AGREEMENT FOR
ENTERPRISE RESOURCE PLANNING (ERP) CONSULTING SERVICES

THIS AGREEMENT, made this 15th day of November 2013, is by and between the City of Fort Lauderdale, a Florida municipality, ("City"), whose address is 100 North Andrews Avenue, Fort Lauderdale, FL 33301-1016, and Plante & Moran PLLC, a Michigan limited liability company authorized to transact business in the State of Florida, ("Contractor" or "Company"), whose address and phone number are 27400 Northwestern Highway, Southfield, MI 48034, Phone: 248-223-3447, Fax: 248-233-8587, Email: scott.eller@plantemoran.com.

NOW THEREFORE, for and in consideration of the mutual promises and covenants set forth herein and other good and valuable consideration, the City and the Contractor covenant and agree as follows:

WITNESSETH:

I. DOCUMENTS

The following documents (collectively "Contract Documents") are hereby incorporated into and made part of this Agreement (Form P-0001):

(1) Request for Proposal No. 735-11244, Consulting Services for an Enterprise Resource Planning System (ERP), including any and all addenda, prepared by the City of Fort Lauderdale, ("RFP" or "Exhibit A").

(2) The Contractor's response to the RFP, dated July 3, 2013, ("Exhibit B"), excluding the Contractor's proposed Professional Services Agreement – Consulting Services. All work proposed by the Contractor is subject to all applicable City of Fort Lauderdale ordinances, rules, and policies.

(3) The Contractor's Best and Final Offer dated August 27, 2013, ("Exhibit C").

All Contract Documents may also be collectively referred to as the "Documents." In the event of any conflict between or among the Documents or any ambiguity or missing specifications or instruction, the following priority is established:

A. First, specific direction from the City Manager (or designee)
B. Second, this Agreement (Form P-0001) dated _____, 2013, and any attachments.
C. Third, Exhibit A
D. Fourth, Exhibit C
E. Fifth, Exhibit B

II. SCOPE

The Contractor shall perform the Work under the general direction of the City as set forth in the Contract Documents.

Unless otherwise specified herein, the Contractor shall perform all Work identified in this Agreement. The parties agree that the scope of services is a description of Contractor's obligations and responsibilities, and is deemed to include preliminary considerations and prerequisites, and all labor, materials, equipment, and tasks which are such an inseparable part of the work described that exclusion would render performance by Contractor impractical, illogical, or unconscionable.

Contractor acknowledges and agrees that the City's Contract Administrator has no authority to make changes that would increase, decrease, or otherwise modify the Scope of Services to be provided under this Agreement.

By signing this Agreement, the Contractor represents that it thoroughly reviewed the documents incorporated into this Agreement by reference and that it accepts the description of the Work and the conditions under which the Work is to be performed.

III. TERM OF AGREEMENT

The initial contract period shall commence on October 15, 2013, and shall end on October 14, 2015. In the event the term of this Agreement extends beyond the end of any fiscal year of City, to wit, September 30th, the continuation of this Agreement beyond the end of such fiscal year shall be subject to both the appropriation and the availability of funds.

IV. COMPENSATION

The Contractor agrees to provide the services and/or materials as specified in the Contract Documents at the cost specified in Exhibit C. It is acknowledged and agreed by Contractor that this amount is the maximum payable and constitutes a limitation upon City's obligation to compensate Contractor for Contractor's services related to this Agreement. This maximum amount, however, does not constitute a limitation of any sort upon Contractor's obligation to perform all items of work required by or which can be reasonably inferred from the Scope of Services. Except as otherwise provided in the solicitation, no amount shall be paid to Contractor to reimburse Contractor's expenses.

V. METHOD OF BILLING AND PAYMENT

Contractor may submit invoices for compensation no more often than monthly, but only after the services for which the invoices are submitted have been completed. An original invoice plus one copy are due within fifteen (15) days of the end of the month except the final invoice which must be received no later than sixty (60) days after this Agreement expires. Invoices shall designate the nature of the services performed and/or the goods provided.

City shall pay Contractor within forty-five (45) days of receipt of Contractor's proper invoice, as provided in the Florida Local Government Prompt Payment Act.

To be deemed proper, all invoices must comply with the requirements set forth in this Agreement and must be submitted on the form and pursuant to instructions prescribed by the City's Contract Administrator. Payment may be withheld for failure of Contractor to comply with a term, condition, or requirement of this Agreement.

Notwithstanding any provision of this Agreement to the contrary, City may withhold, in whole or in part, payment to the extent necessary to protect itself from loss on account of inadequate or defective work that has not been remedied or resolved in a manner satisfactory to the City's

Contract Administrator or failure to comply with this Agreement. The amount withheld shall not be subject to payment of interest by City.

VI. GENERAL CONDITIONS

A. Indemnification

Contractor shall protect and defend at Contractor's expense, counsel being subject to the City's approval, and indemnify and hold harmless the City and the City's officers, employees, volunteers, and agents from and against any and all losses, penalties, fines, damages, settlements, judgments, claims, costs, charges, expenses, or liabilities, including any award of attorney fees and any award of costs, in connection with or arising directly or indirectly out of any act or omission by the Contractor or by any officer, employee, agent, invitee, subcontractor, or sublicensee of the Contractor. The provisions and obligations of this section shall survive the expiration or earlier termination of this Agreement. To the extent considered necessary by the City Manager, any sums due Contractor under this Agreement may be retained by City until all of City's claims for indemnification pursuant to this Agreement have been settled or otherwise resolved, and any amount withheld shall not be subject to payment of interest by City.

B. Intellectual Property

Contractor shall protect and defend at Contractor's expense, counsel being subject to the City's approval, and indemnify and hold harmless the City from and against any and all losses, penalties, fines, damages, settlements, judgments, claims, costs, charges, royalties, expenses, or liabilities, including any award of attorney fees and any award of costs, in connection with or arising directly or indirectly out of any infringement or allegation of infringement of any patent, copyright, or other intellectual property right in connection with the Contractor's or the City's use of any copyrighted, patented or un-patented invention, process, article, material, or device that is manufactured, provided, or used pursuant to this Agreement. If the Contractor uses any design, device, or materials covered by letters, patent or copyright, it is mutually agreed and understood without exception that the bid prices shall include all royalties or costs arising from the use of such design, device, or materials in any way involved in the work.

C. Termination for Cause

The aggrieved party may terminate this Agreement for cause if the party in breach has not corrected the breach within ten (10) days after written notice from the aggrieved party identifying the breach. The City Manager may also terminate this Agreement upon such notice as the City Manager deems appropriate under the circumstances in the event the City Manager determines that termination is necessary to protect the public health or safety. The parties agree that if the City erroneously, improperly or unjustifiably terminates for cause, such termination shall be deemed a termination for convenience, which shall be effective thirty (30) days after such notice of termination for cause is provided.

This Agreement may be terminated for cause for reasons including, but not limited to, Contractor's repeated (whether negligent or intentional) submission for payment of false or incorrect bills or invoices, failure to perform the Work to the City's satisfaction; or failure to continuously perform the work in a manner calculated to meet or accomplish the objectives as set forth in this Agreement.

D. Termination for Convenience

The City reserves the right, in its best interest as determined by the City, to cancel this contract for convenience by giving written notice to the Contractor at least thirty (30) days prior to the effective date of such cancellation. In the event this Agreement is terminated for convenience, Contractor shall be paid for any services performed to the City's satisfaction pursuant to the Agreement through the termination date specified in the written notice of termination. Contractor acknowledges and agrees that he/she/it has received good, valuable and sufficient consideration from City, the receipt and adequacy of which are hereby acknowledged by Contractor, for City's right to terminate this Agreement for convenience.

E. Cancellation for Unappropriated Funds

The City reserves the right, in its best interest as determined by the City, to cancel this contract for unappropriated funds or unavailability of funds by giving written notice to the Contractor at least thirty (30) days prior to the effective date of such cancellation. The obligation of the City for payment to a Contractor is limited to the availability of funds appropriated in a current fiscal period, and continuation of the contract into a subsequent fiscal period is subject to appropriation of funds, unless otherwise provided by law.

F. Insurance

The Contractor shall furnish proof of insurance requirements as indicated below. The coverage is to remain in force at all times during the contract period. The following minimum insurance coverage is required. The commercial general liability insurance policy shall name the City of Fort Lauderdale, a Florida municipality, as an "additional insured." This MUST be written in the description section of the insurance certificate, even if there is a check-off box on the insurance certificate. Any costs for adding the City as "additional insured" shall be at the Contractor's expense.

The City of Fort Lauderdale shall be given notice 10 days prior to cancellation or modification of any required insurance. The insurance provided shall be endorsed or amended to comply with this notice requirement. In the event that the insurer is unable to accommodate, it shall be the responsibility of the Contractor to provide the proper notice. Such notification will be in writing by registered mail, return receipt requested and addressed to the Procurement Services Division.

The Contractor's insurance must be provided by an A.M. Best's "A-"rated or better insurance company authorized to issue insurance policies in the State of Florida, subject to approval by the City's Risk Manager. Any exclusions or provisions in the insurance maintained by the contractor that excludes coverage for work contemplated in this solicitation shall be deemed unacceptable, and shall be considered breach of contract.

Workers' Compensation and Employers' Liability Insurance

Limits: Workers' Compensation – Per Chapter 440, Florida Statutes

Employers' Liability - $500,000

Any firm performing work for or on behalf of the City of Fort Lauderdale must provide Workers' Compensation insurance. Exceptions and exemptions will be allowed, by the City's Risk Manager, if they are in accordance with Florida Statutes.

Commercial General Liability Insurance

Covering premises-operations, products-completed operations, independent contractors and contractual liability.

Limits: Combined single limit bodily injury/property damage $1,000,000.

This coverage must include, but not limited to:

a. Coverage for the liability assumed by the contractor under the indemnity provision of the contract.
b. Coverage for Premises/Operations
c. Products/Completed Operations
d. Broad Form Contractual Liability
e. Independent Contractors

Automobile Liability Insurance

Covering all owned, hired and non-owned automobile equipment.

Limits: Bodily injury	$250,000 each person, $500,000 each occurrence
Property damage	$100,000 each occurrence

Professional Liability (Errors & Omissions)

Consultants

Limits:	$2,000,000 per occurrence

Certificate holder should be addressed as follows:

City of Fort Lauderdale
Procurement Services Division
100 North Andrews Avenue, Room 619
Fort Lauderdale, FL 33301

G. Environmental, Health and Safety

Contractor shall place the highest priority on health and safety and shall maintain a safe working environment during performance of the Work. Contractor shall comply, and shall secure compliance by its employees, agents, and subcontractors, with all applicable environmental, health, safety and security laws and regulations, and performance conditions in this Agreement. Compliance with such requirements shall represent the minimum standard required of Contractor. Contractor shall be responsible for examining

all requirements and determine whether additional or more stringent environmental, health, safety and security provisions are required for the Work. Contractor agrees to utilize protective devices as required by applicable laws, regulations, and any industry or Contractor's health and safety plans and regulations, and to pay the costs and expenses thereof, and warrants that all such persons shall be fit and qualified to carry out the Work.

H. Standard of Care

Contractor represents that he/she/it is qualified to perform the Work, that Contractor and his/her/its subcontractors possess current, valid state and/or local licenses to perform the Work, and that their services shall be performed in a manner consistent with that level of care and skill ordinarily exercised by other qualified contractors under similar circumstances.

I. Rights in Documents and Work

Any and all reports, photographs, surveys, and other data and documents provided or created in connection with this Agreement are and shall remain the property of City; and Contractor disclaims any copyright in such materials. In the event of and upon termination of this Agreement, any reports, photographs, surveys, and other data and documents prepared by Contractor, whether finished or unfinished, shall become the property of City and shall be delivered by Contractor to the City's Contract Administrator within seven (7) days of termination of this Agreement by either party. Any compensation due to Contractor shall be withheld until Contractor delivers all documents to the City as provided herein.

J. Audit Right and Retention of Records

City shall have the right to audit the books, records, and accounts of Contractor and Contractor's subcontractors that are related to this Agreement. Contractor shall keep, and Contractor shall cause Contractor's subcontractors to keep, such books, records, and accounts as may be necessary in order to record complete and correct entries related to this Agreement. All books, records, and accounts of Contractor and Contractor's subcontractors shall be kept in written form, or in a form capable of conversion into written form within a reasonable time, and upon request to do so, Contractor or Contractor's subcontractor, as applicable, shall make same available at no cost to City in written form.

Contractor and Contractor's subcontractors shall preserve and make available, at reasonable times for examination and audit by City in Broward County, Florida, all financial records, supporting documents, statistical records, and any other documents pertinent to this Agreement for the required retention period of the Florida public records law, Chapter 119, Florida Statutes, as may be amended from time to time, if applicable, or, if the Florida Public Records Act is not applicable, for a minimum period of three (3) years after termination of this Agreement. If any audit has been initiated and audit findings have not been resolved at the end of the retention period or three (3) years, whichever is longer, the books, records, and accounts shall be retained until resolution of the audit findings. If the Florida public records law is determined by City to be applicable to Contractor and Contractor's subcontractors' records, Contractor and Contractor's subcontractors shall comply with all requirements thereof; however, Contractor and Contractor's subcontractors shall violate no confidentiality or non-disclosure requirement of either federal or state law. Any incomplete or incorrect entry in such books, records,

and accounts shall be a basis for City's disallowance and recovery of any payment upon such entry.

