development	21
Finance	28
Fire	6
Human Resources	2
Information Technology	17
Legal	4
Manager's Office	3
Police	8
Public Works	23
Village Clerk	8

Years of Experience	
< 1 year	10
1 year	6
2 years	14
3 years	15
4 years	9
5 years	3
6 years	7
7 years	5
8+ years	52
Modules	
Account Receivable	8
Accounts Payable	17
Budgeting	6
Cashiering	3
Fixed Assets	1
General Ledger	5
Human Resources	3
Licensing	3
Online Payment	1
Parcel Manager	2
Payroll	22
Permits & Inspections	31
Project Accounting	2
Purchasing	8
Utility Billing	9

Table 1. Participant Demographics

FINDINGS

Most participants, 59.5% use the current ERP system daily/weekly, 14.9% twice a month, 10.7% monthly, and the remaining responded with various usage. When participants were asked about their level of expertise, 42.9% responded as basic, 33.1% intermediate, and 23.9% advanced or greater (Appendix 1.2).

When participants were asked about the importance of feature sets, they responded with the following (ranked by percentage) search records (81%), edit records (78.2%), create records (71.7%), view reports (70.3%), export data (60%), create reports (54%), customization (46.7%), and import data (42.9%). (Appendix 2.1)

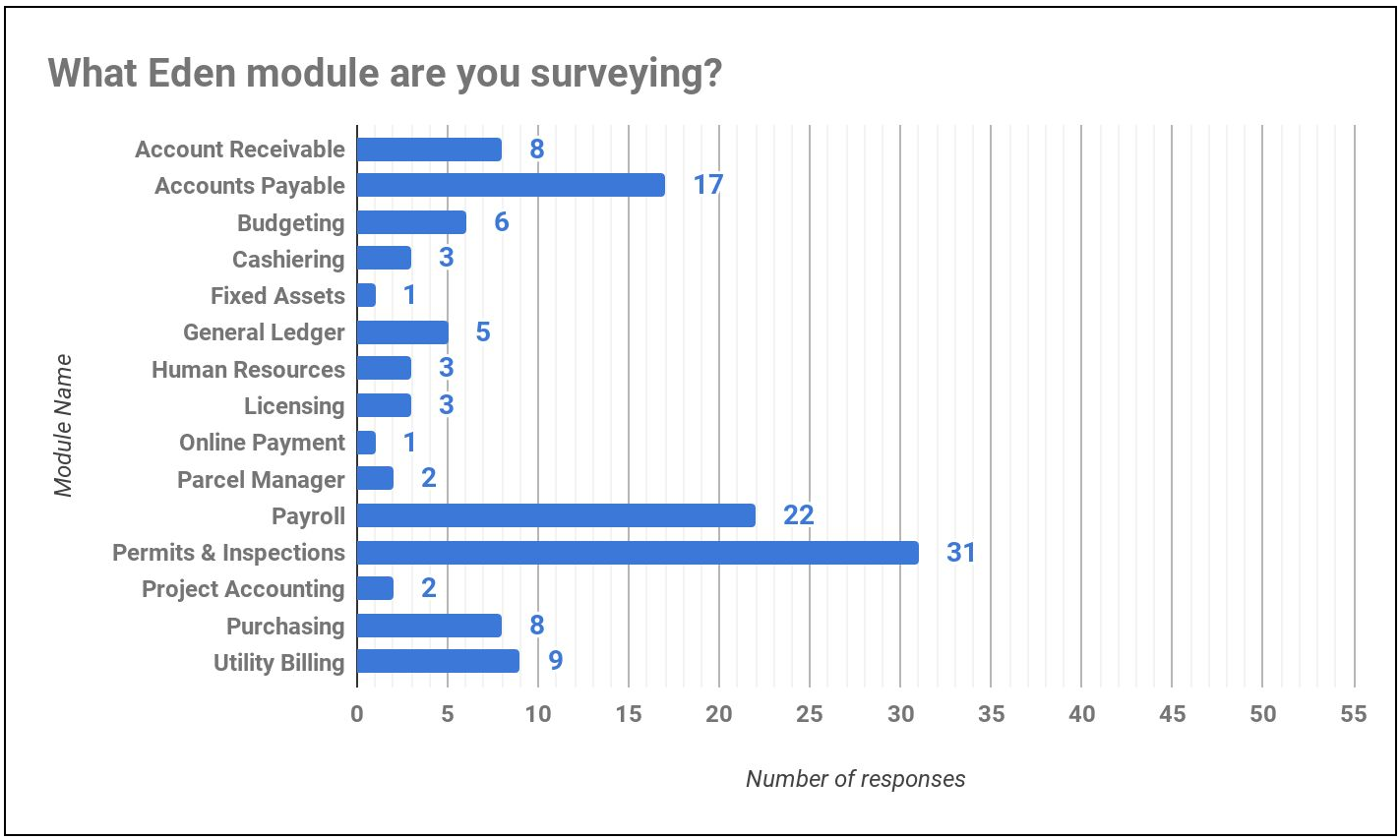
Participants were asked their overall level of satisfaction, 58.7% responded as being satisfied, 23.9% neither satisfied nor dissatisfied, and 17.4% dissatisfied.

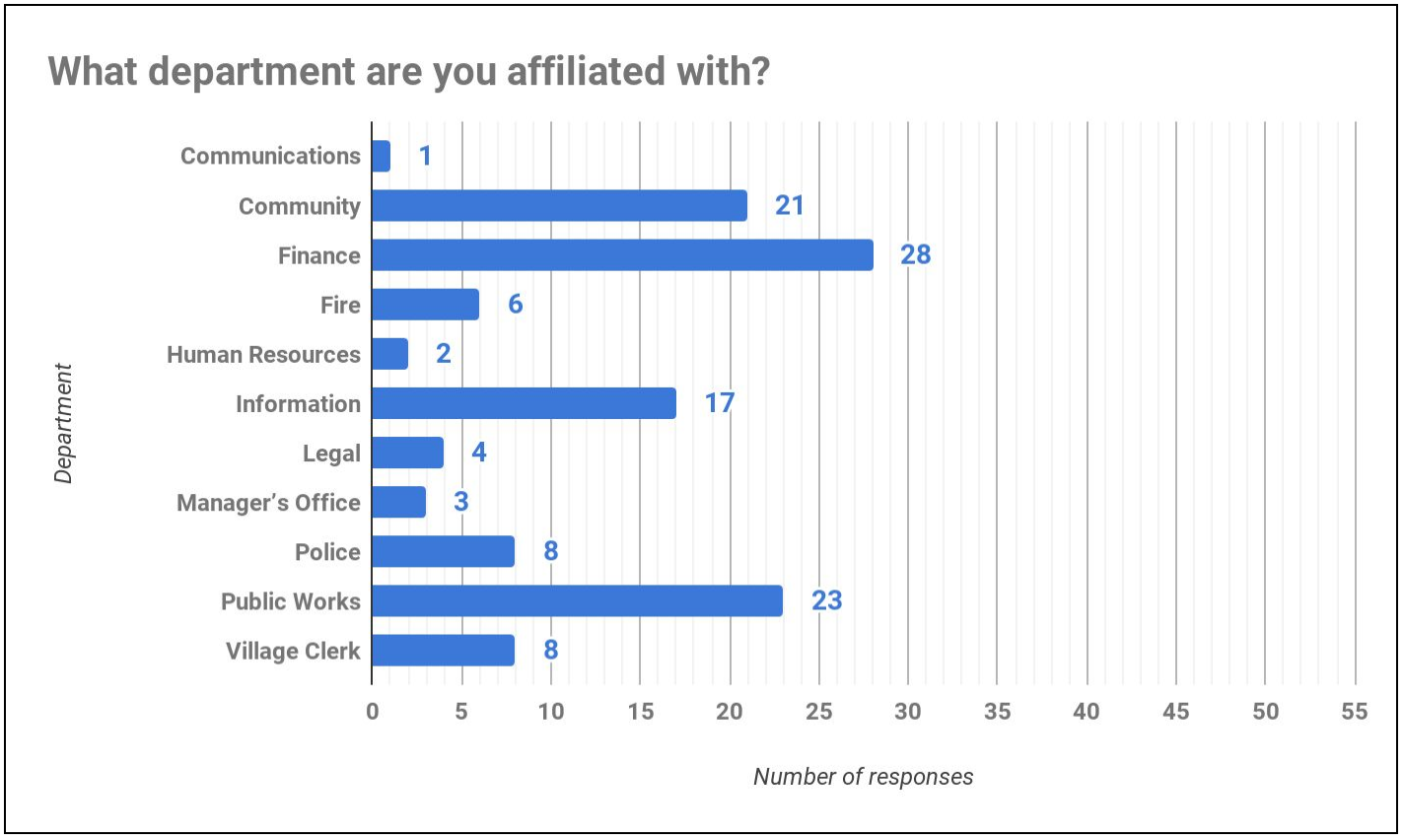
Participants were asked three open questions to gauge personal opinions about the current ERP software. We analyzed the responses, segmented words, and ranked them based on frequency. When asked what are the strongest areas of the current ERP system, participants' top 10 ranked words were: *use, ability, approval, reports, search, data, create, able, information, and easy* (Appendix 3.1). When asked what are the weakest areas of the current ERP system, participants' top 10 ranked words were: *permitting, entry, difficult, information, steps, user, customers, invoicing, needs, and accounts* (Appendix 3.2). When asked what are the future areas or enhancements they would like to see in the perfect ERP system, participants' top 10 ranked words were *permitting, ability, module, reporting, create, allow, processes, time, invoicing, and paying* (Appendix 3.3).

DISCUSSION/CONCLUSION

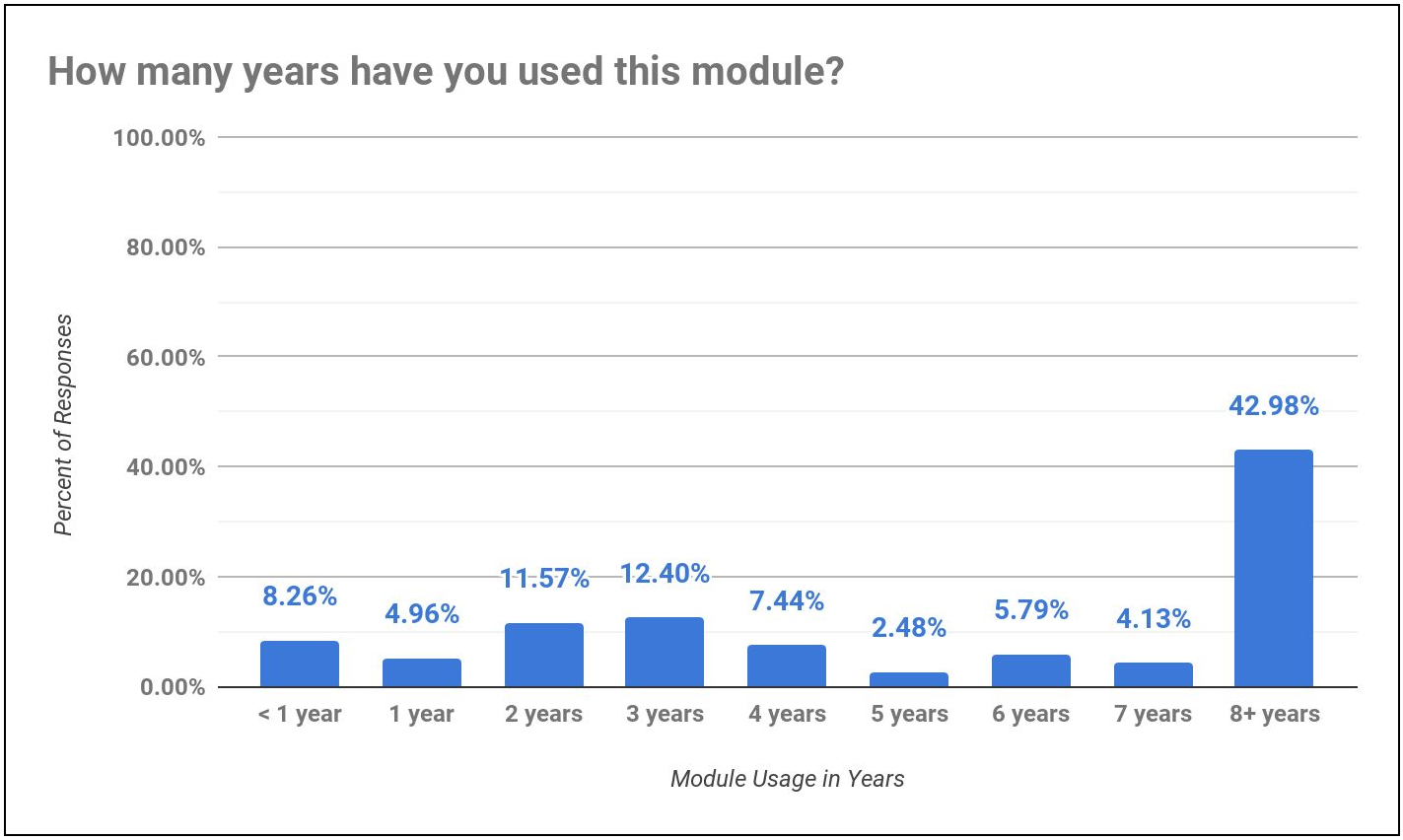
Even though the survey results did not show any statistical correlation with regards to user satisfaction levels, longevity with the software, and expertise levels; we anticipate the collected data will steer discussions in future SWOT analysis meetings. The team could utilize current feature sets and strength, weaknesses and wishlist responses to gain insight into the selection of a future ERP candidate.

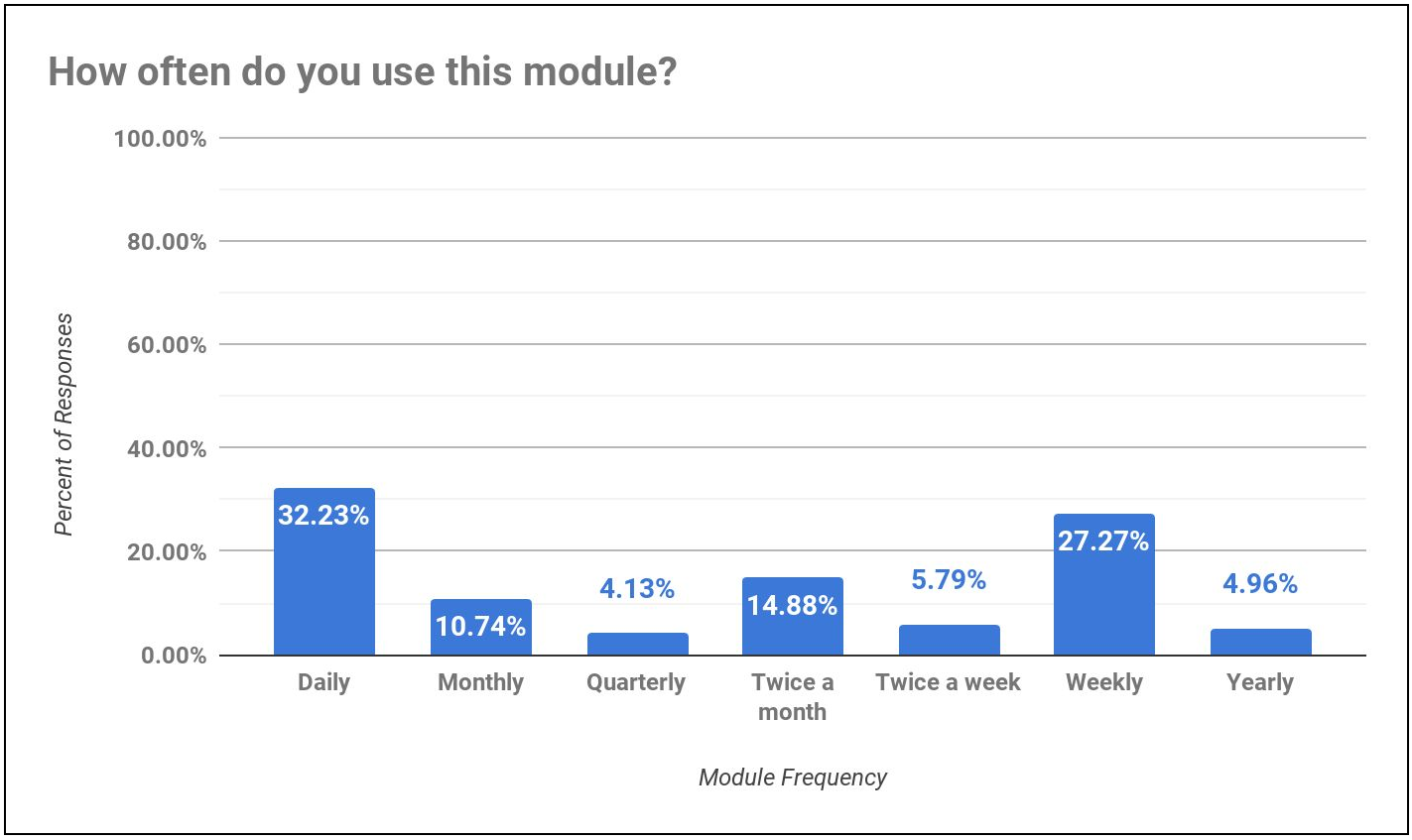
Appendix 1.1: Charts - General Knowledge





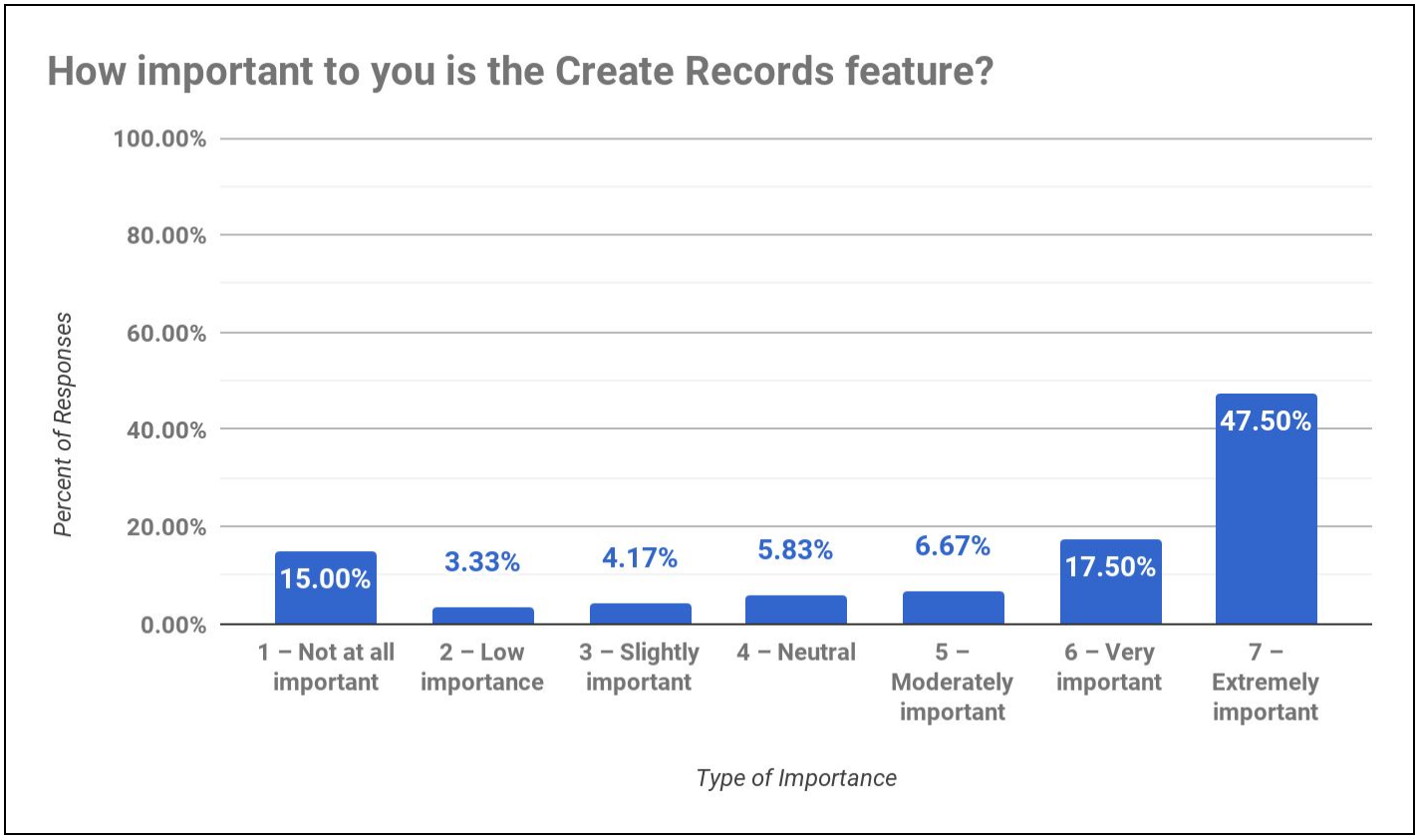
Appendix 1.2: Charts - Module & Feature Knowledge

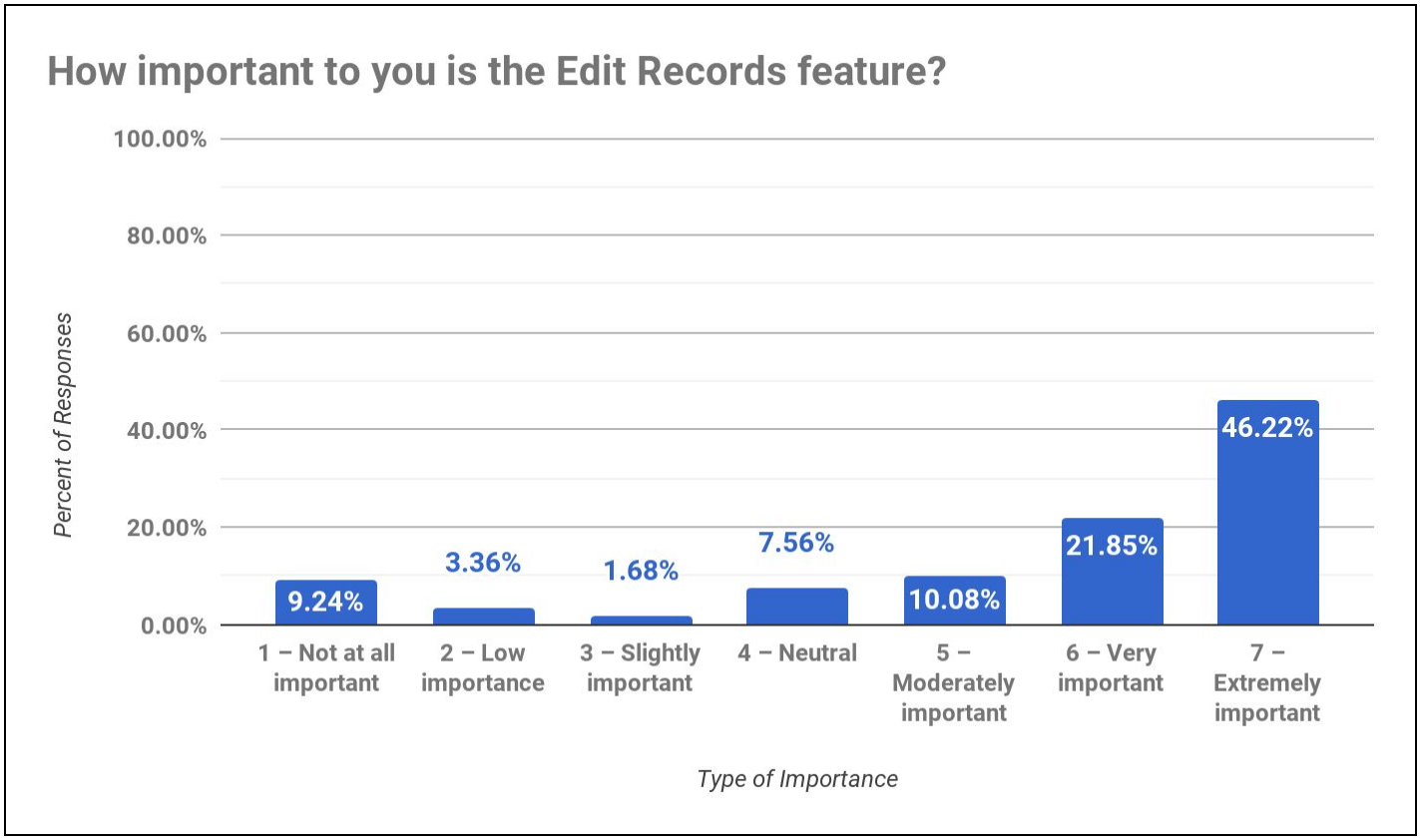


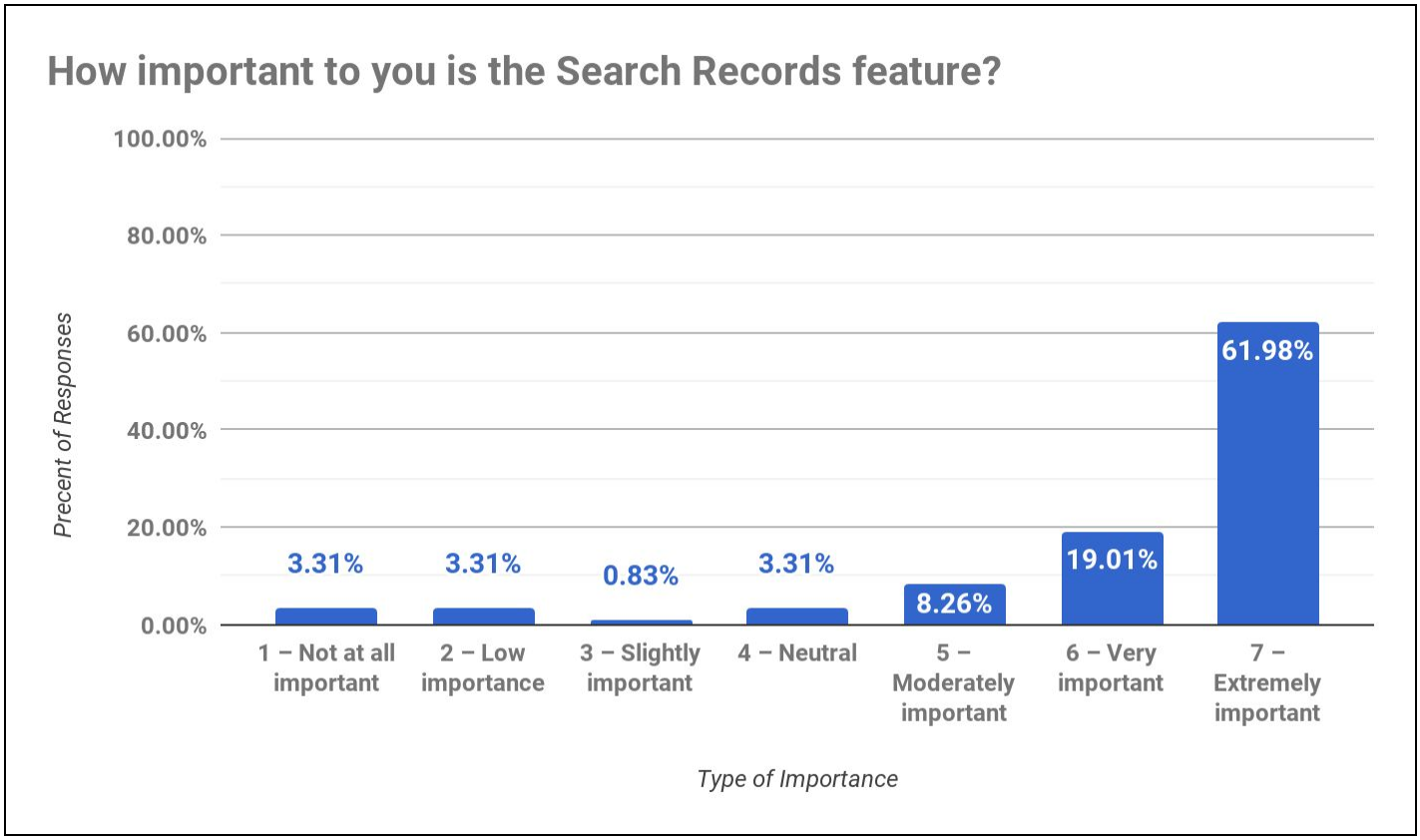


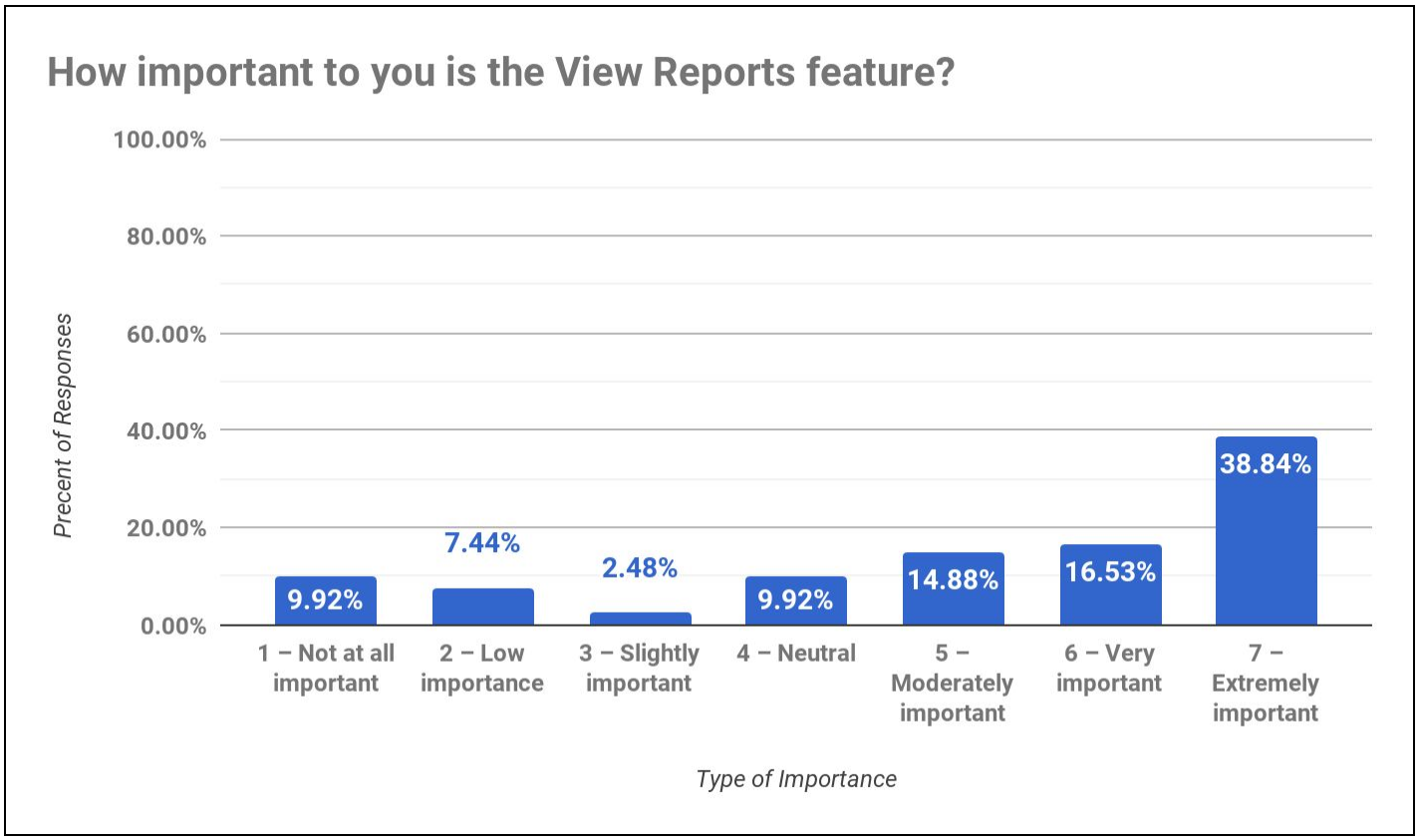
How would you describe your level of expertise ?
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Percent of Responses
42.98%
33.06%
19.83%
4.13%
1 - Basic
2 - Intermediate
3 - Advanced
4 - Expert
Level of Expertise