Contractor shall, by written contract, require Contractor's subcontractors to agree to the requirements and obligations of this Section.

The Contractor shall maintain during the term of the contract all books of account, reports and records in accordance with generally accepted accounting practices and standards for records directly related to this contract.

K. Public Entity Crime Act

Contractor represents that the execution of this Agreement will not violate the Public Entity Crime Act, Section 287.133, Florida Statutes, as may be amended from time to time, which essentially provides that a person or affiliate who is a contractor, consultant, or other provider and who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to City, may not submit a bid on a contract with City for the construction or repair of a public building or public work, may not submit bids on leases of real property to City, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with City, and may not transact any business with City in excess of the threshold amount provided in Section 287.017, Florida Statutes, as may be amended from time to time, for category two purchases for a period of 36 months from the date of being placed on the convicted vendor list. Violation of this section shall result in termination of this Agreement and recovery of all monies paid by City pursuant to this Agreement, and may result in debarment from City's competitive procurement activities.

L. Independent Contractor

Contractor is an independent contractor under this Agreement. Services provided by Contractor pursuant to this Agreement shall be subject to the supervision of the Contractor. In providing such services, neither Contractor nor Contractor's agents shall act as officers, employees, or agents of City. No partnership, joint venture, or other joint relationship is created hereby. City does not extend to Contractor or Contractor's agents any authority of any kind to bind City in any respect whatsoever.

M. Inspection and Non-Waiver

Contractor shall permit the representatives of CITY to inspect and observe the Work at all times.

The failure of the City to insist upon strict performance of any other terms of this Agreement or to exercise any rights conferred by this Agreement shall not be construed by Contractor as a waiver of the City's right to assert or rely on any such terms or rights on any future occasion or as a waiver of any other terms or rights.

N. Assignment and Performance

Neither this Agreement nor any right or interest herein shall be assigned, transferred, or encumbered without the written consent of the other party. In addition, Contractor shall

not subcontract any portion of the work required by this Agreement, except as provided in the Schedule of Subcontractor Participation. City may terminate this Agreement, effective immediately, if there is any assignment, or attempted assignment, transfer, or encumbrance, by Contractor of this Agreement or any right or interest herein without City's written consent.

Contractor represents that each person who will render services pursuant to this Agreement is duly qualified to perform such services by all appropriate governmental authorities, where required, and that each such person is reasonably experienced and skilled in the area(s) for which he or she will render his or her services.

Contractor shall perform Contractor's duties, obligations, and services under this Agreement in a skillful and respectable manner. The quality of Contractor's performance and all interim and final product(s) provided to or on behalf of City shall be comparable to the best local and national standards.

In the event Contractor engages any subcontractor in the performance of this Agreement, Contractor shall ensure that all of Contractor 's subcontractors perform in accordance with the terms and conditions of this Agreement. Contractor shall be fully responsible for all of Contractor's subcontractors' performance, and liable for any of Contractor's subcontractors' non-performance and all of Contractor's subcontractors' acts and omissions. Contractor shall defend at Contractor's expense, counsel being subject to City's approval or disapproval, and indemnify and hold City and City's officers, employees, and agents harmless from and against any claim, lawsuit, third party action, fine, penalty, settlement, or judgment, including any award of attorney fees and any award of costs, by or in favor of any of Contractor's subcontractors for payment for work performed for City by any of such subcontractors, and from and against any claim, lawsuit, third party action, fine, penalty, settlement, or judgment, including any award of attorney fees and any award of costs, occasioned by or arising out of any act or omission by any of Contractor 's subcontractors or by any of Contractor's subcontractors' officers, agents, or employees. Contractor's use of subcontractors in connection with this Agreement shall be subject to City's prior written approval, which approval City may revoke at any time.

O. Conflicts

Neither Contractor nor any of Contractor's employees shall have or hold any continuing or frequently recurring employment or contractual relationship that is substantially antagonistic or incompatible with Contractor's loyal and conscientious exercise of judgment and care related to Contractor's performance under this Agreement.

Contractor further agrees that none of Contractor's officers or employees shall, during the term of this Agreement, serve as an expert witness against City in any legal or administrative proceeding in which he, she, or Contractor is not a party, unless compelled by court process. Further, Contractor agrees that such persons shall not give sworn testimony or issue a report or writing, as an expression of his or her expert opinion, which is adverse or prejudicial to the interests of City in connection with any such pending or threatened legal or administrative proceeding unless compelled by court process. The limitations of this section shall not preclude Contractor or any persons in any way from representing themselves, including giving expert testimony in support thereof, in any action or in any administrative or legal proceeding.

In the event Contractor is permitted pursuant to this Agreement to utilize subcontractors to perform any services required by this Agreement, Contractor agrees to require such subcontractors, by written contract, to comply with the provisions of this section to the same extent as Contractor.

P. Schedule and Delays

Time is of the essence in this Agreement. By signing, Contractor affirms that it believes the schedule to be reasonable; provided, however, the parties acknowledge that the schedule might be modified as the City directs.

Q. Materiality and Waiver of Breach

City and Contractor agree that each requirement, duty, and obligation set forth herein was bargained for at arm's-length and is agreed to by the parties in exchange for *quid pro quo*, that each is substantial and important to the formation of this Agreement and that each is, therefore, a material term hereof.

City's failure to enforce any provision of this Agreement shall not be deemed a waiver of such provision or modification of this Agreement. A waiver of any breach of a provision of this Agreement shall not be deemed a waiver of any subsequent breach and shall not be construed to be a modification of the terms of this Agreement.

R. Compliance With Laws

Contractor shall comply with all applicable federal, state, and local laws, codes, ordinances, rules, and regulations in performing Contractor's duties, responsibilities, and obligations pursuant to this Agreement.

S. Severance

In the event a portion of this Agreement is found by a court of competent jurisdiction to be invalid or unenforceable, the provisions not having been found by a court of competent jurisdiction to be invalid or unenforceable shall continue to be effective.

T. Limitation of Liability

The City desires to enter into this Agreement only if in so doing the City can place a limit on the City's liability for any cause of action for money damages due to an alleged breach by the City of this Agreement, so that its liability for any such breach never exceeds the sum of $1,000. Contractor hereby expresses its willingness to enter into this Agreement with Contractor's recovery from the City for any damage action for breach of contract or for any action or claim arising from this Agreement to be limited to a maximum amount of $1,000 less the amount of all funds actually paid by the City to Contractor pursuant to this Agreement.

Accordingly, and notwithstanding any other term or condition of this Agreement, Contractor hereby agrees that the City shall not be liable to Contractor for damages in an amount in excess of $1,000 which amount shall be reduced by the amount actually paid by the City to Contractor pursuant to this Agreement, for any action for breach of contract or for any action or claim arising out of this Agreement. Nothing contained in this paragraph

or elsewhere in this Agreement is in any way intended to be a waiver of the limitation placed upon City's liability as set forth in Article 768.28, Florida Statutes.

U. Jurisdiction, Venue, Waiver, Waiver of Jury Trial

This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. Venue for any lawsuit by either party against the other party or otherwise arising out of this Agreement, and for any other legal proceeding, shall be in the Seventeenth Judicial Circuit in and for Broward County, Florida, or in the event of federal jurisdiction, in the Southern District of Florida, Fort Lauderdale Division.

In the event Contractor is a corporation organized under the laws of any province of Canada or is a Canadian federal corporation, the City may enforce in the United States of America or in Canada or in both countries a judgment entered against the Contractor. The Contractor waives any and all defenses to the City's enforcement in Canada of a judgment entered by a court in the United States of America.

V. Amendments

No modification, amendment, or alteration in the terms or conditions contained herein shall be effective unless contained in a written document prepared with the same or similar formality as this Agreement and executed by the Mayor-Commissioner and/or City Manager, as determined by City Charter and Ordinances, and Contractor or others delegated authority to or otherwise authorized to execute same on their behalf.

W. Prior Agreements

This document represents the final and complete understanding of the parties and incorporates or supersedes all prior negotiations, correspondence, conversations, agreements, and understandings applicable to the matters contained herein. The parties agree that there is no commitment, agreement, or understanding concerning the subject matter of this Agreement that is not contained in this written document. Accordingly, the parties agree that no deviation from the terms hereof shall be predicated upon any prior representation or agreement, whether oral or written.

X. Payable Interest

Except as required and provided for by the Florida Local Government Prompt Payment Act, City shall not be liable for interest for any reason, whether as prejudgment interest or for any other purpose, and in furtherance thereof Contractor waives, rejects, disclaims and surrenders any and all entitlement it has or may have to receive interest in connection with a dispute or claim based on or related to this Agreement.

Y. Representation of Authority

Each individual executing this Agreement on behalf of a party hereto hereby represents and warrants that he or she is, on the date he or she signs this Agreement, duly authorized by all necessary and appropriate action to execute this Agreement on behalf of such party and does so with full legal authority.

AA. Uncontrollable Circumstances ("Force Majeure")

The City and Contractor will be excused from the performance of their respective obligations under this agreement when and to the extent that their performance is delayed or prevented by any circumstances beyond their control including, fire, flood, explosion, strikes or other labor disputes, act of God or public emergency, war, riot, civil commotion, malicious damage, act or omission of any governmental authority, delay or failure or shortage of any type of transportation, equipment, or service from a public utility needed for their performance, provided that:

A. The non performing party gives the other party prompt written notice describing the particulars of the Force Majeure including, but not limited to, the nature of the occurrence and its expected duration, and continues to furnish timely reports with respect thereto during the period of the Force Majeure;

B. The excuse of performance is of no greater scope and of no longer duration than is required by the Force Majeure;

C. No obligations of either party that arose before the Force Majeure causing the excuse of performance are excused as a result of the Force Majeure; and

D. The non-performing party uses its best efforts to remedy its inability to perform. Notwithstanding the above, performance shall not be excused under this Section for a period in excess of two (2) months, provided that in extenuating circumstances, the City may excuse performance for a longer term. Economic hardship of the Contractor will not constitute Force Majeure. The term of the agreement shall be extended by a period equal to that during which either party's performance is suspended under this Section.

BB. Scrutinized Companies

Subject to *Odebrecht Construction, Inc., v. Prasad*, 876 F.Supp.2d 1305 (S.D. Fla. 2012), *affirmed*, *Odebrecht Construction, Inc., v. Secretary, Florida Department of Transportation*, 715 F.3d 1268 (11th Cir. 2013), this Section applies to any contract for goods or services of $1 million or more:

The Contractor certifies that it is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List and that it does not have business operations in Cuba or Syria as provided in section 287.135, Florida Statutes (2013), as may be amended or revised. The City may terminate this Contract at the City's option if the Contractor is found to have submitted a false certification as provided under subsection (5) of section 287.135, Florida Statutes (2013), as may be amended or revised, or been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List or has been engaged in business operations in Cuba or Syria, as defined in Section 287.135, Florida Statutes (2013), as may be amended or revised.

CC. Public Records

Contractor shall:

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

(b) Provide the public with access to public records on the same terms and conditions that the City would provide the records and at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes (2013), as may be amended or revised, or as otherwise provided by law.

(c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law.

(d) Meet all requirements for retaining public records and transfer, at no cost, to the City, all public records in possession of the contractor upon termination of this contract and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the City in a format that is compatible with the information technology systems of the City.

IN WITNESS WHEREOF, the City and the Contractor execute this Contract as follows:

CITY OF FORT LAUDERDALE

By: _____
City Manager

Approved as to form:

_____
Senior Assistant City Attorney

WITNESSES

_____
Print Name: KIM SZLACHETKA

_____
Print Name: _____

PLANTE & MORAN PLLC

By: _____
Gordon E. Krater
Manager

STATE OF MICHIGAN :
COUNTY OF OAKLAND :

The foregoing instrument was acknowledged before me this 8TH day of NOVEMBER, 2013, by Gordon E. Krater as Manager for Plante & Moran PLLC, a Michigan limited liability company authorized to transact business in the State of Florida.