Appendix 2.1: Feature Satisfaction

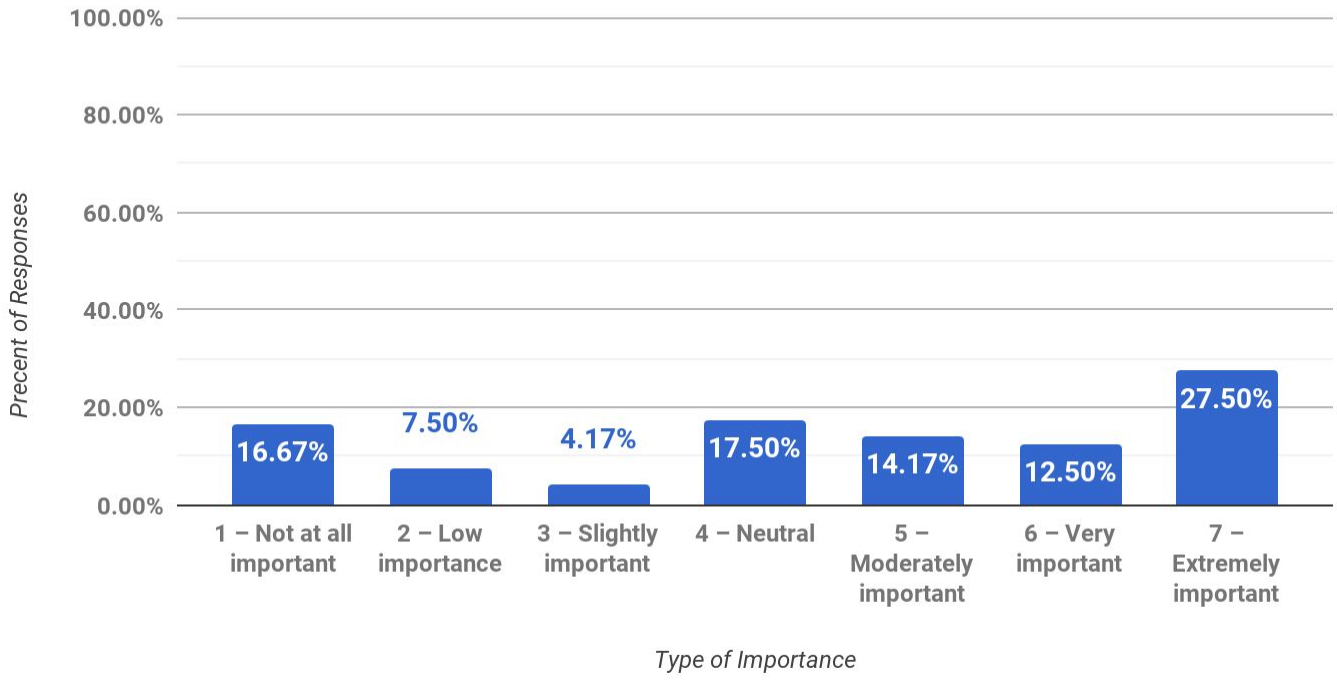




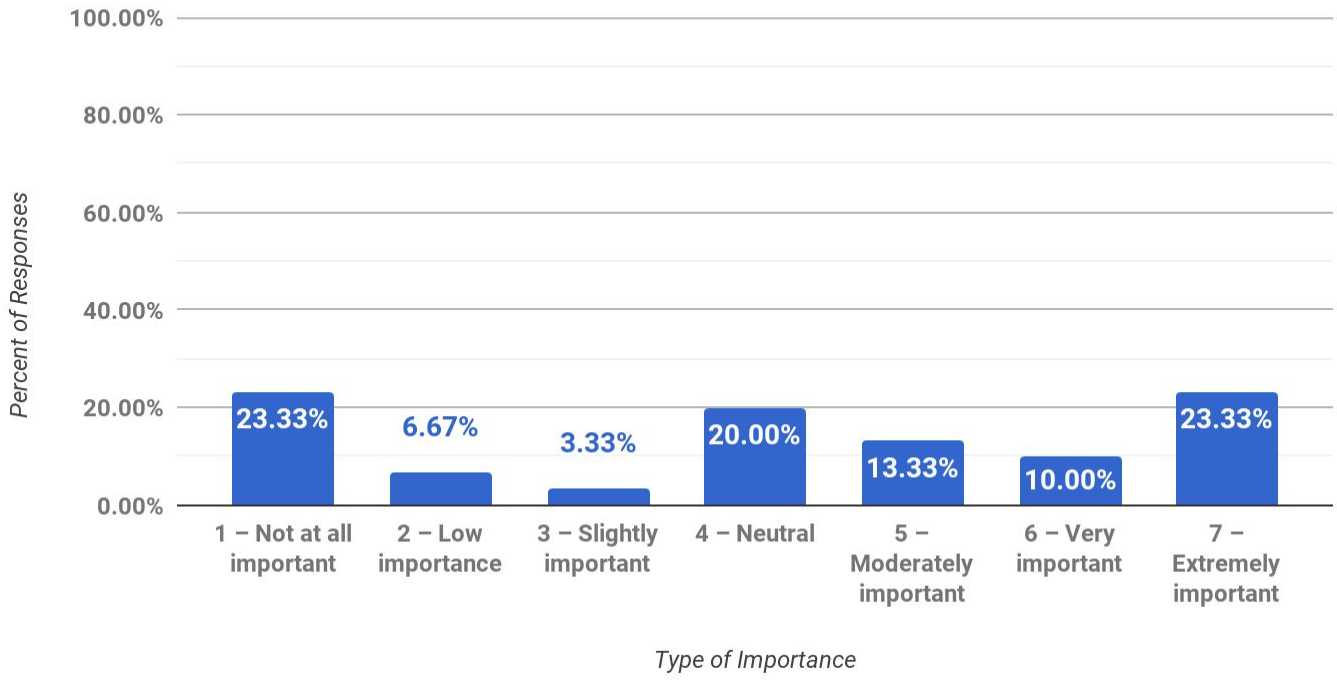

How important to you is the Search Records feature?
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Precent of Responses
3.31%
3.31%
0.83%
3.31%
8.26%
19.01%
61.98%
1 – Not at all important
2 – Low importance
3 – Slightly important
4 – Neutral
5 – Moderately important
6 – Very important
7 – Extremely important
Type of Importance

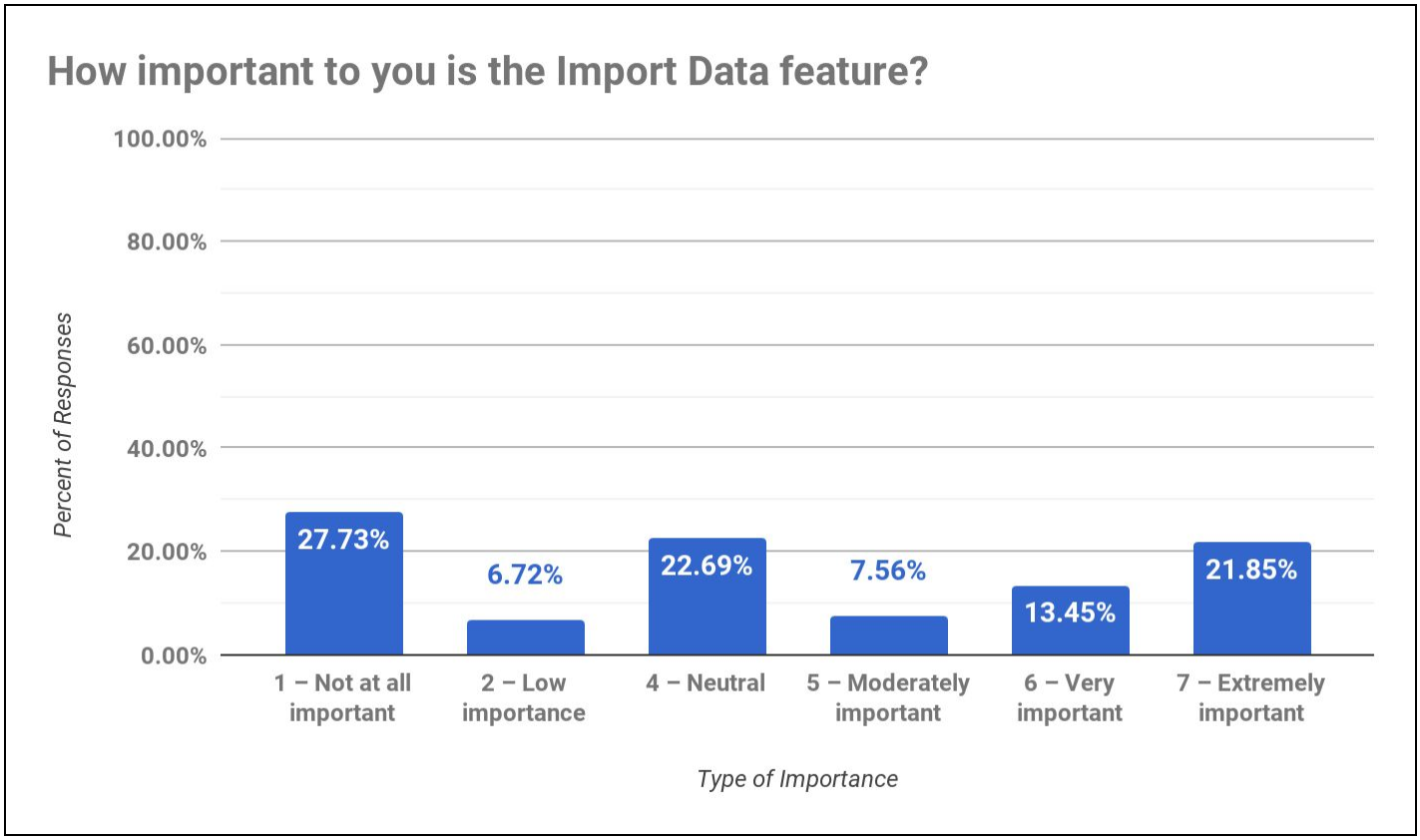

How important to you is the View Reports feature?
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Precent of Responses
9.92%
7.44%
2.48%
9.92%
14.88%
16.53%
38.84%
1 – Not at all important
2 – Low importance
3 – Slightly important
4 – Neutral
5 – Moderately important
6 – Very important
7 – Extremely important
Type of Importance

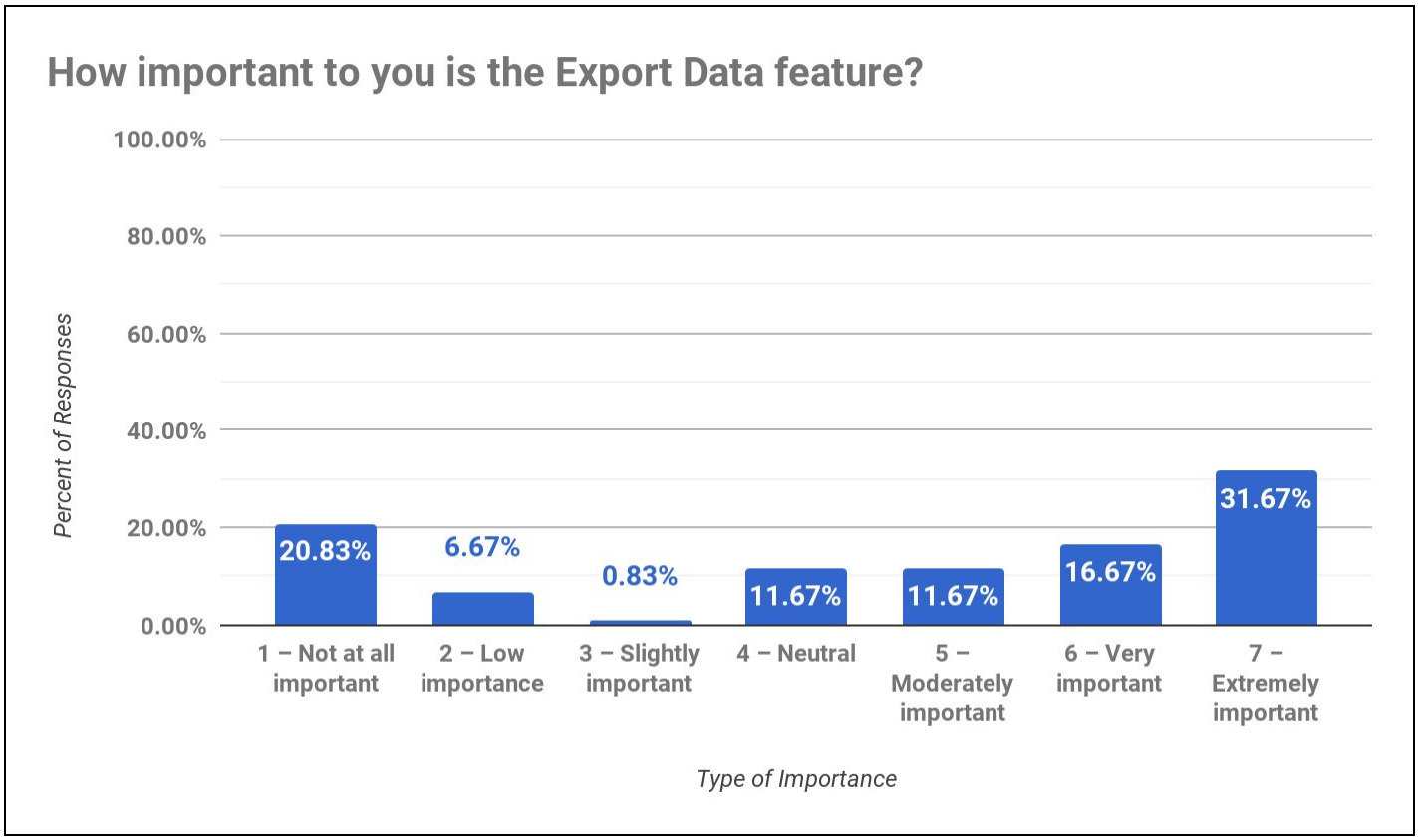
How important to you is the Create Reports feature?



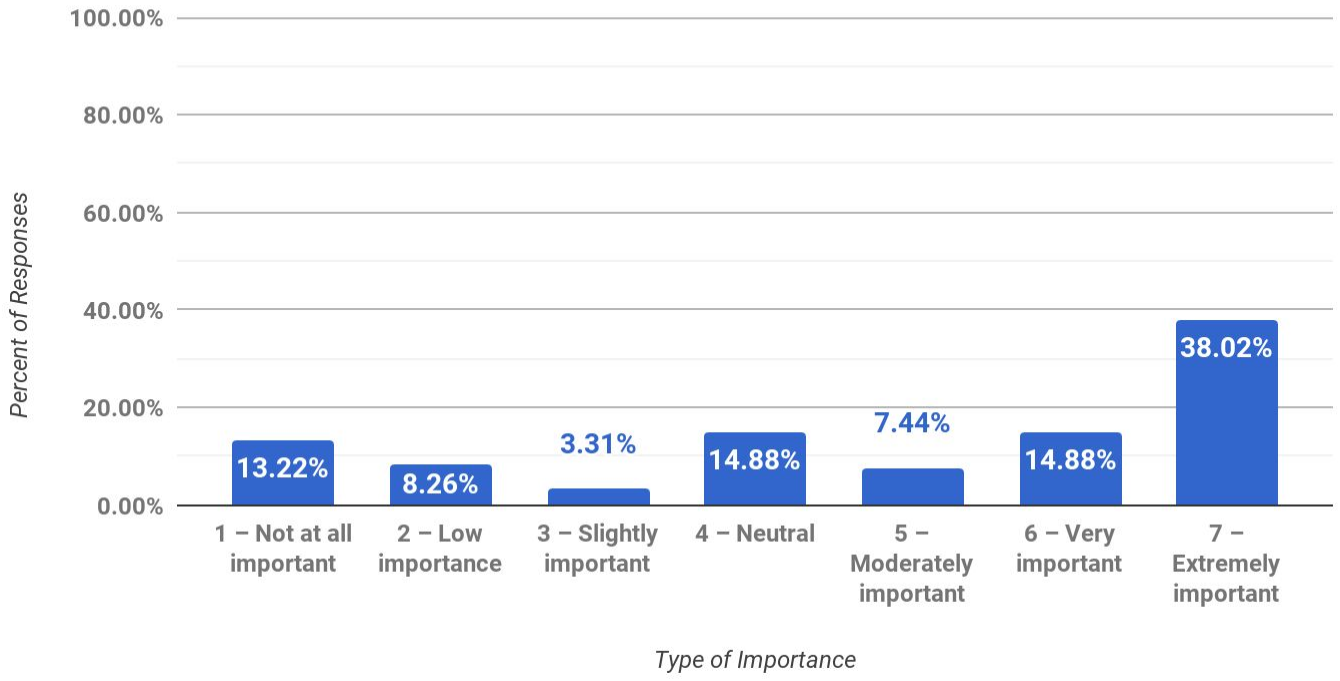
How important to you is the Customization feature?



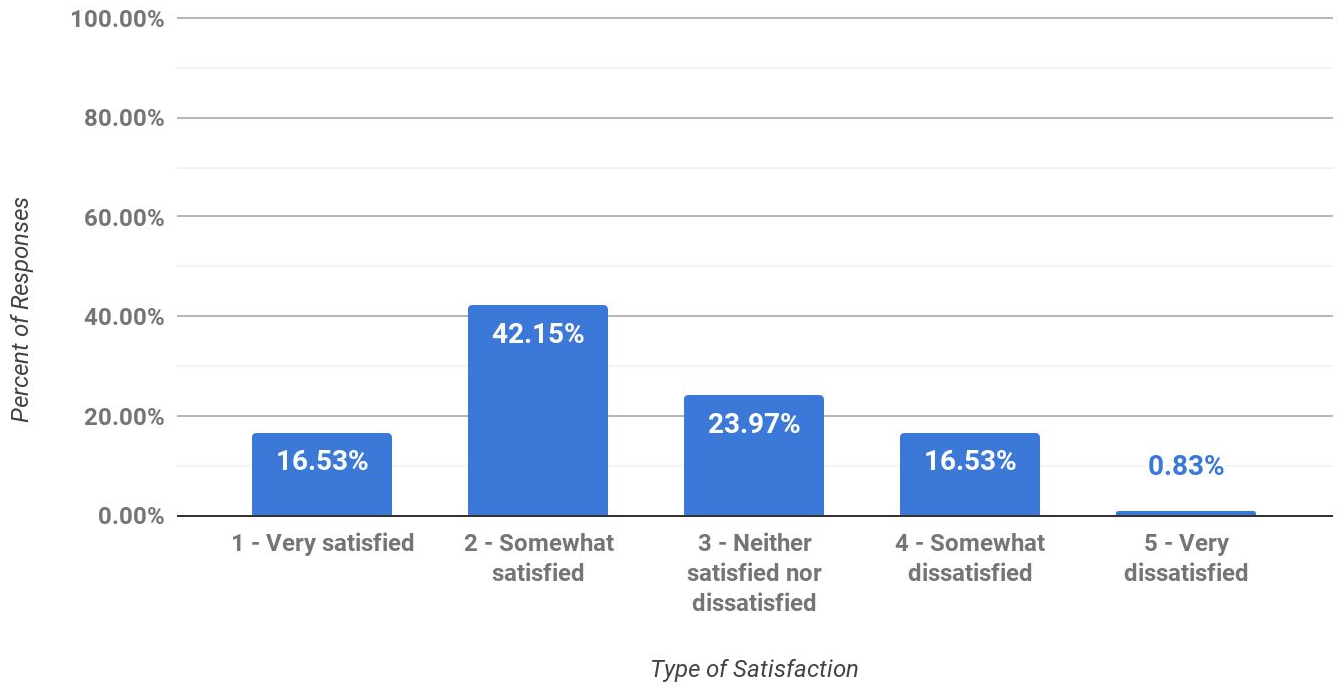

How important to you is the Import Data feature?
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Percent of Responses
27.73%
6.72%
22.69%
7.56%
13.45%
21.85%
1 – Not at all important
2 – Low importance
4 – Neutral
5 – Moderately important
6 – Very important
7 – Extremely important
Type of Importance


How important to you is the Export Data feature?
100.00%
80.00%
60.00%
40.00%
20.00%
0.00%
Percent of Responses
20.83%
6.67%
0.83%
11.67%
11.67%
16.67%
31.67%
1 – Not at all important
2 – Low importance
3 – Slightly important
4 – Neutral
5 – Moderately important
6 – Very important
7 – Extremely important
Type of Importance

How important to you is the Print feature?



How would you describe your level of overall satisfaction?



Appendix 3.1: Word Cloud - ERP Strengths

Appendix 3.2: Word Cloud - ERP Weaknesses

Appendix 3.3: Word Cloud - ERP Wishlist

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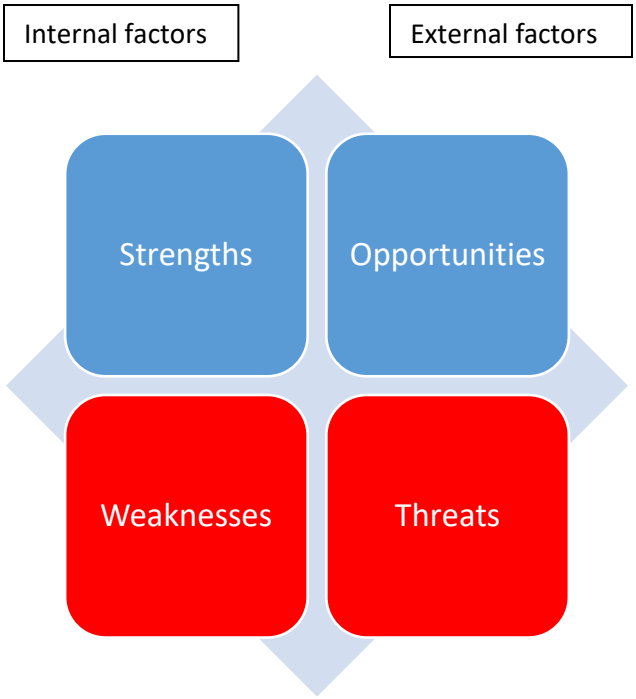
VIII. APPENDIX B

SWOT Analysis

ERP SWOT ANALYSIS – May 2018



STRENGTHS (Internal and positive factors)

1. Current system runs on a standard platform (MS SQL).
2. Current system handles complex issues, including customization which allows it to meet Village needs.
3. Good people (Village employees using their skills to use the system to the fullest)
4. Internal controls: the current system has security and routing features that meet auditor approval
5. Decent vendor support

WEAKNESSES (Internal and negative factors)

1. Current system is not intuitive. The program is cumbersome with end-users having to navigate multiple tabs and menus to accomplish a task (such as adding a fee) and the search feature is cryptic.
2. Outdated web functionality. The site is not responsive and not interactive.
3. Have to constantly merge entities (e.g. vendors, permits, customers, purchase orders).
4. Current system does not integrate all necessary procedures. Too many steps are required outside the system to complete a task, including manual tasks which creates inefficiencies and an opportunity for errors to occur.
5. Lack of current tools such as a dashboard for analytics and calendar integration to notify users of tasks and deadlines.

OPPORTUNITIES (External and positive factors)

1. Improve business processes. Efficiencies could be achieved by increased functionality which will improve procedures such as plan review. Current processes may need to be done in a different manner due to a new system. The system might provide opportunities to restructure staff responsibilities and reduce the use of paper.
2. Increase self-service for both staff and the public with an improved web portal that accommodates mobile devices.
3. Better integration of functions that are inside and outside of the ERP system.
4. Cloud hosting. A hosted platform provides better business continuity when compared to an on-premise solution. A hosted ERP system has more resources at their disposal to handle disaster recovery.
5. Keep all converted data. In previous system migrations, not all data was able to be moved and had to be kept on legacy systems.

THREATS (External and negative factors)

1. Increased customer expectations (both internal and external) will not be met with a new system.
2. Cost of the new system; ROI (return on investment).
3. The level of support provided by the vendor after implementation. Support may decrease if vendor is purchased by another company in the future or if the vision of the vendor changes with its product line. Additionally, there are concerns that the selected vendor may not keep up with rapidly changing technology or may upgrade so frequently that it would negatively impact Village operations.
4. Tyler Technologies pulling support from Eden prior to the Village selecting a new ERP platform.
5. Better systems elsewhere may affect employee retention.

VIII. APPENDIX C

Workflow Diagrams

ERP - Permitting Update

Community Development

Admin - Permit Intake
- Check for X number plan sets and plat of survey
- Accept application
- Enter into Eden
- Sort permit drawings
- Assign PM
- Print out sheets
- Distribute permit to review team
- Enter bond information
- Distribute RES permits to outside consultants
- Enter RES permits into shared Google Doc

Project Mgr - Permit Review
- Review for bldg code
- Start letter
- Receive emails about letters or check spreadsheet
- Compile Letter

Bldg Div Mgr - Permit Review
- Assists in Code / Policy Interpretetion as-needed

Engineering Consultant
- Review plans for SW compliance

Building Consultant
- Review residential permits

Engineer - Permit Review
- Distribute permit to consultant
- Review consultant comments
- Insert comments into letter
- Distribute permit to PW
- Insert PW comments into letter
- Enter pass/fail into Eden
- Email Project Mgr
- Check for special mgt area

Planner - Permit Review
- Review for zoning compliance
- Double check LPDA layer
- Enter approve/deny into Eden
- Enter comments into Eden
- Enter comments into letter
- Email Project Mgr
- Possibly contact App if ZBA/PC needed

Admin - Resubmittal
- Accept revisions & various submitalls
- Enter receive date into Eden
- Get file from file cabinet
- Determine PM
- Sort permit drawings
- Print review sheets
- Distribute permit to reviewing personnel

Admin - Permit Letter
- File file into 'pending' cabinet
- Enter routing information into Eden

IF NOT Approved

Project Mgr - Permit Letter
- Email letter to applicant
- Print letter
- give file to admin to file
- Insert 1st review date into Eden

IF Approved

Engineer - Once Permit Approved
- Obtain fee from consultant
- Enter stormwater fees
- Calculates bonds
- Enters PW fees
- Stamps 2 sets of dwgs approved

Admin - Once Permit Approved
- Calls applicant to confirm fees & inform them the permit is ready
- "Keeps one set for VoDG and another for applicant "
- Route Eden to cashier

Project Mgr - Once Project Approved
- Enter fees into Eden
- Routes Eden to Admin level
- Prepares approval letter
- Stamps 2 sets of dwgs approved
- Scan file into OnBase (or Pdrive)
- Emails out approval letter
- Gives file back to admins
- Get water fees from PW

Admin - Final Inspection
- Contact PW about B-Box
- Schedules Engineer to inspect as well

See Permit Inspections

PW Inspections

Admin - Permit Pickup
- Permit payment slip
- Send applicant to finance to pay for permit
- Print hard card
- Provide applicant w/ site mgmt sign
- Provide applicant w/ hard card
- Provide applicant w/ one copy of approved dwgs
- Move file into 'permitted' filing cabinet

Project Mgr - Permit File Closeout
- Prepares Certificate of Occupancy
- emails CO to Bldg Div Mgr
- Scans File into OnBase
- Contact applicant with outstanding tasks

Bldg Div Mgr - Permit File Closeout
- Reviews file
- Processes CO

Admin - Bond Refund
- Preps file for bldg div mgr
- enters into Eden
- Gives file to bldg div mgr
- Once approved, enters into Eden for payment
- finance returns bond

Bldg Div Mgr - Bond Refund
- Approves bond refund

Finance

UB check

Finance to pay

Finance bond refund

REINSPECTION FEES

BOND REFUND

Public Works

See PW Permit Inspections

CD Permits

PW - Once Permit Approved
- Enter water fees

Permit Intake @ PW
- Written Documentation

PW - Permit Review
- Review for ROW
- Review for Water
- Review for street cut
- Review of SWM

PW Admin
- Input Permit data into Eden
- Issue Permit

Water Department

SWM

PW TECH

Permit Payment

End of Process - No Permit Needed

PW - Inspections
- ROW Inspections
- Utility Inspections
- Water Service Inspections

IF REINSPECTION

PW - Final Inspection
- Receives as-built prior to final inspection
- On-site final inspection
- Punch list of final items
- May need to reinspect
- Enters inspection into Eden

PW Admin
- Contact Finance for Refund
- Finance: Confirms Bond
- Enter Bond Refund Information

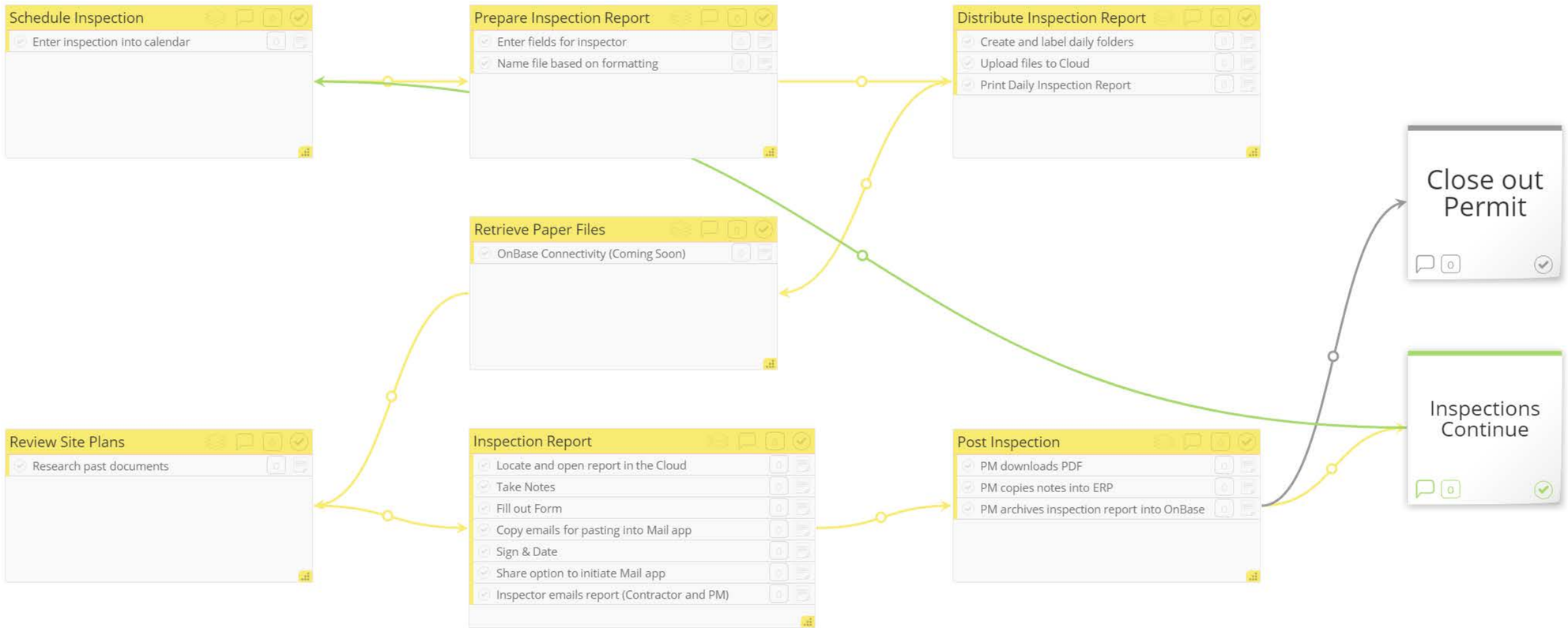
Fire Department

Fire - Permit Review

See FD Permit Inspections

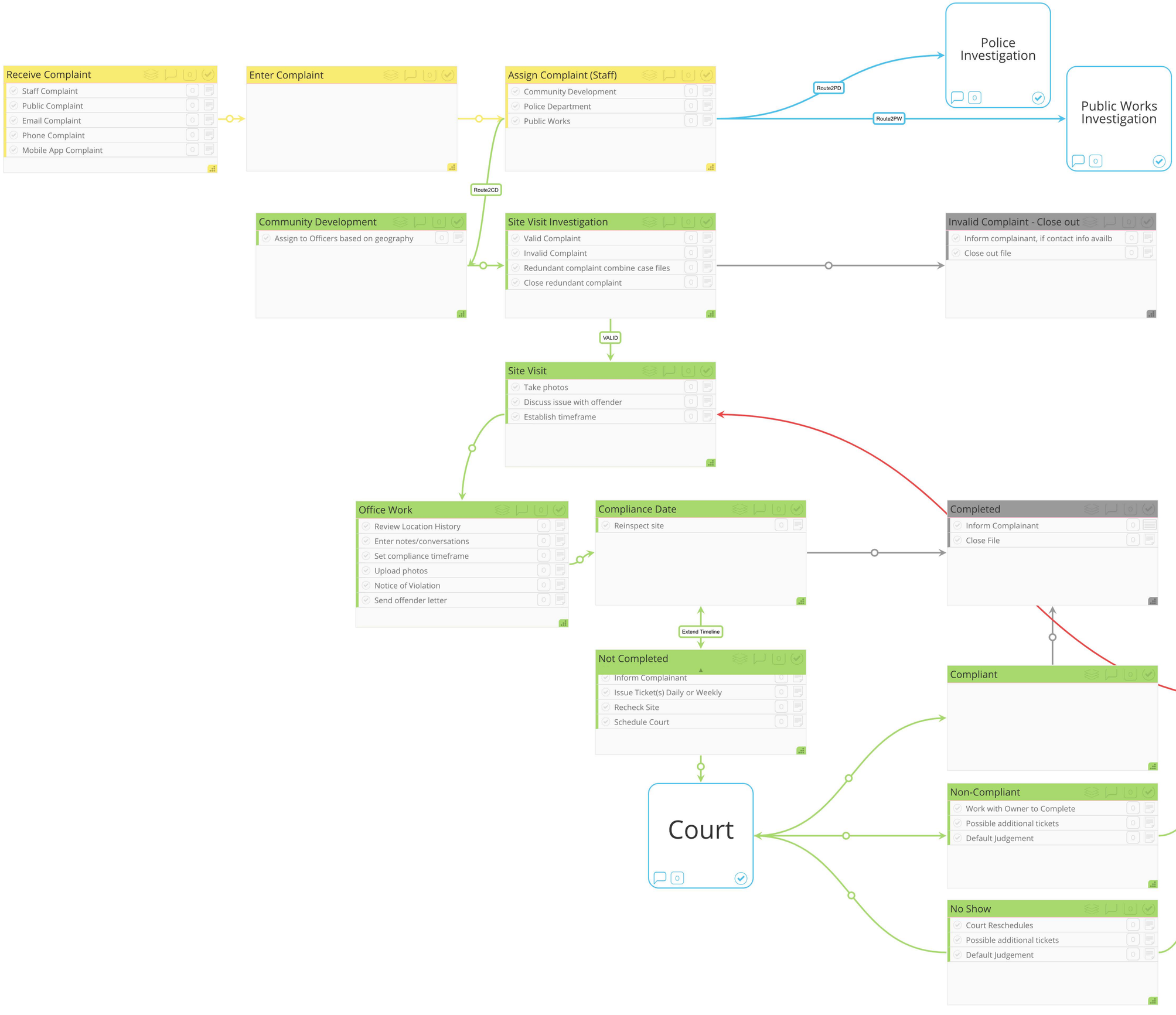
ERP - CD - Permit Inspections

All Processes



ERP - CD - Code Enforcement

Section I



ERP - CD - Entitlement Process

Entitlement Process

Planner
- Receives application
- Enters into ERP

Finance
- Payment Processing
- Application and Recording

Public Hearing Prep
- Prepare notices
- Mail Notices

Clerk's Office
- Posts Public Notice

CD Admins
- Send out Notices

Team Review
- Stormwater
- Fire Prevention
- Public Works
- Building

Planner
- Receives comments from Team
- Sends letter to applicant
- Prepares agenda and staff report