_____
Notary Public, State of MICHIGAN
(Signature of Notary Public)

ELIZABETH GRIFFITH CRIST
(Print, Type, or Stamp Commissioned Name of Notary Public)

ELIZABETH GRIFFITH CRIST
Notary Public, State of Michigan
County of Oakland
My Commission Expires Aug. 17, 2016
Acting in the County of OAKLAND

Personally Known ✓ OR Produced Identification _____
Type of Identification Produced _____

EXHIBIT A

Solicitation 735-11244

Consulting Services for an Enterprise Resource Planning System (ERP)

Bid designation: Public

CITY OF FORT LAUDERDALE

City of Fort Lauderdale

Bid 735-11244
Consulting Services for an Enterprise Resource Planning System (ERP)

Bid Number	**735-11244**
Bid Title	**Consulting Services for an Enterprise Resource Planning System (ERP)**
Bid Start Date	**Jun 4, 2013 11:49:23 AM EDT**
Bid End Date	**Jul 8, 2013 2:00:00 PM EDT**
Question & Answer End Date	**Jun 24, 2013 5:00:00 PM EDT**
Bid Contact	**Richard Ewell** **Procurement Specialist II** **Procurement Services** **954-828-5138** **rewell@fortlauderdale.gov**
Pre-Bid Conference	**Jun 19, 2013 1:30:00 PM EDT** **Attendance is optional** **Location: City of Fort Lauderdale City Hall** **2nd Floor Conference Room** **100 N. Andrews Avenue** **Fort Lauderdale, FL 33301**

Changes made on Jul 3, 2013 2:33:12 PM EDT

New Documents **11244 Adden 3 FINAL.doc**

Changes were made to the following items:
Consulting Services for an Enterprise Resource Planning System (ERP)

Description
The City of Fort Lauderdale, Florida is seeking proposals from qualified proposers, for services of a professional Consultant to assess the City's comprehensive software needs and assist City staff in selecting and implementing an enterprise resources planning (ERP) system in accordance with the terms, conditions, and specifications contained in this Request for Proposals.
For a copy of the RFP go to www.bidsync.com.

Added on Jun 7, 2013:
The City of Fort Lauderdale, Florida is seeking proposals from qualified proposers, for services of a professional Consultant to assess the City's comprehensive software needs and assist City staff in selecting an enterprise resources planning (ERP) system in accordance with the terms, conditions, and specifications contained in this Request for Proposals.
Addendum #1 Attached.

For a copy of the RFP go to www.bidsync.com.

Added on Jun 19, 2013:
Pre-Bid Conference has been changed to the 2nd floor conference room. Same date and time.
Added on Jul 3, 2013:
Addendum #3 attached.

Changes made on Jul 3, 2013 2:33:12 PM EDT

RFP #: 735-11244
TITLE: Consulting Services for an Enterprise Resource Planning System (ERP) RFP

PART I – INFORMATION

01. PURPOSE
The City of Fort Lauderdale, Florida (City) is seeking proposals from qualified proposers, for services of a professional Consultant to assess the City's comprehensive software needs and assist City staff in selecting and implementing an enterprise resources planning (ERP) system in accordance with the terms, conditions, and specifications contained in this Request for Proposals (RFP).

02. INFORMATION OR CLARIFICATION
For information concerning technical specifications, please utilize the question / answer feature provided by BidSync at www.bidsync.com. Questions of a material nature must be received prior to the cut-off date specified in the RFP Schedule. Material changes, if any, to the scope of services or bidding procedures will only be transmitted by written addendum. (See addendum section of BidSync Site). Contractor's please note: Proposals shall be submitted as stated in PART VII – Requirements of the Proposal. No part of your proposal can be submitted via FAX. No variation in price or conditions shall be permitted based upon a claim of ignorance. Submission of a proposal will be considered evidence that the Contractor has familiarized themselves with the nature and extent of the work, and the equipment, materials, and labor required. The entire proposal must be submitted in accordance with all specifications contained in this solicitation.

03. TRANSACTION FEES
The City of Fort Lauderdale uses BidSync (www.bidsync.com) to distribute and receive bids and proposals. There is no charge to vendors/contractors to register and participate in the solicitation process, nor will any fees be charged to the awarded vendor.

04. PRE-PROPOSAL CONFERENCE
There will be a pre-proposal conference scheduled for this Request for Proposal as stated in PART II – RFP Schedule. It is strongly suggested that all Contractor's attend the pre-proposal conference.

It is the sole responsibility of the Contractor to become familiar with the scope of the City's requirements and systems prior to submitting a proposal. No variation in price or conditions shall be permitted based upon a claim of ignorance. It is strongly suggested that all Contractor's attend the pre-proposal meeting. Submission of a proposal will be considered evidence that the proposer has familiarized themselves with the nature and extent of the work, equipment, materials, and labor required.

05. ELIGIBILITY
To be eligible for award of a contract in response to this solicitation the Contractor must demonstrate that they have successfully completed services, as specified in the Technical Specifications / Scope of Services section of this solicitation, are normally and routinely engaged in performing such services and are properly and legally licensed to perform such work. In addition, the Contractor must have no conflict of interest with regard to any other work performed by the Contractor for the City of Fort Lauderdale.

06. PRICING/DELIVERY
All pricing should be identified in PART VIII - PROPOSAL PAGES – SECTION III - COST PROPOSAL Page. No additional costs may be accepted, other than the costs stated on the Proposal pages.

07. RFP DOCUMENTS
The Contractor shall examine this RFP carefully. Ignorance of the requirements will not relieve the Contractor from liability and obligation under the Contract.

08. AWARD
Award will be made to the highest ranked responsive and responsible proposer, for that product/service that will best serve the needs of the City of Fort Lauderdale.

The City reserves the right to waive minor variations in the specifications and in the bidding process. The City further reserves the right to accept or reject any and/or all proposals and to award or not award a contract based on this bid solicitation.

09. PRICE VALIDITY
Prices provided in this Request for Proposal (RFP) are valid for 120 days from time of RFP opening. The City shall award contract within this time period or shall request to the recommended awarded vendor an extension to hold pricing, until products/services have been awarded.

PART II - RFP SCHEDULE

EVENT	DATE/TIME
Release of RFP	June 5, 2013
Pre-Proposal Conference Meeting, also available via Phone Conference for this date	June 19, 2013 City Hall, 8th Floor Large Conference Room, 1:30 -3:30 PM EST - Conference Bridge Information will be provided prior to the meeting
Deadline for Questions/Request for Clarifications	June 24, 2013
Proposal Due Date/Time (Deadline)	July 8, 2013 - 2PM EST

PART III – SPECIAL CONDITIONS

01. GENERAL CONDITIONS
RFP General Conditions Form G-107 Rev. 5/13 (GC) are included and made a part of this RFP.

02. NEWS RELEASES/PUBLICITY
News releases, publicity releases, or advertisements relating to this contract or the tasks or projects associated with the project shall not be made without prior City approval.

03. RFP DOCUMENTS
The Contractor shall examine this RFP carefully. Ignorance of the requirements will not relieve the Contractor from liability and obligations under the Contract.

04. CONTRACTORS' COSTS
The City shall not be liable for any costs incurred by Contractor in responding to this RFP.

05. RULES AND PROPOSALS
The signer of the proposal must declare that the only person(s), company or parties interested in the proposal as principals are named therein; that the proposal is made without collusion with any other person(s), company or parties submitting a proposal; that it is in all respects fair and in good faith, without collusion or fraud; and that the signer of the proposal has full authority to bind the principal Contractor.

06. INSURANCE
The Contractor shall furnish proof of insurance requirements as indicated below. The coverage is to remain in force at all times during the contract period. The following minimum insurance coverage is required. The City is to be added as an "additional insured" with relation to General Liability Insurance. This MUST be written in the description section of the insurance certificate, even if you have a check-off box on your insurance certificate. Any costs for adding the City as "additional insured" will be at the contractor's expense.

The City of Fort Lauderdale shall be given notice 10 days prior to cancellation or modification of any stipulated insurance. The insurance provided shall be endorsed or amended to comply with this notice requirement. In the event that the insurer is unable to accommodate, it shall be the responsibility of the Contractor to provide the proper notice. Such notification will be in writing by registered mail, return receipt requested and addressed to the Procurement Services Division.

The Contractor's insurance must be provided by an A.M. Best's "A-" rated or better insurance company authorized to issue insurance policies in the State of Florida, subject to approval by the City's Risk Manager. Any exclusions or provisions in the insurance maintained by the contractor that precludes coverage for work contemplated in this RFP shall be deemed unacceptable, and shall be considered breach of contract.

Workers' Compensation and Employers' Liability Insurance
Limits: Workers' Compensation – Per Florida Statute 440
Employers' Liability - $500,000

Any firm performing work on behalf of the City of Fort Lauderdale must provide Workers' Compensation insurance. Exceptions and exemptions can only be made if they are in accordance with Florida Statute. For additional information contact the Department of Financial Services, Workers' Compensation Division at (850) 413-1601 or on the web at www.fldfs.com.

Commercial General Liability Insurance

Covering premises-operations, products-completed operations, independent contractors and contractual liability.

Limits: Combined single limit bodily injury/property damage $1,000,000.

This coverage must include, but not limited to:

a. Coverage for the liability assumed by the contractor under the indemnity provision of the contract.
b. Coverage for Premises/Operations
c. Products/Completed Operations
d. Broad Form Contractual Liability
e. Independent Contractors
f.

Automobile Liability Insurance

Covering all owned hired and non-owned automobile equipment.

Limits: Bodily injury	$250,000 each person, $500,000 each occurrence
Property damage	$100,000 each occurrence

Professional Liability (Errors & Omissions)

Consultants

Limits:	$2,000,000 per occurrence

A copy of **ANY** current Certificate of Insurance should be included with your proposal.

In the event that you are the successful bidder, you will be required to provide a certificate naming the City as an "additional insured" for General Liability.

Certificate holder should be addressed as follows:

City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue, Room 619
Ft. Lauderdale, FL 33301

07. SUBCONTRACTORS

If the Contractor proposes to use subcontractors in the course of providing these services to the City, this information shall be a part of the bid response. Such information shall be subject to review, acceptance and approval of the City, prior to any contract award. The City reserves the right to approve or disapprove of any subcontractor candidate in its best interest and to require Contractor to replace subcontractor with one that meets City approval.

Contractor shall ensure that all Contractors' subcontractors perform in accordance with the terms and conditions of this Contract. Contractor shall be fully responsible for all of Contractor's subcontractors' performance, and liable for any of Contractor's subcontractors' non-performance and all of Contractor's subcontractors' acts and omissions. Contractor shall defend, counsel being subject to the City's approval or disapproval, and indemnify and hold harmless the City and the City's officers, employees, and agents from and against any claim, lawsuit, third-party action, or judgment, including any award of attorney fees and any award of costs, by or in favor of any Contractor's subcontractors for payment for work performed for the City.

08. INSURANCE – SUBCONTRACTORS

Contractor shall require all of its subcontractors to provide the aforementioned coverage as well as any other coverage that the contractor may consider necessary, and any deficiency in the coverage or policy limits of said subcontractors will be the sole responsibility of the contractor.

09. OWNERSHIP OF WORK

The City shall have full ownership and the right to copyright, otherwise limit, reproduce, modify, sell, or use all of the work or product produced under this contract without payment of any royalties or fees to the Contractor above the agreed hourly rates and related costs.

10. CONTRACT PERIOD

The initial contract term shall commence upon date of award by the City and shall expire two years from that date. The City reserves the right to extend the contract for two (2) additional, one (1) year terms providing all terms conditions and specifications remain the same, both parties agree to the extension, and such extension is approved by the City.

In the event services are scheduled to end because of the expiration of this contract, the Contractor shall continue the service upon the request of the City as authorized by the awarding authority. The extension period shall not extend for more than ninety (90) days beyond the expiration date of the existing contract. The Contractor shall be compensated for the service at the rate in effect when this extension clause is invoked by the City.

11. COST ADJUSTMENTS

Prices quoted shall be firm for the initial contract term. No cost increases shall be accepted in this initial contract term. Please consider this when providing your pricing for this request for proposal.

Thereafter, any extensions which may be approved by the City shall be subject to the following: Costs for any extension terms (Hourly Rate Item #2 only) shall be subject to

an adjustment only if increases or decreases occur in the industry. Such adjustment shall be based on the latest yearly percentage increase in the All Urban Consumers Price Index (CPI-U) as published by the Bureau of Labor Statistics, U.S. Department of Labor, and shall not exceed five percent (5%).

The yearly increase or decrease in the CPI shall be that latest Index published and available for the calendar year ending 12/31, prior to the end of the contract year then in effect, as compared to the index for the comparable month, one-year prior.

Any requested adjustment shall be fully documented and submitted to the City at least ninety (90) days prior to the contract anniversary date. Any approved cost adjustments shall become effective on the beginning date of the approved contract extension.

The City may, after examination, refuse to accept the adjusted costs if they are not properly documented, or considered to be excessive, or if decreases are considered to be insufficient. In the event the City does not wish to accept the adjusted costs and the matter cannot be resolved to the satisfaction of the City, the Contract will be considered cancelled on the scheduled expiration date.

12. CONFLICT OF INTEREST
Consultant shall not be affiliated with any potential vendor or show any bias toward any particular vendor. Consultants who are deemed the most qualified may be invited to present to a review committee their statement of work to be performed and conceptual approval to the development of the RFP.