Resubmittal

Reject

Accept

Planning Manager
- Review agenda and staff report
- Finalizes Agenda

Planner
- Sends Letter
- Closes out file

Approval
- admin Adjustments
- Lot Consolidations
- Minor COA

CD Director
- Review agenda and staff report

Village Manager
- Review agenda and staff report

Accepted Report/Agenda

Planning Manager
- Upload documents to website

PC/ADRB
- Recommend Approval or Denial

Zoning Board of Appeals
- If Approved/Denied

Approval
- Write Letter
- Close out file

Planner
- Preps Mangers Memo

Appeal to Council

Denial
- Write Letter
- Close out File
- Appeal to Council

Manager's Memo Review
- Planning Manager
- CD Director

CD Director
- Enter in Agenda Manager

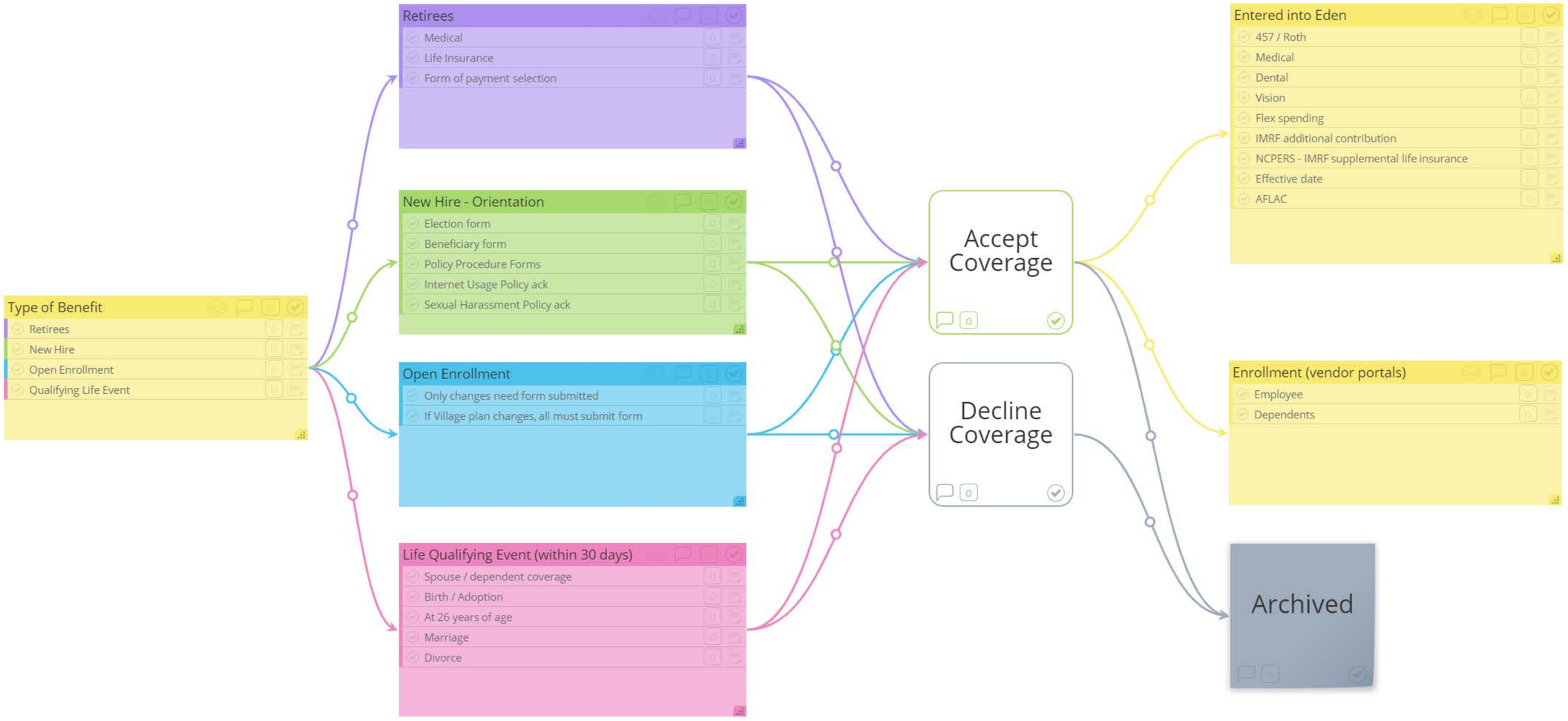
Agenda Manager

Village Council
- Approved
- Denial

Planner
- Receives ORD/RES from VClerk
- Closes out file

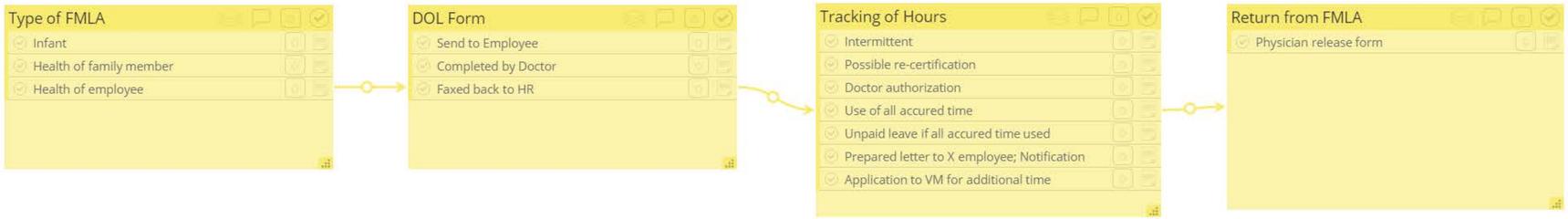
ERP - Human Resources - Benefits

Section I



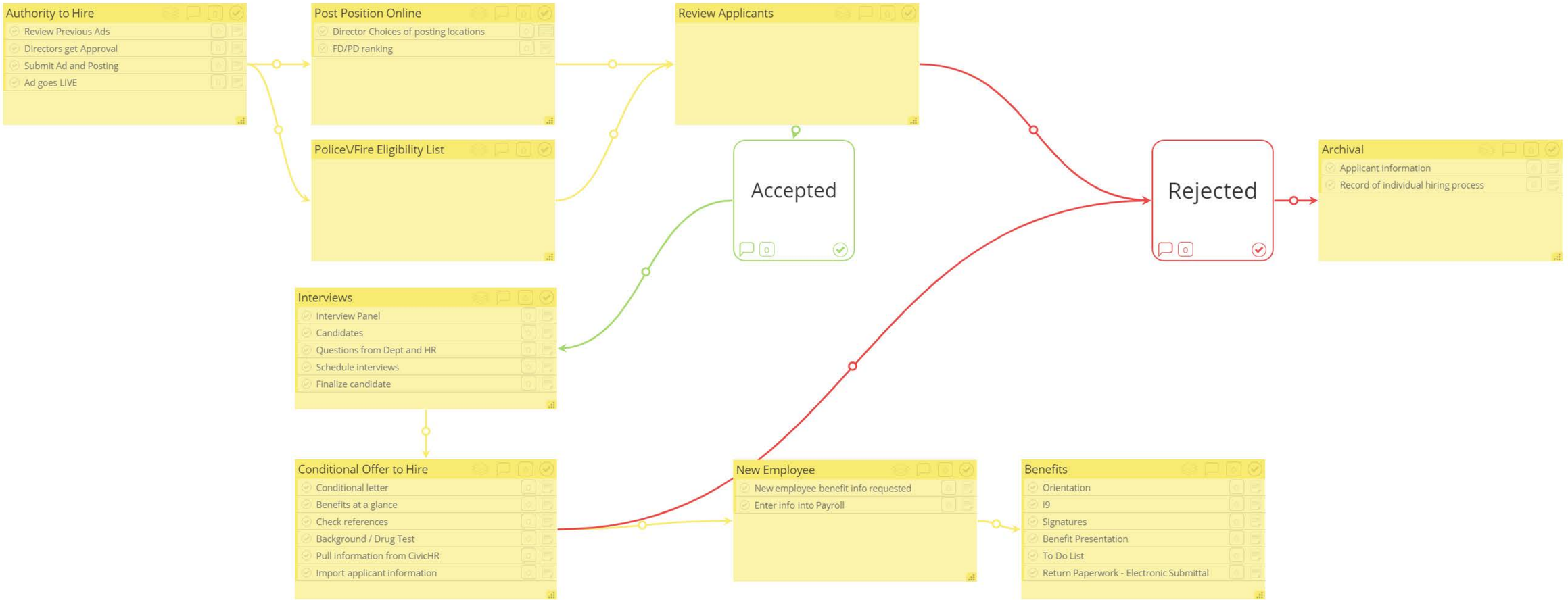
ERP - Human Resources - FMLA

Section I



ERP - Human Resources - Hiring

Section I

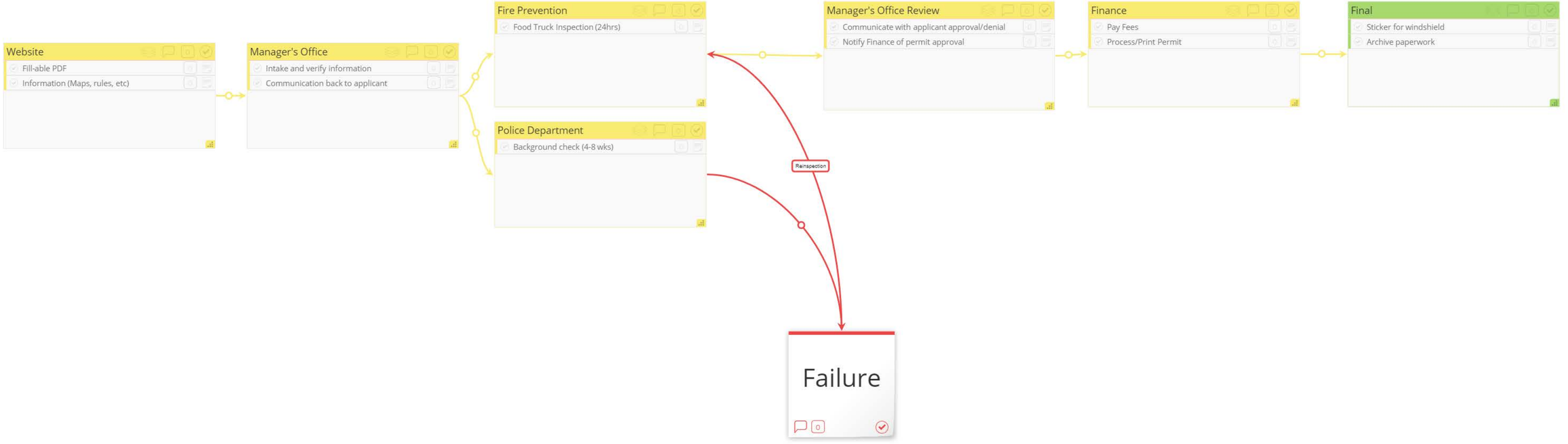


Amusement Devices - Village Clerk

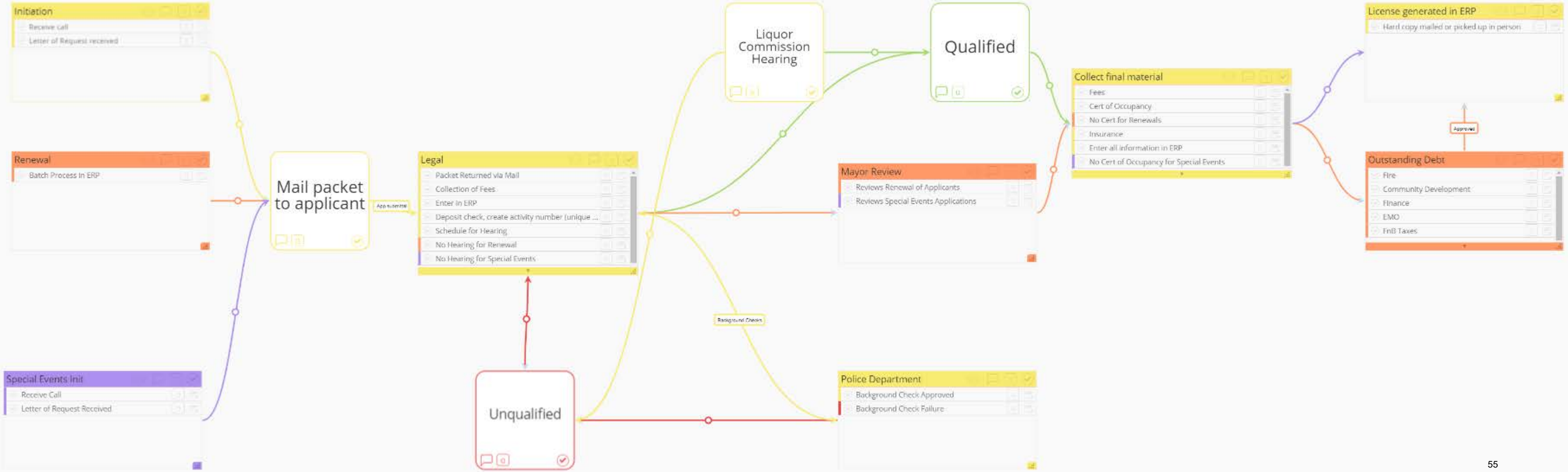
Encroachments | Covenants | Easements | Liens | Access Agreements - Village Clerk

ERP - VM - Food Trucks

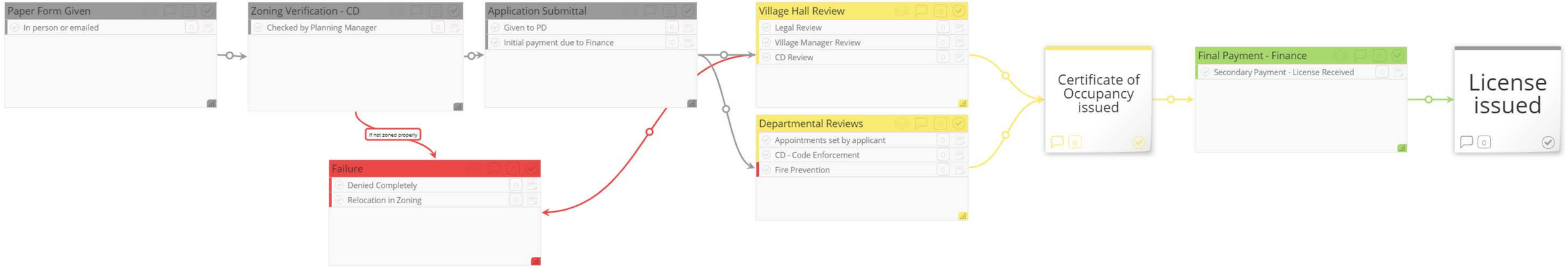
Section I

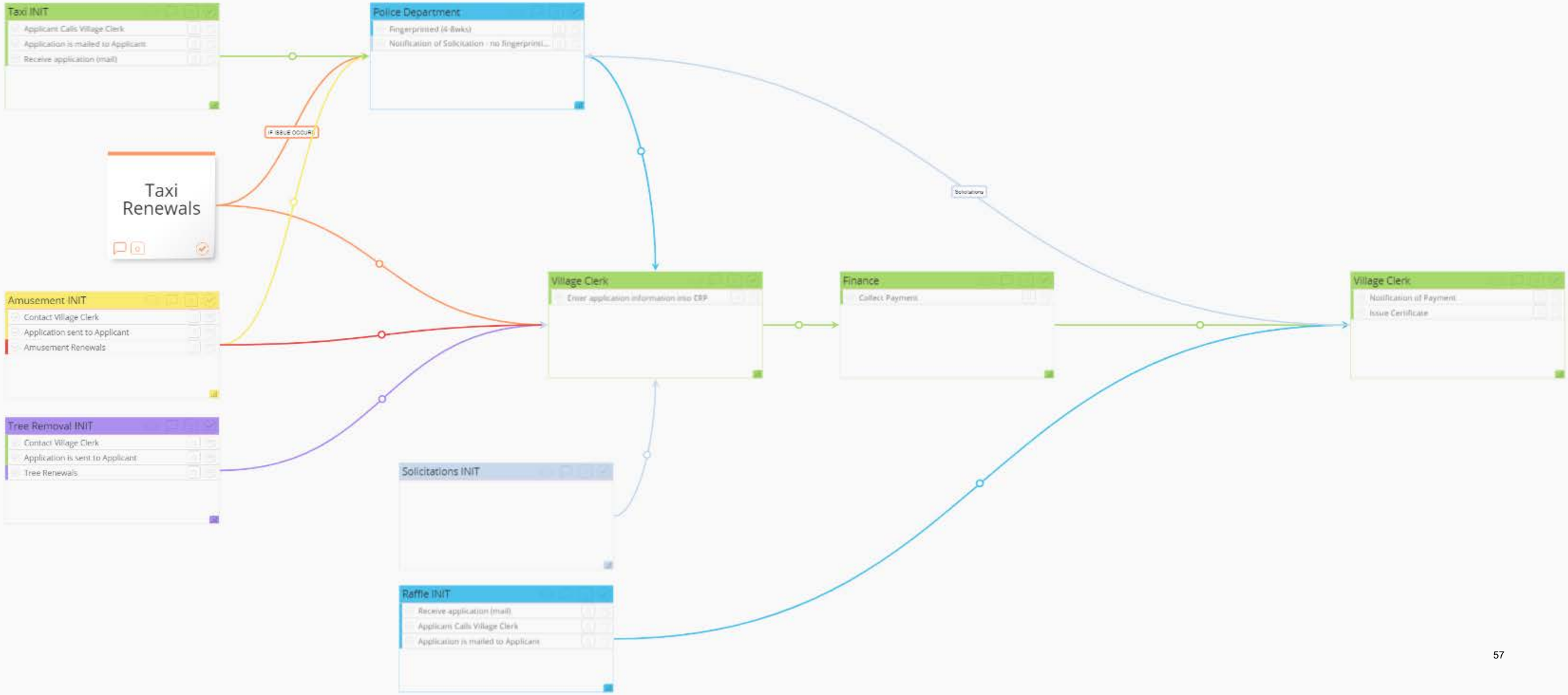


Liquor / Special Events - Legal

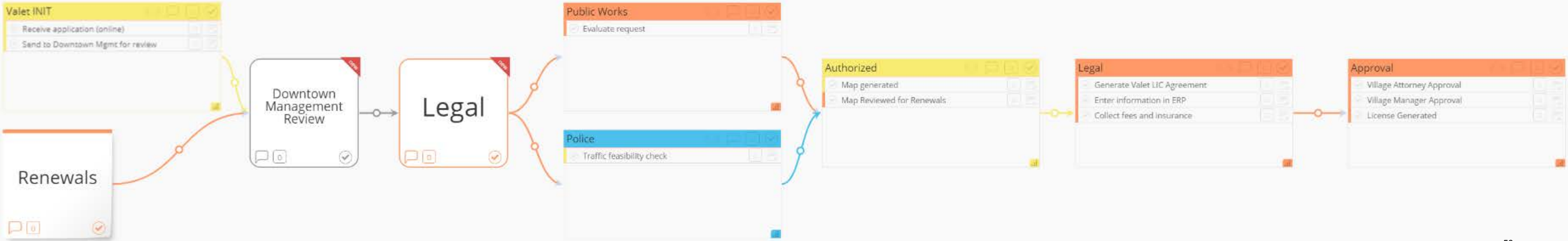


Massage - PD


Paper Form Given
In person or emailed
Zoning Verification - CD
Checked by Planning Manager
Application Submittal
Given to PD
Initial payment due to Finance
If not zoned properly
Failure
Denied Completely
Relocation in Zoning
Village Hall Review
Legal Review
Village Manager Review
CD Review
Departmental Reviews
Appointments set by applicant
CD - Code Enforcement
Fire Prevention
Certificate of Occupancy issued
Final Payment - Finance
Secondary Payment - License Received
License issued


Taxi INIT
Applicant Calls Village Clerk
Application is mailed to Applicant
Receive application (mail)
Police Department
Fingerprinted (4-8wks)
Notification of Solicitation - no fingerprint...
IF ISSUE OCCUR
Taxi Renewals
Amusement INIT
Contact Village Clerk
Application sent to Applicant
Amusement Renewals
Tree Removal INIT
Contact Village Clerk
Application is sent to Applicant
Tree Renewals
Village Clerk
Enter application information into CRP
Finance
Collect Payment
Village Clerk
Notification of Payment
Issue Certificate
Solicitations INIT
Raffle INIT
Receive application (mail)
Applicant Calls Village Clerk
Application is mailed to Applicant

Valet - Legal


Valet INIT
Receive application (online)
Send to Downtown Mgmt for review
Renewals
Downtown Management Review
Legal
Public Works
Evaluate request
Police
Traffic feasibility check
Authorized
Map generated
Map Reviewed for Renewals
Legal
Generate Valet LIC Agreement
Enter information in ERP
Collect fees and insurance
Approval
Village Attorney Approval
Village Manager Approval
License Generated

ERP - Purchasing

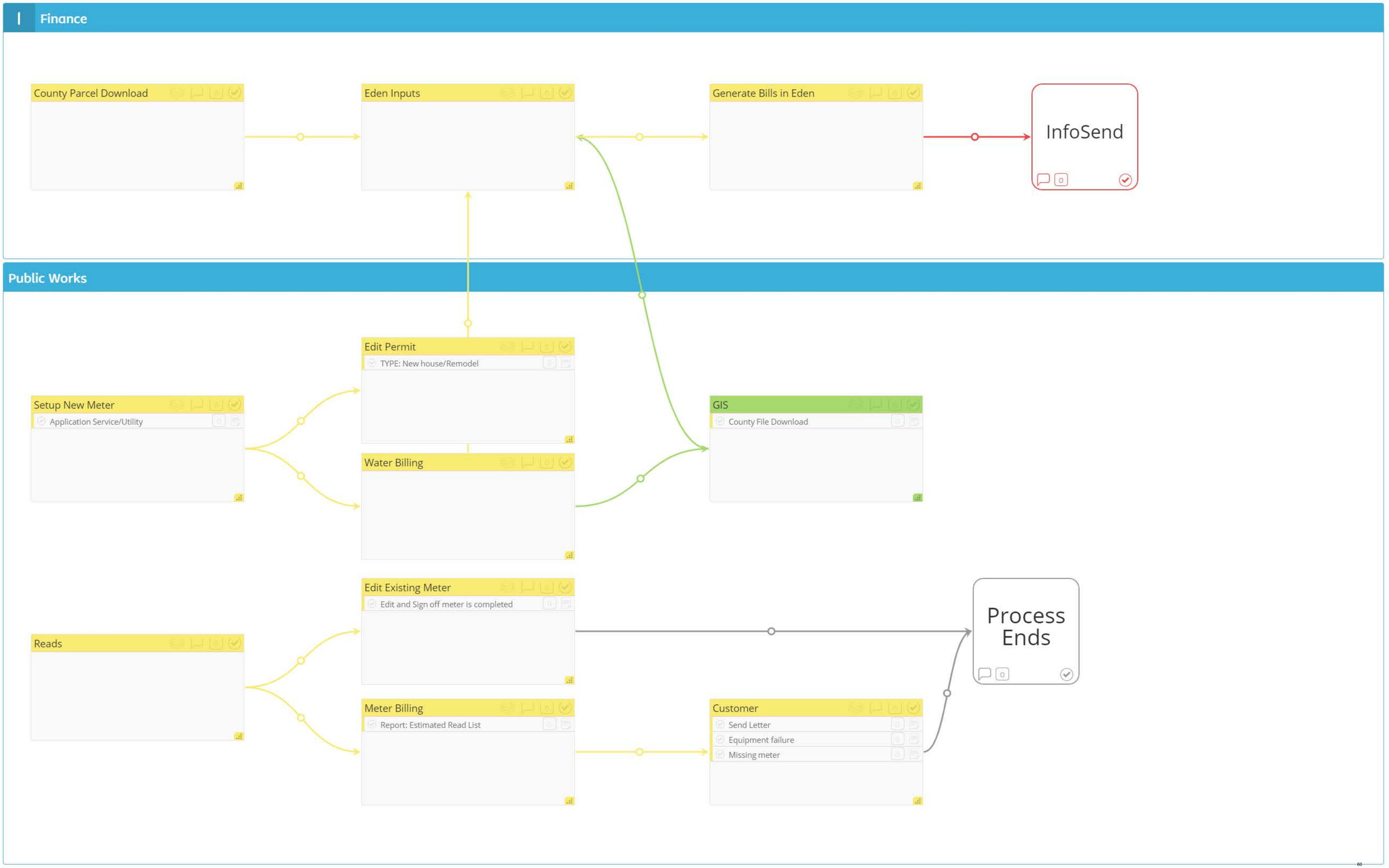
Section I

Publish Specs/ Description of Purchase/ Quotes (sub-bullets)

- $4,000 to under $7,000 - PO w/ 3 written quotes, Director/Chief approval.
- $7,000-under 15K - PO w/ 3 written quotes. Finance Director approval.
- $15K - 50K - BID/RFP issued. Village Manager approval.
- 50K and above - BID/RFP issued. Village Council approval.

Draft RFP/Bid or Description of Purchase → Send RFP/Bid to Legal for review prior to publication → Send RFP/Bid to purchasing agent for publication prior or solicit quotes → User dept receives and reviews submittals
User dept archives all submittal documents on V: drive → User department selects vendor and submits documents to Legal for review → After legal approval, user dept submits purchase justification → For purchases of $4K or more, user dept inputs PO and ensures that all bonds, insurance and other requirements are met.
User dept returns PO to vendor → Once purchase is approved, user dept saves documents in V: drive and notifies purchasing agent

ERP - FIN - Utility Billing



VIII. APPENDIX D

Finance Requirements

Accounts Payable	Currently can do	Currently can NOT do ~ but wish it could
INVOICING		
Prepare invoices for payment including the apportionment of the invoice to specific accounts and then automatically route for review & approval	X	
Functionality with Purchase Order System	X	
Automatically identify and flag invoices for which the amount due or payment terms are not consistent w/ contract provisions		X
Track contract balances, issue payments from bank account, enter 1099 information	X	
Capture an image of the check/payment voucher	X	
Attach image of check/payment to the vendor record		X
View the purchase order image, invoice image and payment image in vendor inquire	X	
Split charges amount several funds, programs, projects, etc.	X	
Attach relevant document images to accounts payable (i.e. invoices, purchase order, payment & receipt docs)	X	
Support 1099 reporting requirements	X	
Maintain an open-item (unpaid invoice) file that contains detailed records of vendor invoices	X	
Must accommodate processing of credit memos and manual checks.	X	
Must automatically post GL from A/P.	X (manual)	
Must support one-time vendors	X	
Must support multiple levels of online invoice approval	X	
Ability to default information from the purchase order to the invoice entry screen to simplify data entry	X	
Ability to accommodate electronic payments (e.g., EFT, ACH, etc.)	X	
Ability to produce electronic remittance advices to vendors for EFTs or on-line registration for receipt of EFT email notice when and EFT is sent		X
Ability to accommodate positive pay.	X	
Ability to support the use of procurement cards.	X	
Ability to maintain multiple, user-defined multi-level approval routing tracks for invoice processing, which can vary by department and be dependent upon such things as dollar amount	X	
Ability to search for information by various data fields, ie invoice number, payee, check date	X	
The software must provide the ability to input invoice due date and hold invoice payment until the due date occurs	X	
Must support recurring invoices	X	
Must support voiding an invoice	X	
Ability to have several remittance addresses for a vendor and the ability to choose the specific one for an invoice	X	
Ability to have an unlimited number of detail and description lines per individual invoice		X
Ability to accommodate account distributions by line item	X	
Ability for credit memos to be applied against an open invoice	X	
Ability to automatically apply credit memo with the next invoice to be paid	X	
Ability to input changes or deletions to invoice information before generation of checks	X	
Ability to schedule invoices for payment	X	
Ability to process invoices for which no purchase order exists, with the appropriate security	X	
Ability to allocate an invoice amount to various accounts according to a percentage of the invoice amount or by dollar amount	X	
CHECK PROCESSING		
The software must prepare and process remittance advisements (summarized by invoice) online		
and hard copy, including checks as required with one-line description for each invoice.	X	
The software must control payments by due date, vendor and selected hold.	X	
The software must consolidate vendor payments onto one check, detailing invoice numbers and		
dates or selectively produce individual checks.	X	
The software must allow an invoice to be re-established when a check is voided.	X	
Ability to generate accounts payable checks daily, weekly, monthly or on demand.	X	
Ability to generate checks based on pay dates established when invoices are entered and the		
range of dates selected for payment.	X	
Ability to create an invoice list and preliminary check register prior to check generation.	X	
Ability to accommodate MICR encoding.	X	
Ability to interface with popular MICR encoding software/hardware.	X	
Ability to generate individual checks that include payments from multiple funds.		X
Ability to compare control totals of invoices entered (amount) to total check run (amount) and		
permit correction before check production.	X	
Ability to automatically update the budget with changes/cancellations when a check is cancelled.	X	
Ability to automatically generate check numbers based on user-entered starting numbers.	X	

Ability to compute the number of checks written per check run.	X	
Ability to produce, through secure printers, checks with MICR encoding and electronic signatures.	X	
Ability to consolidate (or choose not to consolidate) multiple invoices for the same vendor on one		
check, and itemize the invoices on the check stub.	X	
Ability to prevent the printing of blank, negative, or zero amount checks.	X	
Ability to void checks by check number or group of check numbers.	X	
Ability to post voided checks to system in exact same manner as original entry with reversing		
entry to GL having date of void, not original check date.	X	
CHECK RECONCILIATION		
The software must reconcile bank accounts		X
Ability to produce a file containing all cleared checks	X	
Ability to cancel checks and automatically generate General Ledger transactions to reverse		
all accounting distributions associated with that check.	X	
Ability to retain cleared checks in a check reconciliation database for inquiry and/or reporting purposes	X	
Ability to identify all checks that are outstanding after a user-specified period of time.	X	
1099 / YEAR END REQUIREMENTS		
The software must separate different types of 1099's within system, and print year-end 1099's.	X	
Ability to collect necessary information for generation of Federal 1099s at year-end (both manually		
and per IRS approved file).	X	
Ability to correct 1099 information in the system, reprint the 1099 form(s), and produce a corrected file for IRS	X	
Ability for individual invoices to be included or excluded from 1099 income for a vendor as appropriate	X	
Ability for 1099 status for individual invoices to be changed after invoice has been posted.	X	
Ability to generate 1099 paper forms as well as on magnetic and electronic media.	X	
Ability to generate federal and state reporting requirements, such as W-9, Tax IDs, IRS Form 941,		
IRS Form 940, W-2, IRS Form 1099, backup withholding, Notice B Inquiries	X	
HISTORY		
Ability to drill across from a purchase order to and from the invoice.	X	
Ability to support inquiry by the following: vendor, AP status, PO #, Invoice #, Ck#	X	
Ability to check on the status of a check (e.g., outstanding, voided, cancelled, stale-dated, etc.).	X	
REPORTING		
Ability to age accounts payable.	X	
Ability to retain prior year(s) data for comparative reporting.	X	
Ability to produce the following reports:		
Vendor Master Listing (by any element in the file)	X	
Vendor Multiple Address listing	X	
Summary Payment Report by Vendor (for a user determined time period)	X	
Check register	X	
Cash Requirements Report		X
General Ledger Interface Report	X	
Ledger Distribution Report	X	
VENDOR MASTER FILE		
The software must support unlimited vendor addresses.	X	
Ability to automatically assign sequential numeric vendor numbers.	X	
Ability to accommodate one time vendors and identify them as such.	X	
Ability to flag vendor, or certain invoices for a vendor, as 1099 reportable.	X	
Ability to add additional information about a vendor in a "Notes" section for the vendor		X
Enterprises, Problem vendors, etc.).		
Ability to maintain multiple location addresses for each vendor	X	
Ability to maintain and print out an audit trail for changes to the vendor master file.		X
Ability for users with authorized security to add or change vendor master file records.	X	
Ability to hide inactive vendors after a user-specified period of time without activity	X	
Ability to notify the user when an invoice is entered that exceeds the spendable balance of an account	X	
Upon entering an invoice for which a P.O. exists, to bring up all purchase order information on the invoice entry screen	X	
Ability to validate, the general ledger distribution accounts during vendor invoice entry.	X	
Ability to detect and flag duplicate invoices for a vendor both on open and paid invoice files.	X	
Ability to add to, change or delete an invoice total or account distribution after the original entry of the invoice. An audit trail report must be provided at the time of adjustment	X	
Ability to pay multiple vendor invoices with one check.	X	
132 Ability to show the following on a payment check stub (remittance advice): date, invoice #, po #, fund, department, acct #, description, item amt	X	
Ability to track payments for the purpose of printing 1099 reports.	X	
AUDIT MANAGEMENT		
Create, maintain and generate audit reports	X	
All accounts payable reports should be available by fund or in consolidated format. The following		
reports are required in the accounts payable systems:		