13. NO EXCLUSIVE CONTRACT/ADDITIONAL SERVICES
While this contract is for services provided to the department referenced in this Request for Proposals, the City may require similar work for other City departments. Contractor agrees to take on such work unless such work would not be considered reasonable or become an undue burden to the Contractor.

Contractor agrees and understands that the contract shall not be construed as an exclusive arrangement and further agrees that the City may, at any time, secure similar or identical services from another vendor at the City's sole option.

The City may require additional items or services of a similar nature, but not specifically listed in the contract. The Contractor agrees to provide such items or services, and shall provide the City prices on such additional items or services based upon a formula or method, which is the same or similar to that used in establishing the prices in his proposal. If the price(s) offered are not acceptable to the City, and the situation cannot be resolved to the satisfaction of the City, the City reserves the right to procure those items or services from other vendors, or to cancel the contract upon giving the Contractor thirty (30) days written notice.

14. MODIFICATION OR DELETION OF SERVICES
The city reserves the right to add to the services specified in this proposal, or to delete any portion of the resulting contract at any time, and if such right is exercised by the City, the total fee shall be increased or reduced in the same ratio as the estimated cost of the work added or deleted to the estimated cost of the work as originally planned. If the work/service has already been accomplished on the portion of the contract to be deleted,

the consultant(s) shall be paid for the deleted portion on the basis of the estimated percentage of completion of such portion.

15. SAMPLE CONTRACT AGREEMENT
A sample of the formal agreement template, which may be required to be executed by the awarded vendor can be found at our website http://fortlauderdale.gov/purchasing/general/contractsample021412.pdf

16. UNCONTROLLABLE CIRCUMSTANCES ("Force Majeure")
The City and Contractor will be excused from the performance of their respective obligations under this agreement when and to the extent that their performance is delayed or prevented by any circumstances beyond their control including, fire, flood, explosion, strikes or other labor disputes, act of God or public emergency, war, riot, civil commotion, malicious damage, act or omission of any governmental authority, delay or failure or shortage of any type of transportation, equipment, or service from a public utility needed for their performance, provided that:

A. The non performing party gives the other party prompt written notice describing the particulars of the Force Majeure including, but not limited to, the nature of the occurrence and its expected duration, and continues to furnish timely reports with respect thereto during the period of the Force Majeure;

B. The excuse of performance is of no greater scope and of no longer duration than is required by the Force Majeure;

C. No obligations of either party that arose before the Force Majeure causing the excuse of performance are excused as a result of the Force Majeure; and

D. The non performing party uses its best efforts to remedy its inability to perform.
Notwithstanding the above, performance shall not be excused under this Section for a period in excess of two (2) months, provided that in extenuating circumstances, the City may excuse performance for a longer term. Economic hardship of the Contractor will not constitute Force Majeure. The term of the agreement shall be extended by a period equal to that during which either party's performance is suspended under this Section.

17. PUBLIC ENTITY CRIMES
NOTE: Contractor, by submitting a proposal attests they have not been placed on the convicted vendor list.

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity, may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work, may not submit proposals on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statutes, for Category Two for a period of 36 months from the date of being placed on the convicted vendor list.

18. CANADIAN COMPANIES

The City may enforce in the United States of America or in Canada or in both countries a judgment entered against the Contractor. The Contractor waives any and all defenses to the City's enforcement in Canada, of a judgment entered by a court in the United States of America. All monetary amounts set forth in this Contract are in United States dollars.

19. LOBBYING ACTIVITIES

ALL CONTRACTORS PLEASE NOTE: Any contractor submitting a response to this solicitation must comply, if applicable, with City of Fort Lauderdale Ordinance No. C-00-27 & Resolution No. 07-101, Lobbying Activities. Copies of Ordinance No. C-00-27 and Resolution No. 07-101 may be obtained from the City Clerk's Office on the 7th Floor of City Hall, 100 N. Andrews Avenue, Fort Lauderdale, Florida. The ordinance may also be viewed on the City's website at:
http://www.fortlauderdale.gov/clerk/LobbyistDocs/lobbyistord1009.pdf.

20. BID TABULATIONS/INTENT TO AWARD

(Notice of Intent to Award Contract/Bid, resulting from the City's Formal solicitation process, requiring City Commission action, may be found at http://www.fortlauderdale.gov/purchasing/notices_of_intent.htm. Tabulations of receipt of those parties responding to a formal solicitation may be found at http://www.fortlauderdale.gov/purchasing/bidresults.htm, or any interested party may call the Procurement Office at 954-828-5933.

21. INVOICES/PAYMENT

The City will accept invoices no more frequently than once per month. Each invoice shall fully detail the related costs and shall specify the status of the particular task or project as of the date of the invoice with regard to the accepted schedule for that task or project. Payment will be made within forty-five (45) days after receipt of an invoice acceptable to the City, in accordance with the Florida Local Government Prompt Payment Act. If, at any time during the contract, the City shall not approve or accept the Contractor's work product, and agreement cannot be reached between the City and the Contractor to resolve the problem to the City's satisfaction, the City shall negotiate with the Contractor on a payment for the work completed and usable to the City.

A payment schedule based upon agreed upon deliverables may be developed with the awarded vendor.

This negotiated payment shall be based on the overall task or project breakdown, relative to the projected number of hours for each task element, and the percentage of work completed.

22. SUBSTITUTION OF PERSONNEL

It is the intention of the City that the Contractor's personnel proposed for the contract will be available for the initial contract term. In the event the Contractor wishes to substitute personnel, he shall propose personnel of equal or higher qualifications and all replacement personnel are subject to City approval. In the event substitute personnel are not satisfactory to the City and the matter cannot be resolved to the satisfaction of the City, the City reserves the right to cancel the Contract for cause. See Section 5.09 General Conditions.

23. RELATED EXPENSES/TRAVEL EXPENSES
All costs including travel are to be included in your proposal. The City will not accept any additional costs.

24. LOCAL BUSINESS PREFERENCE
Section 2-199.2, Code of Ordinances of the City of Fort Lauderdale, (Ordinance No. C-12-04), provides for a local business preference.

In order to be considered for a local business preference, a proposer must include the Local Business Preference Certification Statement, Exhibit E of this RFP, as applicable to the local business preference class claimed **at the time of proposal submittal**:

Upon formal request of the City, based on the application of a local Business Preference the Proposer shall within ten (10) calendar days submit the following documentation to the Local Business Preference Class claimed:

A) Copy of City of Fort Lauderdale current year business tax receipt, **or** Broward County current year business tax receipt, **and**

B) List of the names of all employees of the proposer and evidence of employees' residence within the geographic bounds of the City of Fort Lauderdale or Broward County, as the case may be, such as current Florida driver license, residential utility bill (water, electric, telephone, cable television), or other type of similar documentation acceptable to the City.

Failure to comply at time of proposal submittal shall result in the Proposer being found ineligible for the local business preference.

THE COMPLETE LOCAL BUSINESS PREFERENCE ORDINANCE MAY BE FOUND ON THE CITY'S WEB SITE AT THE FOLLOWING LINK: http:/www.fortlauderdale.gov/purchasing/index.htm

Definitions: The term "Business" shall mean a person, firm, corporation or other business entity which is duly licensed and authorized to engage in a particular work in the State of Florida. Business shall be broken down into four (4) types of classes:

1. Class A Business – shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone and staffed with full-time employees within the limits of the City **and** shall maintain a staffing level of the prime contractor for the proposed work of at least fifty percent (50%) who are residents of the City.
2. Class B Business - shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone and staffed with full-time employees within the limits of the City **or** shall maintain a staffing level of the prime contractor for the proposed work of at least fifty percent (50%) who are residents of the City.
3. Class C Business - shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone **and** staffed with full-time employees within the limits of Broward County.
4. Class D Business – shall mean any Business that does not qualify as either a Class A, Class B, or Class C business.

25. LIST OF EXHIBITS

Exhibit A – Organizational Chart
Exhibit B – Software Information and Analysis by Department
Exhibit C – In-House Developed Web Applications
Exhibit D – FAMIS Application Data Flow
Exhibit E – Local Vendor Preference Statement

PART IV – INTRODUCTION/BACKGROUND

01. PURPOSE

The City of Fort Lauderdale, Florida (City) is seeking proposals from qualified proposers, for services of a Professional Consultant to assess the City's comprehensive software needs, develop a RFP for an Enterprise Resources Planning (ERP) system for distribution to potential vendors, participate in the evaluation of proposals with the objective of providing a shortlist of the top five (5) ERP vendors that would best meet the needs of the City, in accordance with the terms, conditions, and specifications contained in this Request for Proposals (RFP).

02. INTRODUCTION

The City of Fort Lauderdale is situated on the southeast coast of Florida, centrally located between Miami and Palm Beach, encompassing more than 33 square miles, with a population of about 168,528. Fort Lauderdale is the largest of Broward County's 31 municipalities.

The City was established March 27, 1911. The Form of City Government: Commission – Manager. Fort Lauderdale is a city providing citizens with a full complement of municipal services. The major services provided by the City are administration, public works, water and sewer utility, parks and recreation, planning, permitting, code enforcement, public safety police and fire and Parking Services.

The City's fiscal year 2013 All Funds Budget is approximately $476 million and the City employs approximately 2500 full time employees. The City's high level organizational structure can be found in **Exhibit A.**

03. PROBLEM STATEMENT/PROJECT DEFINITION AND OBJECTIVE

The City currently utilizes multiple software applications. The lack of integration between the software applications requires duplication of efforts and data across systems, computer tasks and manual data entry. The current software applications do not meet the financial reporting or other operational needs of the organization, including our ability to keep pace with increased informational and online processing demands. In an effort to reduce cost and work more efficiently, the City desires a consultant to assess and analyze the various software applications being used by the City and to develop a RFP and assist staff in the selection of a vendor for an ERP system so that cross-departmental processes and systems are more closely aligned.

A description of responsibilities and list of applications used by each Department as well as other pertinent information has been prepared by departmental staff and can be found in ***Exhibit B.***

04. OVERVIEW of CITY NETWORK|OPERATING ENVIRONMENT

The City of Fort Lauderdale's network environment consists of four data centers utilizing the Cisco 6500 series switching platform. The data centers are interconnected by redundant one gigabit fiber optics links in a Cisco core distribution model. Two of the four data centers provide core and distribution level network services, while the other two provide distribution services only. There are several local and remote access layer locations connected to the various distribution layers via high-speed and low-speed connections in a star topology. Each access

layer location is connected via a high-speed one gigabit fiber optics link or a low-speed 128KKbps up to a 1.5Mbps link. Internet communications is provisioned via the two core data centers, each having a 15Mbps connection to the Internet. Both Internet connections provide geographically redundant failover services using the BGP protocol.

The City utilizes Microsoft Windows Server 2003/2008 as the standard network operating system. The City prefers its database to be SQL Server or Oracle. The City prefers Windows 2008 Operating System, for all new implementations.

Workstation Operating Systems - Microsoft Windows XP and Windows 7 is the standard operating system and is a fully supported environment.

Workstation Software Standards – The software that is made available to the user is based on the needs of the individual. The standard software is detailed below.

- Groupware – Microsoft Outlook/Exchange Server 2010: Includes e-mail, calendaring, scheduling, etc.
- Outlook 2010 is used but software should have Outlook 2003/2010 compatibility.
- Application Suite – Microsoft Office: Word, Excel, Project, and PowerPoint, etc.
- Internet Access: Microsoft Internet Explorer.
- Utilities: Sophos Endpoint and Security and Control and Microsoft SMS Server/ Client.

The City uses the Oracle Database Management System (RDBMS) for many computer applications including the Utility Billing (Cayenta), Financial Reporting (FAMIS/BPREP Datamart), and Parking Citation Management System.

The City utilizes Microsoft SQL Server for many other city-wide and/or departmental specific applications. (e.g., GIS, EDMS, Purchasing, etc.).

The City utilizes a variety of Hewlett-Packard equipment and operating system software. There are three high-end servers that support many of our critical software applications (SunGard's Community Plus [upgrading to OneSolution Community Development Product] SumTotal Systems, Inc. Payroll System, and Cayenta Utility Billing). The city uses a variety of Dell Server equipment for server and data storage applications.

The City also has Hewlett Packard "blade server" hardware and software system (for virtual server capabilities), disk storage, and an uninterruptible power supply (UPS).

Financial Management and Budget Preparation Software, Cogsdale Holdings, LTD. (FAMIS/BPREP) - This software is used for financial accounting and budget preparation and is the only software used for those purposes. There are over 500 users throughout the City departments who access this system and numerous interfaces into the system from other computer systems.

The City's Financial FAMIS/BPREP system utilizes a query software (reporting tool) called Cognos to perform financial data analysis and reporting via the Oracle data mart.

The City utilizes Symantec NetBackup and Quest vRanger backup software. Those software packages utilize off-site Exagrid disk-based backup appliances, which make use of data deduplication for efficient storage.

The City also subscribes to various Cloud Solutions, such as Granicus Legistar (Agenda Management Software, GoverntmentJobs.com/NeoGov Insight, and ClearPoint Strategy for its Performance Management and Scorecarding Solution. The OneSolution Community Development application will also be a cloud solution once implemented.