Vendor history report in alphabetic or dollar volume sequence showing current period and calendar or fiscal YTD	X	
Vendor name and address listing.	X	
Deleted vendor list.	X	
Year-end report showing all vendors in alphabetic or descending dollar volume sequence.	X	
Transaction register of invoices entered showing vendor, date, amount, GL distribution and transaction description	X	
Outstanding invoice register.	X	
Check register of checks for current payment period for Village Board approval.	X	
Transaction register listing voided and manual checks entered.	X	
Weekly check register, including voided and manual checks.	X	
Check reconciliation report of paid, voided and outstanding checks.	X	
1099 forms and reports.	X	
1099 forms on magnetic tape or electronic file.	X	
Ability to print a summary vendor history report on request in alphabetic or dollar sequence.		X
Ability to print a mandatory daily listing of all new vendor master records created.		X
Ability to generate a list of vendors with no activity over a user-defined period of time	X	
Ability to scan invoice, packing slip & link to vendor inquiry for complete picture.		X

Task	ACCOUNTS RECEIVABLE	Currently can do	Currently can NOT do ~ but wish it could
Billing	Ability to create miscellaneous invoices (see AR billing categories tab)	X	
Billing	Generate individual invoices; ability to produce recurring invoices based on billing cycles	X	
Billing	Ability to setup automatic GL account distribution codes for transactions based on transaction type	X	
Customer Maintenance	Ability to automatically assign customer account numbers	X	
Customer Maintenance	Ability to work with UB to bring over the location ID into customer information		X
Other	Ability for accounts receivable overpayments to be interfaced to AP to process refunds	X (MANUAL)	X (AUTOMATIC)
System	Ability to allow multiple terminals to access data files and programs simultaneously	X	
System	Perform alpha or numeric look-up		
Billing	Ability to produce late notices as needed	X (A BIT CUMBERSOME)	X
Billing	Ability to produce letters and manual selection options		X
Reporting	Support non standard reporting and ability to view and select information	X (QBE)	
Customer Maintenance	Ability to add, change, delete or inactivate customer account records.	X	
Customer Maintenance	Ability to prevent deletion of customers with history	X	
Payment Processing	Ability to interface w/ cashiering so that a cashier select outstanding bills to process pmt	X (NOT REAL TIME)	X
Customer Maintenance	Ability to assign default terms to customers (due dates)	X	
Customer Maintenance	Ability to assign credit status by customer (i.e.cash only, no credit cards.).		X
Data Retrieval	Ability to inquire into the status of open invoices and customer aging balances.	X	
Billing	Ability to override automatic general ledger distribution account numbers.	X	
Payment Processing	Ability to display inv #, amount and due date to tag when posting a payment to a customer' account	X (TC)	
Payment Processing	Ability to verify customer account number and invoice date at time of payment processing	X (TC)	
Payment Processing	Ability to process a partial payment by posting the cash receipt amount to the applicable invoice.	X (TC)	
Customer Maintenance	Ability to automatically assign customer account numbers.	X	
Billing	Ability to automatically assign invoice numbers.	X	
Customer Maintenance	Ability to enter customer account number and have the system respond with customer name and address for visual verification	X	
Adjustments	Ability to process accounts receivable adjustments or deletions for a specific account	X	
Payment Processing	Ability to store daily cash receipts records for month-end processing	X (TC)	
Reporting	Ability to perform aging of customer accounts receivable balances into user defined periods by customer	X	
Billing	Ability to easily change look and layout of invoices and statements		X
Late Notices	Ability to generate collection letters with a copy of the invoice for all or selected customers		X
Customer Maintenance	Ability to sort the customer master file by various parameters such as customer number, name, balance	X (QBE)	
System	Ability to verify that the AR open invoices balance to GL account balances	X	
Customer Maintenance	Ability to produce an edit listing of changes to master file data.		X
Billing	Ability to generate an edit report prior to posting.	X	
System	Ability to generate a write off report by customer and type of invoice.		X
Payment Processing	Cash receipts listing that shows payment received from each customer	X	
Adjustments	Adjustment register.		X
Payment Processing	Ability to accept payments by direct debit on all open AR balances		X

BANK RECONCILIATION		
Attribute	Currently can do	Currently can NOT do ~ but wish it could
Ability to use both automated and manual reconciliation features.		X
Ability to compare debits/credits with bank based on exceptions.		X
Ability to associate the cash account with a project.		X
Ability to process and transmit AP and Payroll ACH payments through the sub-modules multiple times per day.		X
Ability to view the originating transaction documentation via a document management program for a specific check.		X
Ability to notify, track and monitor the resolution of adjustments that need to be made as a result of an error identified within bank reconciliation (i.e., workflow).		X
Ability to perform voids, cancels and stop payments on checks.		X
Ability to reconcile to multiple bank accounts.		X
Ability to accept paid check image file from bank which will update the appropriate sub-system in the relevant area.		X
Ability to correct "reconciliation date" in the system after the fact		X
Ability to include reconciliation comments		X
System Interfaces		X
Integration with Cash Receipting, A/P, Payroll and G/L.		X
Ability to use drill-down capabilities to see details related to a check (e.g., transaction details, issued/cleared from the AP and Payroll sub-modules)		X
Daily auto interface with all sub-modules for drilldown capabilities for all transactions to see originating entry, including backup documentation via some sort of document manager program, and history of entry, including adjusting or reversing entries associated with the original entry		X

FIXED ASSETS		
Attribute	Currently can do	Currently can NOT do ~ but wish it could
Ability to integrate the Fixed Assets module with the General Ledger, Purchasing/Receiving, and Accounts Payable modules.	X	
Ability to maintain detailed property records for all fixed assets, including identification codes, acquisition data, supplier information, make, model, serial number, disposition data, location, and asset useful life.	X	
Ability to provide for the definition of funds, asset accounts, depreciation, and funding sources (e.g grants) for accounting entries.	X	X
Ability to allow for the definition of user-defined categories of fixed assets.	X	
Ability to track transfer of assets, disposals and post to the general ledger, calculating any gain or loss.	X	
Ability to automatically capitalize assets acquired with Governmental Funds to a single fund setup for only GASB 34 activity, generating the appropriate system entries.	X	
Ability to automatically capitalize assets acquired with Propriatary Funds generating the appropriate system entries.	X	
Ability to identify which assets were funded (in whole or part) with grant dollars. In the event of disposition, need to be able to identify granting agency to notify them of disposition (agency entitled to a portion of sales value).		X
Ability to provide for automatic calculation of depreciation and posting of entries to the General Ledger for assets acquired with Governmental Funds, generating the appropriate system entries in the GASB 34 Fund.	X	
Ability to provide for automatic calculation of depreciation and posting of entries to the General Ledger for assets acquired with Proprietary Funds, generating the appropriate system entries in the applicable Proprietary fund(s).	X	
Ability to allow depreciation to be calculated on either a monthly, quarterly, or annual basis.	X	
Ability to link land, buildings, infrastructure to GIS		X
The system should have the option to depreciate on a variety of methods (straight line, sum of years digits, double declining balance, etc.)		
The system should allow a choice for capital assets to begin depreciation based on either the acquisition date or the in-service date.		X
The system should have the ability to automatically populate the useful life based on the asset classification.	X	
The system should provide the capability to assign primary classes to assets. (for reporting and inquiry) For example, building, vehicles, equipment, etc.	X	
The system should provide the capability to assign secondary or tertiary classes to assets. (for sorting and inquiry) For example, office equipment could represent a secondary class and fax machine, copier, and printer could represent tertiary classes.	X	
The system should allow both the automatic and manual entry creation of assets into the system		X
The system should allow for improvement adjustments to an asset to increase the value and/or extend the useful life, while maintaining the original asset information intact.		X
The system should track the history of improvements to an asset		X
The system should allow for the automatic creation of capital assets based on user-defined specifications (account number & dollar threshold). Information from Purchasing and Accounts Payable can then be automatically brought over to the Capital Assets database.		X
The system should allow for the creation of detailed retirement records in relation to an asset, including sales price, disposal date, method of sale, etc.	X	
The system should provide the ability to track multiple funding sources (grant/local funding) related to one asset		X
The system should have the ability to track the transfer of assets and all associated location/transfer history		X
The system should have the ability to provide for the automatic creation of entries to the General ledger for transfer and disposition transactions.	X	
The system should have the ability to maintain cost, insurance, and replacement values for property.		X
The system should have the ability to maintain detailed warranty records.		X
The system should have the ability to track warranty information for a renovation to an asset. For example, a warranty a new roof that is added to an existing building asset.		X
The system should provide the ability to link related assets together	X	
The system should provide miscellaneous fields to track (and report on) user defined information	X	
The system should provide the ability to track information related to the asset purchase, such as contract number, purchase order number, funding source, grant information, bid number, check number, invoice number, vendor, item description, GL account, etc.	X	
The system should provide a "notes" section to allow free form text entry	X	
The system should provide users the ability to copy asset information from another, pre-existing asset	X	
The system should provide the ability to manually enter a specific amount of depreciation as an exception to normal depreciation methods, i.e. an override capability.	X	
The system should provide the ability to make mass changes to an unlimited number of asset records based on a single request/single screen entry with full audit trail of changes made.		X
The system should allow asset fields to be updated (if they were originally entered incorrectly), such as the asset classification, location, cost, etc. with full audit trail of changes made.		X
The system should provide the capability to prompt users to verify their changes (to an existing asset) before they are accepted into the system. (with full audit trail of changes made)	X	
The system should have the ability to adjust depreciation accordingly if a valid adjustment is made to the cost/useful life of an asset. (with full audit trail of changes made)	X	
The system should have the ability to interface to work order, asset management, fleet management, and other systems.		X
The system should provide the ability to print standard reports and create customized reports. (standard reports should include depreciation and inventory reports by class/category, cost center, etc.)	X	
Provides standard reports that include, at minimum:		
depreciation by item	X	

Attribute	Currently can do	Currently can NOT do ~ but wish it could
inventory by class/category	X	
inventory by location	X	
The system should provide for depreciation comparisons, such as Last Year Amount, Year to Date Amount, Last Depreciation Amount, etc.)	X	
Provides the ability to restrict posting depreciation to the general ledger based on user-defined permission levels	X	
Provides the ability to require approval for the conversion of a purchased item to a fixed asset based on user-defined rules and permission levels		X
Provides the ability to restrict the entry and update of fixed asset records based on user-defined permission levels	X	

GENERAL LEDGER		
Attribute	Currently can do	Currently can NOT do ~ but wish it could
Financial applications meet Generally Accepted Accounting Principles (GAAP).	X	
Financial internal controls comply with governmental accounting and financial reporting standards.	X	
Provide for separate accounts for budgetary, actual and statistical transactions.	X	
Ability to require that all transactions are two-sided and balanced within an individual fund, even if multiple funds are involved	X	
Ability to accommodate multiple fiscal year calendars	X	
Ability to specify accounting periods on transactions.	X	
Ability to view the chart of accounts on screen.	X	
Provide ability to maintain the chart of accounts online and prevent deletion of any account having current year activity.	X	
Provide for classification of each individual fund, as follows:	X	
General fund	X	
Special revenue fund (multiple funds)	X	
Debt service fund (multiple funds)	X	
Capital projects fund (multiple funds)	X	
Enterprise fund (multiple funds)	X	
Internal service fund (multiple funds)	X	
Trust and/or agency fund (multiple funds)	X	
Component Unit Funds	X	
GASB 34 fund, used to record all entries to prepare government wide statements	X	
Ability to consolidate accounts for multiple levels of reporting: funds, departments, projects, etc.	X	
Provide ability to maintain historical financial data, for both budgetary and actual financial data. This information must be available for both system reports and inquiry functions.	X	
Provide for convenient user-selected retrieval and/or query of general ledger and budgetary information.	X	
Ability to support a suspense file (transactions out of balance, funds not available, etc.) with ability to be overridden by authorized users.	X	
Ability to automatically rollover chart of accounts, code structures and tables at year end.	X	
Ability to accept general ledger entries directly from a variety of subsystems through user-defined (and modifiable) interface routine(s). Entries from these subsystems must be subjected to the same edit controls as entries made directly to the system.	X	
Ability to accept both standard and recurring journal entries.	X	
Ability to create a reversing entry using the originating entry, without requiring both entries to be manually input.	X	
Ability to provide for error identification and correction before actual posting occurs	X	
Ability to provide for convenient online editing of journal entries, prior to posting.	X	
Maintain detailed transaction descriptions on the general ledger for both system and manually generated journal entries.	X	
Provide an audit trail for manual journal entries and subsystem journal entries.	X	
Conveniently display online and/or print individual journal entry transaction detail both prior to posting the journal entry and after the journal entry is posted/updated to the general ledger.	X	
Provide ability to print or view journal entry detail online regardless of whether the entry is posted.	X	
Ability to close books and prepare complete financial statements for any month end and/or year end.	X	
Ability to access full account detail (beginning balance, all posting transactions with complete description) from the beginning of the year. This detail should also be accessible by any accounting period.	X	
Ability to allow only input of valid account numbers.	X	
Ability to attach or enter explanatory notes for all transactions.		X
Ability to identify entries to be reversed in another period, such as year-end accruals.		X
Ability to post entries to a closed period, with security, and allow for posting to prior open periods.	X	
Ability to automatically perform the journal entry to close all income and expense items to the retained earnings/fund balance at year end.	X	
Set up beginning balances for the new year.	X	
Ability to keep the prior year open for adjusting entries.	X	
Provide ability to accommodate consolidated (pooled) cash accounting for transactions of multiple funds that are accounted for in one centralized (pooled) bank account.		X
Provide ability to accommodate multiple bank accounts within an individual fund.	X	
Provide the ability to account for cash in funds where cash is maintained separately from the pooled cash bank account.	X	
Ability to process transactions for a "prior" fiscal year and a "current" fiscal year simultaneously before the prior year is closed.	X	
Provide ability to post multiple funds simultaneously.	X	
In year-end closing, allow the safekeeping of encumbrances by account code so as not to necessitate user to manually re-input encumbered balances to individual account codes (should user decide not to close all year-end encumbrances out to a balance sheet account).	X	
Ability to start the next fiscal year with a roll over of all balance sheet accounts as well as to leave the previous year open.	X	
Ability to not allow funds to be out of balance and to have fully automated inter-funds.	X	
Ability to support the use of multiple sub-ledgers (e.g., accounts receivable, cash receipts, accounts payable etc.).	X	
Ability to duplicate hierarchy account structure and associated relationships.	X	
Ability to prevent the deletion of accounts with balances.	X	
Provide a memo file for explanatory notes for all transactions.	X	

Attribute	Currently can do	Currently can NOT do ~ but wish it could
Ability to report a summary version of the general ledger, with total debits and credits and ending balance, for that fund/account combination by accounting period for the entire fiscal year.	X	
Provide a year-to-date listing of the activity in any account, to be printed on any system printer.	X	
Ability to produce status/history reports that display budget/actual comparisons including the pre-encumbrance amount for each account.	X	
Ability to inquire online into any account balance and the ability to display balances for a single account or for a range of accounts as of a particular date or through the current date.	X	
Ability to inquire into current month or year-to-date account detail postings.	X	
Ability to print a detailed general ledger by month and by entire year with opening and closing totals.	X	
Provide ability to require a review of unposted activity prior to the month-end close.	X	
Ability to drill-down from any field to the originating transaction within the general ledger and to view the source data, e.g. able to view the invoice for an accounts payable transaction.		X
Ability to summarize individual line-item accounts into meaningful groups of accounts for use in financial reporting based on user-defined criteria.	X	
Ablilty to add accounts in an active status.	X	
Ability to change account status to inactive, which prohibits further activity to be posted to the account. However, account activity will appear in reports if the report covers a period where there was activity in the account.	X	
Ability to provide default descriptions for each line of the journal entry.	X	
Ability to accommodate grant reporting and grant management.	X	
Capability to categorize by grant number and project code.	X	
Ability to print a trial balance before the month-end close.	X	

PAYROLL		
Attribute	Currently can do	Currently can NOT do ~ but wish it could
The system provides the ability to allow supplemental payroll checks with or without the appropriate deductions reported in the regular pay cycle	X	
The system should provide the ability to review and modify pending payroll transactions prior to final processing of each standard or supplemental payroll cycle.	X	
The system should provide the ability to correct errors and reprocess exceptions online prior to printing checks and/or automatic payroll deposits.	X	
The system should provide the ability to view manual checks online immediately after they are generated.	X	
The system should provide the ability to produce and/or allow direct deposit payments to be made to multiple banks or payees for each employee.	X	
The system should provide the ability to automatically adjust all accrual balances (i.e.: illness, vacation) resulting from activity or time taken.	X	
The system should provide the ability to automatically adjust liability values in the General Ledger as a result of adjustments to the accrual balances or pay rates.		X
The system should provide the ability to produce W-2 Forms at the end of each calendar year.	X	
The system should provide the ability to print fiscal year-to-date total per employee by any attribute in the account code structure.	X	
The system should provide ability to establish a limit on the dollar amount of an individual payment (net pay).		X
The system should have the ability to process a deceased employee's payments in accordance with Internal Revenue Service requirements.		?
The system should have the ability to perform calendar year end updates on employee records based on defined criteria (e.g., year-to-date gross earnings, social security and Medicare taxes).	X	
The system should have the ability to set up appropriate approval and audit trail procedures for all interfaces.	X	
The system should provide comments fields associated with time entry data (user can provide narrative reason for overtime).	X	
The system should provide the ability to interface with Accounts Payable and initiate the generation of a check to deduction agencies as part of a payroll or monthly closing process with the option to create EFT payments if available.	X	
The system should provide electronic signature features.	X	
The system should provide the ability to create automated workflows for payroll and time and attendance processing.	X	
The system should have the ability to keep track of work hours when an employee works several different shifts.	X	
The system should allow time entry by shift.	X	
The system should provide tracking of compensatory time with different rules for different groups of employees.	X	
The system should provide the ability to assign employee hours to capital improvement projects, special projects and grants.	X	
The system should provide the ability to trigger shift differentials based on user defined criteria.	X	
The system should validate employee sick time, leave, and other time bank balances at time entry and generate warnings and/or prohibitions for time usage exceeding balances.	X	
The system should provide the ability for rapid data entry across days and across employees.	X	
The system should provide the ability to enter time adjustments for prior pay periods.	X	
The system should provide the ability to select and print payroll checks by user defined groups.	X	
The system should provide the ability to generate and print manual payroll checks for immediate payment outside the normal processing cycle.	X	
The system should provide the ability to create user defined pay classes, pay codes and maintain a variety of employee earnings codes including standard earnings such as regular, overtime, shift codes, double time, taxable and non-taxable earnings codes, state or federal mandated earnings, and user defined earnings codes.	X	
The system should provide the ability to create user defined deduction classes, deduction codes and maintain a variety of employee payroll deductions, including standard deductions for tax purposes as well as pre-tax deductions, state mandated deductions, benefit deductions, and user defined deductions.	X	
The system should provide the ability to integrate and update information automatically to the General Ledger with the complete processing of each standard or supplemental payroll cycle.	X	
The system should provide the ability to eliminate the processing and distribution of check stubs by allowing payment information to be accessible, viewable, and printable to authorized users and employees via an on-line portal.	sent to an outside service	X
The system should have the ability to post direct deposit/checks remittance advice to a secured website where employees can view and print their own information.	sent to an outside service	
The system should provide the ability to process hours and time worked based on multiple positions, pay rates, and function pays during each standard and/or supplemental payroll cycle.	X	
The system should provide the ability to support voiding of an entire payroll and re-running it if significant errors are discovered after the payroll has been run and posted.	X	
The system should provide the ability to designate employees as exempt or non-exempt and to process their pay appropriately according to FLSA regulations.	X	
The system should provide the ability to pay inactive employees, but should provide a warning at the point of data entry and on an edit report during payroll processing.	X	
The system should provide the ability to view timesheets related to each pay period and historically for a user defined period of time.		X
The system should provide the ability to calculate contributions and set maximums on deductions related to benefit plans, retirement plans and any other user defined deductions code.	X	
The system should provide the ability to designate an employee, a group, a division, or a company as exempt from FICA tax and reporting.	X	
The system should provide the ability to build user defined earnings accumulators which will accumulate specific earnings codes into cumulative totals throughout the year for purposes of pension, 401k, 403b, etc.	X	
The system should provide the ability to cancel a check by check number and have totals automatically reverse from the employee pay history, the leave system and General Ledger.	X	
The system should provide the ability to check for duplicate and/or incorrect social security numbers.		X
The system should provide the ability to provide pro-rated calculations for mid-period hires, rate changes, and terminations.		X
The system should provide support for automatic and manual wage adjustments, in accordance with federal and/or state-of-origin requirements in regards to:	X	
Garnishment	X	

Attribute	Currently can do	Currently can NOT do ~ but wish it could
Child Support	X	
Federal and state levies	X	
Bankruptcies	X	
Other wage assignment computations	X	
Any combination of the above	X	
The system should provide the ability to enter payroll overrides and adjustments for one-time dollar or hour adjustments and other miscellaneous transactions affecting an employee's check including, but not limited to, the following:	X	
Withholding both additional and specific deductions.	X	
Withholding both additional and specific tax amounts.	X	
Stop generation of an employee's check.	X	
The system should provide the ability to enter time at decentralized locations by the following methods, including but not limited to:	X	
By timekeeper	X by logging into software remotely	
By employee	X by logging into software remotely	
Intranet		X
Web browser (Internet)		X
File transfers	X	
The system should allow multiple units of time entry and processing, including but not limited to hours and minutes and/or hours and decimals.	X	
The system should provide the ability to create deduction overrides for one time adjustments or transactions which are temporary (i.e.: the need to change the direct deposit to savings only for one check.).		X
The system should provide a pay check stub, including but not limited to the following information:	X	
Social Security Number	X	
Employee Number	X	
Organizational unit number (dept., division, project, etc.)	X	
Employee name	X	
Period ending	X	
Issue date	X	
Pay rate per earnings code	X	
Message field for general or employee specific notes	X	
Gross earnings	X	
Adjusted taxable earnings	X	
Medicare earnings	X	
All earning and deduction types adequately itemized on each stub and defined by taxability status	X	
Withholding status	X	
Current and Year-to-Date Totals		X
Federal Income tax	X	
FICA/Social Security tax	X	
Employer contribution/employee contribution amount for any user defined deduction code	X	
State income tax	X	
Direct deposit (multiple accounts)	X	
Group insurance	X	
Medicare tax	X	
Vacation hours balance	X	
Sick leave hours balance	X	
Other leave hours balances	X	
Taxable/non-taxable earnings	X	
Workers' comp (injury leave)	X	
Other deductions and amounts	X	
Total deductions	X	
Net pay	X	
Direct deposit portion	X	
Dates of service	X	
Section 2 - Reporting and Inquiry		
The system should provide user defined reporting by position.	X	
The system should provide reports of all changes to employee's pay, deductions, taxes, etc.	X	
The system should provide reports of all changes to employer's deduction and taxes, etc.	X	
The system should provide reports on FLSA calculations.		X
The system should provide reports of tax payments by employee.	X	
The system should provide the ability for exception reports for leave balance.	X	
The system should provide reports of retirement deductions by employee.	X	

Attribute	Currently can do	Currently can NOT do ~ but wish it could
The system should provide all mandated governmental reports.	X	
The system should provide the ability to inquire or run reports on earnings balances based on a variety of time periods, including but not limited to pay period, monthly, quarterly, year-to-date, fiscal year-to-date, and employee service-to-date.	X	X
The system should have the ability to provide garnishment reports, including but not limited to the following:		
Garnishment report of employees after each payroll run who have active garnishment on their payroll record and have been garnished.		
Garnishment insufficient fund report after each payroll run to identify employees who have active garnishment on their payroll record but did not earn enough to be garnished.	?	
Garnishment warrant report (issued to creditors) drawn from garnished employees.	?	
Garnishment report after each payroll run of employees whose garnishment has been satisfied.		X
Garnishment of report after each payroll run to identify employees who have active garnishment on their payroll record but the employee has a termination pending or termination action processed within that payroll cycle.		X
The system should provide the ability to produce reports including, but not limited to:		
Payroll register per organizational unit per standard and/or supplemental payroll cycle.	X	
Deduction registers per deduction per standard and/or supplemental payroll cycle.	X	
Labor distribution by General Ledger code, by organizational unit or any other user defined parameters per standard and/or supplemental payroll cycle.	X	
Tax register per standard and/or supplemental payroll cycle.	X	
Overtime and compensatory time accruals by period.		X
FMLA, stand-by hours, extended leave, safety leave, awarded hours, excused absence, unexcused absence, suspension, worker's compensation and non-pay activities including the reason and description.	?	
Planned and actual absentee time and the related costs, including costs of associated fringe benefits.		X
Employee vacation schedules reflecting approved requests.		X
The system should provide time collection data reporting at any user defined level.	X	
The system should provide the ability to track and report absence history from time and attendance records.	X	

ERP-Budgeting

Allow budget preparation in a multi-user environment-

- Intuitive User Interface
    - System should provide guidance and online help for novice users to enter budgets
- Process Controls
    - Approval workflows
        - Budget document will be prepared by Finance Department and routed to user departments
        - User Department will enter five year budgets and current year estimates and route to Department Director for approval
        - Department Director will route to Finance Department for review and approval
    - Role-based security
    - email notifications
    - Locking budgets from data entry
    - Audit Trails
- Budget Entry
    - Allows line item entry with supporting details
    - Ability to import data from Excel
    - Ability to attach file/documents

Integrate with Multiple Data Sources-

- Real-time integration with information from all systems in the ERP (GL, Payroll, Human Resources, Billing, etc) to and from all modules
- Ability to integrate data from all other Village software (Lucity, Aclara, etc)

Modeling Capabilities-

- Intuitive user interface
- Flexible Model Design
    - Develop detailed budgets based on prior years' data, current year actuals, previous budgets, etc.
    - Ability to create budgets based on economic assumptions-inflation, sales tax trends, residential and commercial construction activity, water usage, etc
    - Ability to distribute annual budgets to monthly figures by multiple methods
    - Ability to add narrative text
    - Ability to recalculate budget as underlying assumptions change during budget process.
    - Ability to allow for reforecasting in response to changing conditions
- Position Budgeting
    - Ability to add, delete, reclassify, modify, transfer, split positions
    - Ability to apply different benefit rates (pension, payroll taxes) to different groups of positions

    - Calculate salaries based on step tables and apply step increases as of certain dates
- Cost allocations
    - Spread costs of Internal Service Funds or line items to departments
    - Administrative Transfers

Ability for Users to Create Reports in User-Defined Categories (fund, department, program, revenue, expense) Simply and Quickly-

- Intuitive user interface
- Ability to route reports to other users
- Data viewing and manipulation
    - Ability to produce instant customizable information
    - Customize views of data with real-time, interactive drag and drop functionality
    - Filter online data to display data you are reviewing
    - Drill Down Capabilities
    - Sorting
    - Selecting
    - Comparing
- Report Creation
    - Standard and Customized Reports
        - Preparation of current year and at least 4 additional future years
        - Comparison of budget to historical trends and future projections
        - Analyze budgets using variance and trend analysis across multiple scenarios, versions, positions
    - Visual Views
        - Dashboards
        - Scorecards
        - Charts
        - Graphs
    - Creation of Budget Document in its final form with the ability to make mass changes to formatting components of budget documents (font, color, text, charts, tables)

Ability to Amend a Budget once it is Approved

Accessing/Storing Budget Data-

- Maintain Proposed, Adopted and Amended Budget
- Automatic Transfer of Adopted Budget to the General Ledger

Data Export Capabilities-

Extract Data to Excel

Project Accounting/Grants

Integrate with Multiple Data Sources-

- Real-time integration with information from all systems in the ERP (GL, Payroll, Budgeting, Cash Receipting, Purchasing,Billing, etc) to and from all modules
    - Associate grant/project number with transaction throughout all modules
    - Integrate with Payroll for cost distribution
    - Associate grants with specific assets
- Ability to integrate data from all other Village software (Lucity, Aclara, Telestaff, etc)

Project/Grant Set Up-The ability to create a single inventory of Projects/Grants containing all information related to the Project/Grant-

- Ability to allow both automatic project numbering or user-defined project number assignment; if user defined, have an edit to disallow duplicates.
- Key fields needed:
    - Project number/Grant number
    - Relevant GL accounts
    - Detail on contractors (name, contact, address, certifications, Fed ID number, EEO)
    - Contract number(s) for projects or grants--could have multiple contracts for each
    - Amendment (dates, dollars, activity being amended) and allows for multiple amendments
    - From Purchasing-Bid results, awards, PO Number
    - Department (responsible for the project or grant)
    - Descriptions/Comments/Notes
    - Funding source(s) including contact information
    - Funding type
    - Grant matching
    - Grant name (program title)
    - Grant number assigned by grantor, if applicable
    - Grantor/grantee flag
    - Key dates (start date, end date, extension date, date of last draw, final performance report)
    - Multiple other user defined fields
    - Ordinance number (s) for project or grants - could have multiple ordinances for each including ordinances for extensions
    - Pass through grant indicator
    - Passed through to sub-grantee?
    - Project / grant type
    - Project milestones
    - Retainage requirements
    - Sub-grantee number, if applicable
    - Sub-grant or sub-project
    - Total grant / project budget amount
- Ability to set-up and manage the following types of grants:
    - In-Kind Match

- Federal
- State
- Foundation
- Local match
- Annual Fund Grant
- Multi-Year Fund Grant

Ability to Track Grant Applications that have been Submitted-

- This should include:
  - Status
  - Expected timing
  - Funding request (detail and summary)
  - Internal funding requirements and matching requirements
  - Account coding

Project Grant Budgeting

Project/Grant Activity

Project Costing

Project Management

- Ability to indicate the "percent complete" for tasks or general functions of a project.
- Ability to track and list employee and Project Manager names and numbers actively assigned to projects.
- Ability to track scope, schedule and budget
- Ability to track user defined task milestone dates and any costs associated with the milestones
- Ability to assign costs to a phase

Grant Tracking

Project/Grant Close

Project/Grant Reporting-*Ability for Users to Create Reports in User-Defined Categories (fund, department, program, revenue, expense) Simply and Quickly-

- Intuitive user interface
- Ability to route reports to other users
- Data viewing and manipulation
  - Ability to produce instant customizable information
  - Customize views of data with real-time, interactive drag and drop functionality
  - Filter online data to display data you are reviewing
  - Drill Down Capabilities
  - Sorting
  - Selecting

    - Comparing
- Report Creation
    - Standard and Customized Reports
        - Ability to Query and report on information by year, date, fund, budget, department, program, line item and/or by period
        - Preparation of reports in compliance with Single Audit Act
        - Track EEOC and Davis/Bacon information for Contractors, etc including tracking revenue by CFDA number
        - Run variance reports to compare actuals to budget
        - Report over several different reporting periods (state, federal, grant/project that spans multiple fiscal years, inception to date)
        - Inspection Report
    - Visual Views
        - Dashboards
        - Scorecards
        - Charts
        - Graphs

Misc:
Ability to track project retainage
Ability to create fixed asset shells at milestone or full project completion
Track Grants including funding entity, status of grant application, renewal dates, status reporting dates, grant budget and amount funded
Allocate indirect costs to Grant, Programs, and Projects and to track and report indirect costs to granting agencies
Ability to accurately account for multiple revenue sources for a project.