The City uses various web apps and has also developed several in-house web applications. A listing can be found in **Exhibit "C".**

PART V – TECHNICAL SPECIFICATIONS/SCOPE OF SERVICES

The City plans on replacing its current core Financial packages, including Procurement, Human Resources, Benefits and other systems as deemed necessary beginning in the years 2014/2015. The current applications and others, lack features and integration capabilities required to support the growth that has occurred within the City. The new system must provide capabilities that will encourage new process development and extend the system's usage into each department of the city. The city's growth requires forward thinking and flexibility in the feature set of the new application. There is also a current need for other systems such as a CRM solution and a more fully integrated Electronic Document Management system – for file scanning, storage, including electronic forms processing (internal and external) and Workflow that will easily and seamlessly integrate with an ERP system.

The City intends to move forward with acquiring and implementing an ERP solution. This procurement will result in a contract for consulting services to aid the City in the development of a RFP and implementation of an Enterprise Resource Management (ERP) solution. This procurement is not for system integration services.

There will be subsequent procurement for ERP software and system integration services. The City seeks a vendor with extensive ERP consulting experience and skills, with a particular emphasis on ERP as it relates to public sector implementations.

This "experience" must be for a state or local government and the ERP project must have involved multiple functional areas.

01. ENTERPRISE RESOURCE PLANNING SYSTEM (ERP) RFP PROJECT

The consulting services will be provided on an hourly, as-used basis, and will include the following:

- Perform a Review of Application use and "Needs Assessment" and develop a Plan of Action for addressing the issues identified. This would include any software that is redundant in use.
- Examination of current business practices and processes;
- Recommendation on current business practices and processes;
- Conducting the analysis for, and the development of, an RFP to procure an ERP solution for the City;
- Assisting in the evaluation of proposals, shortlisting the top five (5) vendors, selection of an ERP vendor and advising the City throughout the procurement process for the ERP solution;
- Project Coordination;
- Assisting the City in the execution of the final contract resulting from the RFP process;

- Advising the City on the necessary qualifications of City team members for all phases of the ERP implementation;
- Advising the City in the development and execution of change management processes throughout the life of the ERP project;
- Project Status Reports;
- Other ERP System services as deemed necessary as mutually agreed upon by the City and Consultant.

02. CONSULTANT QUALIFICATIONS

Consultant shall not be affiliated with any potential vendor or show any bias toward any particular ERP Company/provider.

Consultants who are deemed the most qualified may be invited to present to a review committee their statement of work to be performed and a conceptual approach to the assessment and development of the City's Enterprise Resource Planning (ERP) RFP and the acquisition of services.

Due to the nature of this project, the selected vendor should have significant experience in the following areas:

- Project scheduling;
- Accurate project cost estimation;
- RFP Development;
- Vendor evaluation and scoring;
- Municipal/Governmental bid specification requirements.

Selected firm must have a minimum of 5 years' experience providing applicable services and solutions.

Assigned project staff to the City's project must have a minimum of 3 years' experience leading and facilitating the ERP requirements analysis process.

Selected firm must have successfully completed a minimum of 3 government engagements with the state, city, county or similar municipal government in the past 5 years.

Lead consultant must have served as a lead consultant in a similar engagement with at least one similar size government agency within the past 3 years.

03. CONSULTANT SERVICES

The work will be accomplished by the consultant and with the full cooperation and direction of the City's Project Team. Weekly oral progress reports will be presented to the Review Committee, at which time management policies and guidelines will be established.

The Contractor shall submit brief, periodic, progress reports to the City as requested.

04. CONSULTANT RESPONSIBILITIES

The Consultant shall provide Project Management activities in conjunction with . All activities of the Consultant shall be performed in a legal and ethical manner.

The Consultant is responsible for the assessment of current software needs, development of an RFP, assisting in the evaluation or proposals, providing specific time frames, and status reports, as mutually agreed to in conjunction with the City's Project Manager. The Consultant must be dedicated to servicing the City during the project. The responsibilities include, but not limited to the following:

- Provide qualified consultants to deliver project;
- Conduct work in an efficient and expedient fashion;
- Assess, plan, and execute in conjunction with the City;
- Review of tasks, responsibilities and expected deliverables;
- Identification of primary/lead for the duration of this project

05. CITY RESPONSIBILITIES

- Identify, schedule and confirm availability of support staff and management for interviews and meetings;
- Schedule meeting rooms or conference calls as necessary;
- Provide suitable workspace and/or training room for contractor personnel to accomplish their tasks; Provide cooperative access to knowledgeable staff that may be required during the examination phase of the project;
- Obtain and provide information, data, decisions and approvals;
- The City will designate a project manager from among its personnel who will be dedicated to this project. The City's Management or Governance Team for this project will provide project oversight on an as-needed basis.

06. PROJECT PHASES

(To include those items above in 01. Enterprise resource Planning System (ERP) RFP)

Phase One

- Project Kick-Off
- Attend Meetings;
- Examine and report on recommended business practices and processes;
- Conduct and Prepare needs assessment;
- Prepare timeline schedule for project in conjunction with the City;
- Other Related tasks as required in this Phase.

Phase Two

- Develop RFP working with City's Project Team and the Procurements Services Division;
- Develop vendor evaluation, Cost and scoring criteria with City's Project Team;

- Prepare and present estimated project cost report for City's Project Team;
- Prepare timeline schedule for project;
- Work with City's project Team and the Procurements Services Division to Release RFP;
- Attend meetings with the City's Project Team;
- Other Related tasks as required in this Phase of the RFP Process.

Phase Three (Duration of this Phase will/shall be completed upon all requirements being met and accepted by the City's Project Team).

- Conduct and Assist City's Project Team with the vendor evaluations process.;
- Prepare and present status reports to City's Team;
- Develop a shortlist of the Top five (5) ERP Vendors;
- Complete vendor selection, negotiations and/or award;
- Attend meetings of City's Project Team;
- Other Related tasks as required in this Phase.

COST

All prospective vendor responses must provide the total cost of completing all phases of this project. The cost should further be divided into cost estimates for each of the planned project phases. Under no circumstance should the cost of all phases exceed the total project price quoted. The quoted cost is to be the cost for all resources by the vendor both anticipated and unanticipated.

All travel, lodging & per diem expenses are to be incorporated within the total project cost and will not be paid in addition to the consulting fees, unless additional travel is specifically directed by the Project Committee.

Work requested outside the scope of this contract shall be approved by the Project Manager, in writing, prior to commencement of work. Each proposer shall provide as a part of their proposal response, an hourly fee schedule for services over and above those encompassed by the total cost for each of the disciplines provided for in the proposer's response.

PART VI – PROPOSAL EVALUATION CRITERIA

The award of the contract will be based on certain objective and subjective considerations listed below:

The City will consider qualifications and experience, technical approach, references and cost in the evaluation of proposals. The maximum points that shall be awarded for each of these categories are detailed below:

CATEGORY	MAXIMUM POSSIBLE
Qualifications and Experience	**30 %**
Technical Approach	**25 %**
References	**15 %**
Cost Proposal	**30 %**
TOTAL Available	**100 %**

An evaluation committee of qualified City Staff or other persons selected by the City will conduct evaluations of proposals. It may be a two-step process. In step one; the committee will evaluate all responsive proposals based upon the information and references contained in the proposals as submitted. The committee will score and rank all responsive proposals and determine a minimum of three (3), if more than three (3) proposals are responsive, to be finalists for further consideration. In the event there are less than three (3) responsive proposals, the committee will give further consideration to all responsive proposals received. In step two, the committee may then conduct discussions (oral presentations), for clarification purposes only, with the finalists and re-score and re-rank the finalists' proposals. The evaluation committee may then make a recommendation, resulting from this process, to the City Manager for award of a contract.

The City may require visits to customer installations or demonstrations of product by Contractor's, as part of the evaluation process.

The City of Fort Lauderdale reserves the right, before awarding the contract, to require a Proposer to submit any evidence of its qualifications as the City may deem necessary, and to consider any evidence available of financial, technical and other qualifications and capabilities, including performance experience with past and present users.

The City of Fort Lauderdale reserves the right to request additional clarifying information and request an oral presentation from any and all Proposers prior to determination of award.

The City reserves the right to award the contract to that Proposer who will best serve the interest of the City. The City reserves the right based upon its deliberations and in its opinion, to accept or reject any or all proposals. The City also reserves the right to waive minor irregularities or variations to the specifications and in the bidding process.

The City uses a mathematical formula for determining allocation of evaluation criteria including cost points, to each responsive, responsible proposer. Each evaluation criteria stated in the RFP has an identified weighted factor. Each evaluation committee member will rank each criteria, from each proposer, giving their first ranked proposer as number 1, and second proposer as number 2 and so on. The City shall average the ranking for each criteria, for all evaluation committee members, and then multiply that average ranking by the weighted criteria identified in the RFP. The lowest average final ranking score will determine the recommendation by the evaluation committee to the City Manager.

PART VII – REQUIREMENTS OF THE PROPROSAL

All proposals must be submitted as specified on the proposal pages, which follow. Any attachments must be clearly identified. To be considered, the proposal must respond to all parts of the RFP. Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal. If publications are supplied by a proposer to respond to a requirement, the response should include reference to the document number and page number. Proposals not providing this reference will be considered to have no reference material included in the additional documents. The City prefers all responses to this RFP to be less than 50 pages and that the Contractor utilize recyclable materials as much as possible. Expensive or fancy binders are not preferred.

All proposals must be submitted in a sealed package with the RFP number, due and open date, and RFP title clearly marked on the outside. If more than one package is submitted they should be marked 1 of 2, etc.

THIS IS A PAPER RFP WITH CD. All proposals must be received by the City of Fort Lauderdale, in the Procurement Services Division, Room 619, City Hall, 100 North Andrews Avenue, Fort Lauderdale, Florida, 33301 prior to 2:00 pm on the date specified in PART II – RFP SCHEDULE. Submittal of response by fax or e-mail will NOT be acceptable.

PROPOSERS MUST SUBMIT AN IDENTIFIED ORIGINAL COPY PLUS (2) COPIES OF THE PROPOSAL PAGES INCLUDING ANY ATTACHMENTS

THE ABOVE REQUIREMENT TOTALS 3 HARD COPIES OF YOUR PROPOSAL. CONTRACTOR SHOULD SUBMIT YOUR PROPOSAL ALSO ON A CD. CONTRACTOR SHOULD PROVIDE (8) CD COPIES OF YOUR PROPOSAL. CD COPIES MUST MATCH THE ORIGINAL HARDCOPY. IN CASE OF ANY DISCREPENCY BETWEEN THE ORIGINAL HARD COPIES AND THE CD, THE ORIGINAL HARD COPY PREVAILS. FAILURE TO PROVIDE PROPOSALS AS STATED ABOVE, MAY BE GROUNDS TO FIND CONTRACTOR NON-RESPONSIVE.

The proposer understands that the information contained in these Proposal Pages is to be relied upon by the City in awarding the proposed Agreement, and such information is warranted by the proposer to be true. The proposer agrees to furnish such additional information, prior to acceptance of any proposal, relating to the qualifications of the proposer, as may be required by the City.

A representative who is authorized to contractually bind the Contractor shall sign the Bid/Proposal Signature page. Omission of a signature on that page may result in rejection of your proposal.

PART VIII - PROPOSAL PAGES - TECHNICAL PROPOSAL

The following issues should be fully responded to in your proposal in concise narrative form. Additional sheets should be used, but they should reference each issue and be presented in the same order.

Tab 1: Bid/Proposal Signature page

Tab 2: Required Documents:
Non-Collusion Statement
Local Vendor Preference Statement
Sample Certificate of Insurance

Tab 3: Letter of Interest: The letter of interest may contain any other information not in the proposal but should not exceed two (2) pages.

Tab 4: Business Licenses. Evidence that your firm and/or persons performing the work are licensed to do business in the State of Florida.

Tab 5: Response to Part VIII – Section I – Qualifications and Experience (include information for any subcontractors as well)

Tab 6: Response to Part VIII – Section II – Technical Approach

Tab 7: Response to Part VIII – Section III – Cost Proposal Page

Tab 8: List a minimum of three clients/references of similar size to the City of Fort Lauderdale for whom you have provided similar services (in scope and size) in the last five years; Provide agency name, address, telephone number, contact person, and date service was provided. Provide a summary of services provided. Be prepared to provide, upon request, evidence of work product, ability to meet schedules, cooperation, and responsiveness. A letter of reference may be submitted from each client. Attach additional sheets if necessary.

Tab 9: List those City of Fort Lauderdale agencies with which the proposer has had contracts or agreements during the past three (3) years.

Tab 10: Any additional attachments to your proposal.

Tab 11: List any and all subcontractors with related information being used for this project.

PART IX –PROPOSAL PAGES

SECTION I - QUALIFICATIONS & EXPERIENCE ITEMS

1) Describe the Proposer's form of business (i.e., individual, sole proprietor, corporation, non-profit corporation, partnership, Limited Liability Company) and detail the name, mailing address, and telephone number of the person the City should contact regarding the proposal.

2) Provide a statement of whether there have been any mergers, acquisitions, or sales of the Proposer company within the last ten years, and if so, an explanation providing relevant details.

3) Provide a statement of whether the Proposer or any of the Proposer's employees, agents, independent contractors, or subcontractors have been convicted of, pled guilty to, or pled nolo contendere to any felony, and if so, an explanation providing relevant details.

4) Provide a statement of whether there is any pending litigation against the Proposer; and if such litigation exists, an attached opinion of counsel as to whether the pending litigation will impair the Proposer's performance in a contract under this RFP.

5) Provide a statement of whether, in the last ten years, the Proposer has filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors, and if so, an explanation providing relevant details.

6) Provide a statement of Proposer's experience and qualifications. Should include the number of years the proposer has been providing similar services.

7) Describe the Proposer organization's number of employees, client base, and location of offices.

8) Have you ever failed to complete work awarded to you? If so, where and why?

9) Provide a brief, descriptive statement indicating the Proposer's credentials to deliver the services sought under this RFP.

10) Briefly describe how long the Proposer has been performing the services required by this RFP and include the number of years in business.

11) Provide a personnel roster and resumes of those who shall be assigned by the Proposer to perform duties or services under the contract assuming a start date of August, 2013 can be achieved.

12) The resumes shall detail each individual's title, ERP experience, education, current position with the Proposer, and employment history.

13) Provide a statement of whether the Proposer intends to use subcontractors, and if so, the names and mailing addresses of the committed subcontractors and a description of the scope and portions of the work the subcontractors will perform.

PART IX – PROPOSAL PAGES
SECTION II - TECHNICAL APPROACH

1) Provide a narrative that illustrates the Proposer's understanding of the City's requirements.

2) What have been the significant problems with ERP implementations in other agencies? Describe how you will help the City of Fort Lauderdale avoid similar problems.

3) Provide a narrative that illustrates how the Proposer will complete the scope of services and accomplish required objectives.

4) Provide a narrative that illustrates how the Proposer will manage the Proposer's portion of the project, ensuring completion of the scope of services, and accomplishing required objectives.
5) Describe your actual experiences in dealing with "cultural change management" in ERP implementations.

6) Describe your company's approach and methods for retaining a stable consulting staff. Include processes you have in place for motivating your staff to perform at their maximum capability. Also, address plans you have for ensuring technical competence in a changing technological environment.

7) In your opinion, what are the top five critical success factors (in priority order with #1 being most important) in an ERP project in the public sector? Discuss how you would help the City of Fort Lauderdale deal with each of these to mitigate the risk of failure.

8) Statement of proposed services timetable and availability: Should respond to scope of work. Provide a summary of timetable and availability of proposer to prioritize the City's project. Timetable shall cover the total hours provided in the financial proposal section.

PART IX – PROPOSAL PAGES

SECTION III – COST PROPOSAL

NOTICE TO PROPOSER: This Cost Proposal MUST be completed EXACTLY as required.

Consultant will perform the Scope of Services on a Phased approach and a fixed Hourly Fee Schedule. Any additional services authorized by the City of Fort Lauderdale shall be billed utilizing an Hourly Fee Schedule.

All costs including travel are to be included in your proposal. The City will not accept any additional costs.

The proposed cost and the submitted technical proposal associated with this cost shall remain valid for at least 120 days subsequent to the date of the Cost Proposal opening and thereafter in accordance with any resulting contract between the Proposer and the City.

1. Cost per phase/time frame

Phase I $_____ Estimated Hours & Duration _____

Phase II $ _____ Estimated Hours & Duration _____

Phase III $ _____ Estimated Hours & Duration _____

TOTAL COST OF ALL PHASES $ _____

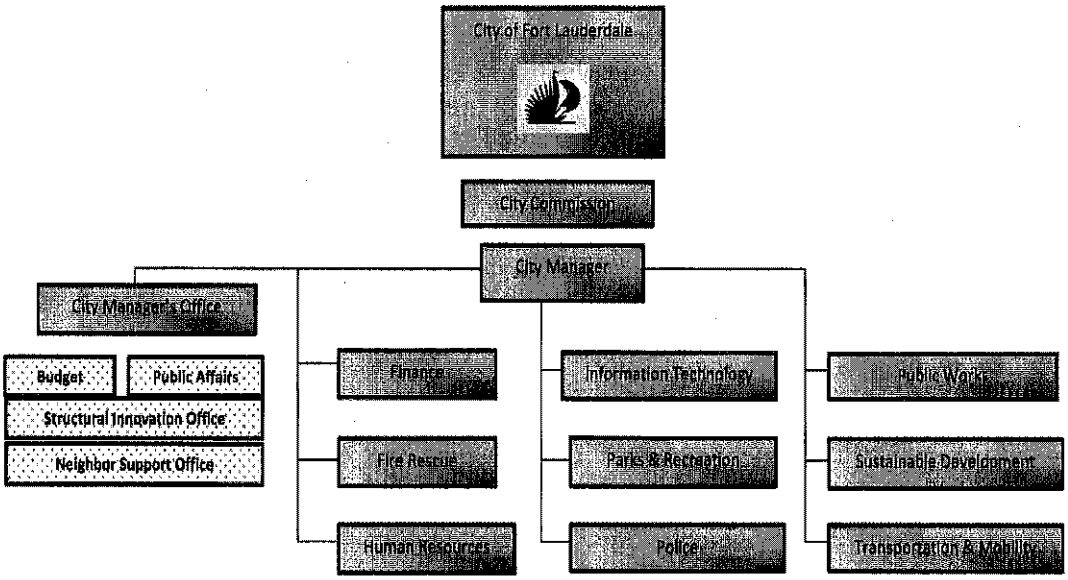
2. Firm, Fixed Hourly Fee for Additional Services performed outside the RFP Scope of Work.

$ _____ /Hr.

3. Proposer agrees to reimbursement for per diem expenses on travel, lodging, and any other travel related expense **outside the Scope of Services**, which are approved in advance by the City of Fort Lauderdale's Project Manager, in accordance with the City policies and limits. A copy of the Travel Policy may be obtained by visiting the City of Fort Lauderdale's web site at:
http://www.fortlauderdale.gov/purchasing/TravelPSM_121002.pdf

Yes _____ No _____

EXHIBIT A - Organizational Chart



*The City Attorney's Office, the City Auditor's Office, and the City Clerk's Office report to the City Commission.

EXHIBIT B - SOFTWARE INFORMATION AND ANALYSIS BY DEPARTMENT

Software Applications - those that are common across all City Departments

- Granicus Legistar (SaaS – Commission Agenda software).
- Periscope BuySpeed Online (Procurement, Purchase Orders, Master Blankets, Receipts, Invoicing – Real Time Interface to FAMIS).
- NeoGov – GovernmentJobs.com (SaaS - Personnel Requisitioning, Application Submittal System).
- FAMIS – Financial Accounting and Management Information System, Account reconciliation, Cash receipts, payment processing.
- BPREP – Budget Preparation System, Budget Forms (interfaces with an In-house web app).
- SumTotal System, Inc., Payroll Processing (Cyborg) Administers salary data, leave accrual, leave tracking, longevity, etc.
- Clearpoint Strategy – Ascendant Strategy Management Group (SaaS - Performance Management/Scorecarding Solution).
- MS Office Suite of Products and various desktop applications.
- CIP – Capital Improvement Program – In-House Web App.
- BidSync - SaaS - e-procurement service for the purpose of posting competitive solicitations. issued by the Division of Procurement Services.
- Sophos Endpoint Security and Control.
- GFax.
- GIS Mailers 3.0 Web Based City mapping.
- Cognos Reporting Tool
- AS Service - Payroll self-service application, allows personnel to enroll in benefits. It is will also allow personnel to view paycheck information and W2 information online

Newer Software Applications/Services that the City does not desire to replace

- Cayenta Utilities.
- SunGard's OneSolution Community Development Product (Project Kickoff Phase).
- Granicus Legistar, InSite and related Modules.
- TeleStaff Scheduling Software (Fire and Police).
- Kronos Timekeeping. Various Departments to be implemented.

SOFTWARE ANALYSIS AND DESCRIPTION BY DEPARTMENT

It is important to note, significant use of Excel and/or Microsoft Access are used by some departments to help supplement these systems as well as bridge the gap in communications between them.

CITY ATTORNEY"S OFFICE

- ProBill – Abacus
- Lawbase

CITY AUDITOR's OFFICE

- TeamMate – Audit Management Software

CITY CLERK'S OFFICE

- Granicus Legistar - SaaS- Agenda Creation and Publishing
- Digital, Audio DCR
- EthicsTrac – Meeting Log for Commissioners and Lobbyists, In-house web app
- Lobby Manager – Lobbyist Registration Data, In-house app
- Lobby Search – Registered Lobbyist and Meetings search, In-house app

CITY MANAGER'S OFFICE

➢ **Budget, CIP and Grants Division**

The Budget/CIP and Grants Division provides budgetary support services to all City departments in the development of the City's Annual Budget; prepares revenue and expenditure projections, maintains a Budget Preparation Guide, implements budget monitoring and controls, focusing on long-range forecast, trend analysis and the development of strategic planning. The Division is also responsible for conducting a monthly financial analysis of the City's revenues and expenses through the use of the Monthly Financial Reports. The Divisions are comprised of nine (9) employees.

The following systems are used:

- Audit Compliance Tracking System- In House app for tracking audit issue findings, notes & resolutions.
- Grants Management Tracking (GMTS) - Organize and track grants, Budget Forms, BPREP, In-house web. app – FAMIS Interface - Reads / lookup from data warehouse for reporting.
- FAMIS – Financial Accounting and Management Information System.
- BREP – Budget Preparation.
- Budget Forms – BPREP – Includes an In-house web app - budget forms for data entry, printing and reporting –FAMIS Interface - Reads / lookup from data warehouse for use on forms.
- FAMIS Datamart - an extract program on the IBM mainframe for the FAMIS accounting and FAMIS budget data. This data is sent to a server with Informatica, where it is cleaned and formatted to insert into an Oracle database. This Oracle database is then queried by Cognos 8.3.

➢ **Office of Neighbor Support**

Under the leadership of the City Manager, the Neighbor Support Office provides additional outreach and enhanced services to our neighbors, while fostering transparency in government.

The office serves as a central resource to effectively address issues of interest and concern. The department is comprised of six (6) full time employees.

The Office of Neighbor Support provides assistance:

- Addressing concerns;
- Answering questions ;
- Keeping you informed about City programs, activities and services ;
- Facilitating staff contact;
- Coordinating meetings with City staff;
- Attending neighborhood meetings ;
- Providing follow up.

The following systems a being used

- Amicus is the application used to enter and track neighbor inquires and complaints. The Division is looking into alternative CRM solutions.
- NEIGHBORHOODS - Web interface for residents upload WOW neighborhood nominations

➢ **Public Affairs**

The Public Affairs Division oversees the city's marketing and communication initiatives. The division educates and informs residents, visitors, businesses and employees about city services, activities and programs. Using targeted communication strategies, Public Affairs engages the community in the governmental process, enhances tourism, supports local industries, stimulates redevelopment, promotes business attraction and retention, increases participation in city programs and activities to generate additional revenue, and strengthens quality of life. The Division of Public Affairs is comprised of seven (7) Employees.

Software used- MS Office Suite and Adobe products
Software Needed: Media tracking subscription software service like Vocus or Meltwater news. Using a service like this would provide us with hard data on the effectiveness of our media activities. It also has capabilities of running reports that cover items like reach, audience, impact, etc.

➢ **Structural Innovation Division**

The Structural Innovation Division (SI) directs the FL^{2}STAT, the results oriented approach to strategic planning, performance management, and process improvement. The division works to build the foundation for innovation, including inclusive leadership, creativity, internal collaboration, external partnerships, and community development. SI is a dedicated resource to departments to achieve this through training and support. The Structural Innovation Division is comprised of five (5) employees.

Our core services are described as follows:

- Develop and implement the Strategic Plan
- Conduct performance measure training, review, and analysis
- Facilitate and analyze benchmarking
- Perform project management for the Community Visioning initiative and linking to the Strategic Plan
- Implement and manage the performance management software
- Conduct process improvement events

The following system is used in the Structural Innovation Division:

- ClearPoint – Performance management software that allows the City to monitor, analyze and improve performance in the PerformanceSTAT approach, as linked to the Strategic Plan and Departmental Scorecards. Although this applications is relatively new, it has wide spread use and visibility within the organization.

It is important to highlight that as part of the Process Improvement efforts underway, SI will be working closely with IT to identify technological solutions for improvement projects. As of today, the Neighbor Support Division is looking into alternative CRM solutions (identified by IT) for their neighbor request process.

FINANCE DEPARTMENT

The Finance Department consists of Administration, Accounting and Financial Reporting, Procurement, Utility Billing and Collection and Revenue and Debt. The Finance Department is responsible for all cash receipts and disbursements, and maintenance of an internal control structure that adequately safeguards the assets of the City. This includes the traditional processing of all of the City's invoices for goods and services and recording of all related general ledger transactions for active funds in order to prepare financial statements in conformity with Generally Accepted Accounting Principles. The Revenue and Debt Management Division manage the cash, investments, and liquidity of the city to ensure the resources are secure and available when needed to meet the needs of the city. The Department is comprised of fifty-eight (58) full time employees and one (1) part-time employee.

➢ **Administration**
The Finance Division works to safeguard the City's assets, financial affairs, and provide for the long-term financial stability, integrity and accountability of resources.

➢ **Accounting and Financial Reporting**
The Accounting and Financial Division is responsible for providing the departments and the public with timely financial information to assure accuracy, accountability and transparency. Reporting mechanisms include; monthly financial reports, quarterly payroll tax reports, State Annual Financial Report, Annual Single Audit Report and the Comprehensive Annual Financial Report.

The division is also responsible for processing payroll in-house for about 2,500 employees and 2,200 retirees bi-weekly; accounts payable process an average of 1,800 vendor payments a month; monitor and reconciliation of Federal, State and Local grants; monitor capital and non-capital project expenditures and maintain fixed assets records.

Current Software

- FAMIS - Financial Accounting and Management Information System (Cogsdale Holdings, Inc.) - Major Functions include: general ledger accounting, accounts payable, purchasing, interest distribution, fixed assets, labor distribution.

Various systems interface to FAMIS or depend upon FAMIS data. These include the following citywide systems: Payroll System, the Budget System, Procurement System (BuySpeed OnLine - Real Time Interface), including in-house developed web apps such as Budget Forms, CashCloud, Engineering Tracking, Fuel Charge System, Grants

management Tracking System and Procurement Cards Management System. See Exhibit "D" for flowchart of current systems.

- SumTotal Systems, Inc. Payroll Processing (Cyborg)
- Companion Pay - This system issues credit card payment through CPS services for paying vendors. Transactions are entered into FAMIS in a particular manner. They are extracted using a Cognos report into Excel, and this Excel file is uploaded into CPS. They are using this for paying FPL accounts, a few other vendors.

➢ **Revenue and Debt**

The Revenue and Debt Division is responsible for the City's investment portfolio, debt activity and cash management. This division also manages Cash Receipts, Accounts Receivable, Revenue, and Banking and Investment Management.

Other Software currently in use:

- Wachovia – Check Image Viewer
- SunTrust PCARD?
- Cash Cloud – Cash Receipts data entry interface to FAMIS - In-House Web App - produces file to be imported to FAMIS
- ECenter – Web based laser check printing system
- Cognos FAMIS –FAMIS Reporting (data not real time for reporting purposes)
- FAMIS Web – Web Based Interface to FAMIS System
- Tele-Works payment module for Business Tax, IVR Payments (previously existed in Community Plus)

➢ **Utility Billing and Collection**

This division is responsible for processing the billing for all water, sewer, sanitation, special assessments, business tax, and other accounts receivables. Monitors and applies liens to delinquent accounts. Performs Notice Processing, Meter Inventory, Lockbox Service, Collections and Lien Tracking.

The division will continue to use Cayenta .

Current Software (no desire to replace)

- Cayenta Utilities– A Division of N. Harris Computer Corporation
- Community Plus (upgrading to SunGard's OneSolution Community Development Product Product)

➢ **Procurement**

The Procurement Division provides centralized procurement of goods and services. It is the responsibility of the Procurement Division to assist City departments in obtaining necessary goods and services at the most economical prices while ensuring compliance with all applicable laws and policies. Procurement directs the purchase of all goods and professional services. Heavy equipment, vehicles, and other goods and services as required. The Procurement staff consists of nine (9) full time employees.

Current Software

- Periscope's BuySpeed Online e-procurement system (Requisitions, Purchase Orders, Receiving and Invoicing via Finance Accounts Payable/BuySpeed Online consists of a real-

time interface with FAMIS capturing required transactions (Includes a Warehouse Inventory Module used by the Public Works Warehouse)
- BidSync - SaaS - e-procurement service for the purpose of posting competitive solicitations issued by the Division of Procurement Services.
- Spikes Cavell (Used By IT)– Spend and Contract Analytics – Reporting against the FAMIS Datamart
- Excel Spreadsheets – Used for processing Travel and Expense authorizations and reimbursement forms for FAMIS manual input of information, Insurance Certificates for Vendors/contractors, Contracts.
- Procurement Cards Management System – Includes FAMIS Interface - Produces file to be imported to FAMIS

The Finance Department is looking to replace all systems with the exception of the Cayenta Utility Billing System.

FIRE-RESCUE DEPARTMENT

The Fire-Rescue Department is responsible for providing fire, dispatch, inspections, ocean rescue, special events, and EMS services to the citizens of Fort Lauderdale. For each of these disciplines we have software that assists us with the tracking and reporting of each. The fire inspections division is responsible for the inspection of all buildings on a rotating schedule and the investigation of fire incidents. The operations division is responsible for responding to 911 calls for service and maintaining equipment and stations in a state of readiness. Dispatch is responsible for taking incoming 911 calls and dispatching appropriate units. The Ocean Rescue division is responsible for safeguarding our beaches. The Fire-Rescue staff is comprised of 452 full time employees and 9 FTE's.

Current Software
- TeleStaff- Scheduling software for personnel.
- TripTix- EMS Report Writing. This software is used to capture our data on 911 and Interfacility calls for service. The vendor TripTix supplies the Fire Department with laptops that are utilized on calls. They also provide a cloud based solution where users can log into the website and update/review reports. (https://emr.intermedix.com/common/Frames.jsp)
- Fire Mobile and I/Mobile - Software for MDT's used in all Fire apparatus. The apparatus receives the calls from dispatch on these computers and they also have access to maps of the City on them.
- Access Control and DVR - Video monitoring and door card control system.
- Beach Alerting System - Public alerting system that has preset recordings that can be played or voice announcement.
- CAD/Deccan- Dispatch software

Software we are in the process of replacing
- Community Plus- Prevention Inspection software (Firehouse Software module will be integrated as part of the OneSolution Community Development implementation).

Software we would like to replace:
- SunPro- Records Management Software. We need to look into the possibility of switching from SunPro to Firehouse. One of the Fire House software modules will be implemented as part of the OneSolution Community Development Product

Implementation and should evaluate the possibility of purchasing the incident module to replace SunPro, and possibly other software needed
- Electronic Forms Management software- We need a solution for storing and tracking our important issues and paperwork. Laserfiche would be a good replacement for this.
- Inventory / RFID – Current system and hardware are obsolete. Most hardware inoperative. Requires new hardware, prefer software to where we have control and users can access logs (read only). Looking to advance system with RFID use. (needs to be barcode and RFID capable) IT assistance in regards to software and accessibility would have to be worked out prior to going out to bid.
- If a CRM type of software is purchased Citywide the Fire Department would like the ability to communicate with Public Works on work orders for fire station maintenance. The ideal situation would be if we could open a work order and Public Works could place comments on it and close it out. We would also need the ability to run reports or query old or pending work orders. We also communicate with the garage for apparatus repair and a similar setup with them would be helpful.
- Fire-Rescue uses EmPower 360 for Electronic Fire Training Records and Retention.

HUMAN RESOURCES DEPARTMENT

The City of Fort Lauderdale Human Resources Department is a full-service department encompassing the following functions: Recruitment, Testing and Selection; Classification and Compensation; Benefits; Organizational Development and Training; Employee Relations; Labor Relations; and Risk Management. The Human Resources Department is the centralized work area responsible for administering all of these functions for the approximately 2,400 employees, which expands to over 4,000 when counting retirees and dependents for purposes of health insurance. The Human Resources Department is comprised of almost 30 employees.

Current software:

- SumTotal Systems, Inc., Payroll Processing (Cyborg) – serves as the Human Resource Information System to manage employee and position records. The classification, compensation, and benefits programs are all maintained within this system. (This is also the system used by Finance for payroll in conjunction with FAMIS, the City's financial system and Position Budget Projections.)
- COGNOS Reporting Tool
- Employee Performance Reviews - Performance reviews are a custom process written to our specs in the payroll system
- NeoGov – Job Description maintenance, Recruitment, Application submittals, Pre Screening, Applicant Tracking, test scoring and Selection.
- EmPower - digitizing employee personnel files & Employee Benefits forms, electronic document management.
- TRAC Systems Applicant Tracking SW used in conjunction with NeoGov (SW is unsupported)
- Kronos – used for time and attendance tracking in some other departments; otherwise, time and attendance tracking is done through time clocks with manual entry.
- Risk Master – used as a Risk Management Information System
- RiskFacs – used as a Workers Compensation information system
- Union Contracts administration (Word Documents)
- LXR Recruitment Testing Creation

- ICS -Identifying Criteria for Success, job analysis software from DDI (Development Dimensions International). We do the job analysis first to determine the most important dimensions to test for in an oral interview or other assessment exercises.
- ID Badge- Employee Photo Generation with Employee ID

The Human Resources Department is open to replacement of all systems as long as the replacements are modern technology with easy querying and reporting mechanisms, and are capable of communicating or integrating with each other. Systems should include additional features not currently in place to track assets distributed to employees, report the total cost of compensation (including City's contributions for retirement and benefits) for an employee or group of employees, and tracking certificates of insurance and expiration dates from vendors. Additionally, the Human Resources Department is interested in procuring a Learning Management System (including performance evaluations; knowledge, skills and abilities databases; succession planning tools; etc.) to facilitate its Organizational Development and Training program.

INFORMATION TECHNOLOGY SERVICES DEPARTMENT (ITS)

The Information Technology Services Department (ITS) is a centralized service department that provides technical resources (support, software, hardware, services, direction, and leadership) to the various departments for the City of Fort Lauderdale. The ITS Department delivers customer care, provides computers, telephones, radios, Intranet, Internet, electronic mail, telephones, radios, wireless communications, Web site, business software applications, GIS Applications, desktop software applications, and training. The ITS group is responsible for all system implementations, security, and the tactical and strategic planning for technology solutions and services to support City functions and service delivery to the citizens. The ITS Department is comprised of sixty (60) full time employees and four (4) part-time employees.

In addition to applications that are common across city departments, the City of Fort Lauderdale ITS Department uses the following systems and applications.

- BMC Software, Inc., Track-It! – Helpdesk Issue, assignment and tracking software, and Assets/Inventory Tracking
- Spiceworks SharePoint
- Chargebacks – Time Accounting and Tracking
- SMS
- Sophos Endpoint Security and Control
- ArcGIS Desktop
- ArcGIS for Server
- ArcPad
- Spikes Cavell and Analytics
- Cognos Reporting
- SumTotal Systems, Inc. Payroll/Benefits
- Web Application Development
- GIS App Development
- WebSense
- Radio Shop - In-house Web App - Inventory management, service tickets, and data management

The Department desires an efficient method to track Contracts/Agreements with its various application vendors, to include pertinent information and expiration notifications.

PARKS AND RECREATION DEPARTMENT

The City of Fort Lauderdale Parks and Recreation Department is a full service department comprised of the following divisions: Parks, Recreation, Facility Maintenance, Cemeteries, Aquatic Complex, Marine Facilities, Tennis Center, War Memorial, Park Rangers, Real Estate and Sanitation. The parks and Recreation Department is comprised of 451 full time employees and at peak times can employee up to 400+ part time employees.

The following systems are used in the Parks and Recreation Department:

- KRONOS – used for time and attendance tracking in Parks Division and some other departments; otherwise, time and attendance tracking is done through time clocks with manual data entry
- GMTS – Grants Management Tracking System
- REC TRAC* – Activity registration, facility reservations, pass management, POS, league, trips
- WEB TRAC* – On line registration for Athletic and other Programs offered
- MAIN TRAC – Requesting, generating and tracking work orders
- ALL PRO LEAGUE SCHEDULER – League scheduling software
- HYTEK MEET MANAGER – Swim team scheduling and reports
- THE MARINA PROGRAM* – Maps 3 City Marinas, shows slip availability, data base of City slip rentals and history
- CRPD - City Real Properties Database – In-house Web App
- GIS - Electric meter monitoring

The above programs, marked with a *, involve the collection of money. These systems will need to integrate with the new ERP system, if not incorporated into it. A primary concern for Parks and Recreation is the ability to have all part-time employees placed on a time clock where their time would be automatically uploaded into the payroll system. This would greatly reduce the manual entries required by our current timekeepers.

POLICE DEPARTMENT

As stated in the Police Department's mission statement: "Provide a safe and orderly environment in our city through professionalism, dedication, an active partnership with the community and concern for individual dignity." The Police Department is comprised of 673 employees (511 Sworn, 46 PSA, and 116 Civilian).

In addition to applications that are common across city departments, the City of Fort Lauderdale Police Department uses the following systems and applications.

The **following systems are used in the Police Department**

- **Community Plus Alarm Billing** – Currently using Community Plus, to be upgraded to CryWolf
- **Intergraph Public Safety CAD** – Computer Aided Dispatch system includes calltaker, dispatcher, CADDBM, Netviewer.
- **Intergraph Public Safety I/Mobile** – Mobile application on Patrol laptops.
- **Intergraph Public Safety RMS** – Records Management System

- **ESRI ARCView** – Used by Crime Analysts for geospatial crime analysis.
- Kronos Time Keeping and Kronos Telestaff – Personnel Scheduling
- **Coban In-car video** – In car video and back office applications
- **EvidenceOnQ** – Management of physical Evidence
- **Foray** – Management of digital evidence.
- **Fishbowl** – Police Supply inventory
- **ISYS** – Enterprise search and information access system.
- **Courtrack** – Subpoena tracking program.
- **IAPro** – tracks complaints and Internal Affairs cases.
- **MorphoTrack** – Latent Fingerprint Identification and processing.
- **WinPAK SE** – Access control software to control access to the facility.
- **EpiSuite Pro** – Management, design, and printing of ID cards.
- **Ocularis** – Video camera monitoring application
- **VisionCMS** – Web site content management system.
- **BAIR** – Crime analytics
- **InfoRAD** – Paging application
- **RMS application** – Custom Informix 4GL application to access Pre-1999 RMS data.
- **TrainingTrack**
- **Captain's Sheet** – Eureka Report that automatically prints key events based on CAD data.
- **Trespass Affidavits** – Custom Informix 4GL application used to track trespass affidavits
- **Citation Book Tracking** – Custom application used to track Citation Books.

Systems/Applications planned for replacement or in process of being replaced

- **CA Jasmine Portal** – This is an unsupported Intranet platform planned for migration to a Microsoft SharePoint environment.
- **CA Eureka Report server** – This is an unsupported Intranet platform planned for migration to an SAP Business Objects report server.
- **CA Eureka** – Reporting tool planned for replacement by Crystal Reports.
- **Avel-Tech** Automatic Vehicle Location – This is going to be replaced upon conclusion of the current RFP process.
- **Police is responsible for ALARM Billing and this would be a good candidate for replacement**

PUBLIC WORKS DEPARTMENT

➢ **Administrative Support/Strategic Planning**

This division provides managerial, technical, and administrative support to the department including budget, finance, public information, agenda management, safety, training, and human resources.

Software Applications used:

- Engineering Tracking System – The Engineering Tracking System (ETS) is a software tool used by the Engineering Division to manage engineering projects. Information on the various phases of a project is entered and tracked in the system such as planning, permitting, designing, bidding, contracting and construction. Also the system is used to capture staff time spent on projects, purchase order information and is utilized as a reporting tool. Includes FAMIS Interface reads / lookup from data warehouse for reporting. Currently the department is assessing applications.

- ACDC – Picture viewing
- SPSS – statistical software
- Hansen/Info – Call Accounting Software – Currently working with Neighbor Services for replacement, City-wide solution preferred
- Cayenta
- Cognos Report Writer
- Honeywell Fusion Remote (Security Cameras)
- DCR & FPR recording
- Kronos – used for time and attendance tracking
- Guard Card
- Code Red – Emergency notification system (telephone/text/email)

➢ **Sustainability**

The City of Fort Lauderdale's Office of Sustainability strives to advance a culture of sustainability resources in the community. Through the fundamental practices such as "conservation, protection, and enrichment of natural resources," the Office of Sustainability seeks to expand green initiatives through collaboration with staff and neighbors of the City. The City's proverb "Green Your Routine" encourages our stakeholders to implement a sustainability lifestyle today to guarantee us a tomorrow.

Software Applications used:

- Hansen/Info
- Cayenta Utilities
- Community Plus (upgrading to SunGard's OneSolution Community Development product)
- Kronos – used for time and attendance tracking
- GMTS – Grants Management Tracking Software

➢ **Engineering**

The Engineering Division provides engineering, architectural, and project management services. It recommends to the City Commission projects for contract award which include seawall replacement, major renovations, utilities replacements, neighborhood improvement projects, and annual resurfacing dredging and stormwater programs. It also processes all construction and consultant payments for projects plus all operating budget expenses.

The division administratively manages the capital funds including general capital projects, water and sewer fund, stormwater, and grants for certain projects. In addition, it serves as the main resource to other City departments and neighbors regarding the capital improvement program.

Software Applications used:

- Engineering Tracking System - The Engineering Tracking System (ETS) is a software tool used by the Engineering Division to manage engineering projects. Information on the various phases of a project is entered and tracked in the system such as planning, permitting, designing, bidding, contracting and construction. Also the system is used to capture staff time spent on projects, purchase order information and is utilized as a reporting tool. *This is a candidate for replacement.*
  - Auto CADs Maps
  - AutoCad 2013
  - AutoCad Electric 2013
  - AutoCad Civil 3d 2013
  - Autoturn Insite
  - Cascade
  - ICPR
  - Arch Map 10
  - Cayenta
  - Hansen/Info Call Accounting Software
  - H2OMap Water Suite 6.0
  - InfoSWMM 5.0
  - Bluebeam RevuCAD
  - Photoshop Elements
  - Irender nXt
  - ARC GIS – ARC View
  - Kronos – used for time and attendance tracking

➢ **Utilities – 24 Hour Customer Service**

Customer Service provides a 24/7/365 call center in support of the department's services, receiving calls and inquiries via online system and Android application for service (water, wastewater, stormwater, sanitation, other ROW issues, and provides afterhours call support for other City departments). In addition to answering pertinent questions, investigating complaints, and solving unusual problems in an effective manner, the Call Center also tracks customer contacts to ensure that satisfactory resolutions are achieved.

Software Applications used:

- Hansen/Info Call Accounting Software
- Cayenta
- Symposium
- Dispatch Radio System
- BuySpeed Online & Client (Warehouse/Pipe Yard Inventory)
- Sunshine One Database
- CitecSCADA software for monitoring of pump stations
- EXACQVision – security system
- Cognos Report Writer
- Kronos – used for time and attendance tracking
- Community Plus (being replaced with SunGard's OneSolution Community Development Application).

➢ **Distribution and Collection Division**

This division operates and maintains a 770 mile potable water distribution system, 330 mile wastewater collection system, including over 200 wastewater pump station, and a 127 mile

stormwater collection system with 2 stormwater pump stations, serving 57,000 accounts within Fort Lauderdale, as well as several adjacent large user cities. The division also maintains and repairs asphalt road surfaces and road shoulders (swales).

Software Applications used:

- Hansen/Info Call Accounting Software
- Cayenta
- CitecSCADA software – used for data acquisition and monitoring pump stations
- Allen Bradley PLC software used to control pump stations
- Allen Bradley Drive Explorer
- Allen Bradley Factory Talk
- Acrones – imaging software
- AutoCAD Electrical
- ARC - GIS – ARC Info (views maps – created)
- VZAccess Manager (Verizon)
- Verizon Mobile Broad Band Manager
- ACE Manager – Radio Software
- Data Logger – to measure pump station pressure
- Northrop Grumman - Route Manager for meter reading, Northrop Grumman Versa-Term handheld system for meter reading – used by contractor, Meter Reading office, and Customer Service
- Data Logger – to measure customer consumption
- GIS Database
- Sunshine One Database
- Radio System for communication
- Internet applications - Google Earth and Google Maps
- Kronos – used for time and attendance tracking
- Flexidata
- Dicksonware
- Symantec

➢ **Environmental Services Division**

The Environmental Services section is charged with protecting the infrastructure of the Public Works Department either by damage or misuse. This infrastructure includes, but is not limited to; water mains, lines and meters; wastewater mains and pumping stations; and stormwater lines, catch basins, and outfalls.

The section administers the State and County required backflow and cross-connection control program, the federally mandated and stated controlled industrial pretreatment program, and the federally mandated stormwater permitting program. It is also in charge of hazardous materials disposal and many forms of environmental sampling for the entire City.
All Public Works Department operational permits with all regulatory agencies including EPA, FDEP, BCDNP, and SFWMD are renewed and updated by this section.

Software Applications used:

- TOKAY
- Hansen/Info Call Accounting Software
- Cayenta

- Community Plus (upgrading to SunGard's OneSolution Community Development product)
- Radio system for communication
- ARC - GIS – ARC Info (views maps – created)
- Auto CAD Viewer Software (need)
- ImportantDatesPlus by Infoware– Permit Tracking Software
- Benefit Cost Analysis (BCA) FEMA software
- Analytical Software – for Environmental Field Sampling

➢ **Treatment Division**

The City of Fort Lauderdale provides regional water and wastewater services to approximately 250,000 residents of the central portion of Broward County. In addition to serving the citizens of Fort Lauderdale directly, the City contractually provides these services to adjacent communities through master metering points.

This division operates and maintains two water treatment plants (Fiveash and Peele-Dixie) with an average daily distribution of 40 million gallons per day (MGD) and a regional wastewater treatment plant (G. T. Lohmeyer) with a collection capability of 55.7 MGD serving Fort Lauderdale and other adjacent municipalities throughout Broward County.

The Environmental Laboratories section provides compliance monitoring services as well as chemical and microbiological analysis for drinking water, wastewater, recreational water and stormwater systems to ensure that these functions comply with expanding local, state and federal health and environmental rules and guidelines. The laboratory is State-certified and performs testing services for other city departments and municipalities.

Software Applications Used:

- CitectSCADA Fiveash Water Treatment Plant
- CitectSCADA George T. Lohmeyer Regional Wastewater Treatment Plant
- Comcept – PD
- Environmental Systems RE
- Intellution Peele Dixie Water Treatment Plant
- Win911 - George T. Lohmeyer Regional Wastewater Treatment Plant
- OPC SNMP – Sever – GTL Control System
- Symantec Endpoint Protection
- ARC – GIS – ARC Info
- ABB Control Builder
    - ABB AC800M IP Config.
- ABB Process Panel Builder
- ABB OPC Server
- BB Electronics Vlinx Manager
- Microsoft SQL Server
- iFAK Software
- Schneider Electric Concept
- Schneider Electric Advantys STB
- Schneider Electric Sycon
- Schneider Electric Vijeo Designer
- Auto CAD 2005
- PLC Workshop for Modicon
- Lenel OnGuard

- EXACQVision – security system
- Rotork InSight
- AVTECH Device Discovery Utility
- Sierra Wireless AceManager
- iFIX
- Software ToolBox- Top Sever
- RS Logix 5
- RS Logix 500
- RS Linx
- Cisco Network Assistant
- Microsoft Baseline Security Analyzer
- APC IP Device Configuration
- AVTECH Device Discovery Utility
- Maple Systems OITware-200
- Paint.net
- Campbell Device Config. Utility
- Campbell Datalogger Config Utility
- Loggernet
- Maple Systems Easybuilder 5000
- Apollo ASW-35
- SolarWinds TFTP Server
- CiscoKits TFTP Server
- Ashley Audio Protea NE Software
- Acromag Inellipack Configuration
- Kronos – used for time and attendance tracking

➢ **Fleet Services**

City's fleet is comprised of approximately 1,504 vehicles and equipment consisting of anything from automobiles, vans, pickups, bucket trucks, dump trucks, rack trucks, compressor trucks, backhoes, trenchers, loaders, cranes, etc. to Fire Department pumpers and aerial ladders and Police Department marked and unmarked vehicles. It is Fleet Services responsibility to recommend and furnish functional, reliable and economical vehicles and equipment necessary for the conduct of City operations, write the necessary specifications for bidding purposes, assist the Purchasing Department with vehicle and equipment auctions, and to prepare and administer the annual fleet budget shown in the "FLEET PLAN" prepared annually for approval of the City Commission.

Software Applications used:

- E.J. Ward (Fuel Management system)
- First Source (Fleet Management Software)
- Fuel Chargebacks – Chargeback system for fuel billing - Manage vehicle data, import fuel-pump data, billing reports, output fuel billing file for FAMIS

SUSTAINABLE DEVELOPMENT DEPARTMENT

Department consists of three divisions with the following main functions and is comprised of 132 full time employees:

- Issue building permits and perform building inspections to ensure compliance with the Florida Building Code
- Conduct fair and equitable code enforcement to encourage voluntary compliance efforts and prompt corrections of violations.
- Promote the attraction, retention and expansion of businesses, provide business liaison functions for the business community and implement the Community Redevelopment Agency's (CRA) plan with the primary goal of eliminating slum and blight and encouraging economic development.
- Encourage and direct orderly growth and well-designed development through sound planning principles that focus on community development, urban revitalization, long-range planning, and historic preservation.
- Administer Federal and State grant programs for housing and community development in compliance with applicable regulations including technical assistance, program reporting, audit review and on-site monitoring of all Grant program sub-recipients and community partners.

The Department of Sustainable Development utilizes the following programs:

- FAMIS – Account reconciliation, Cash receipts, payment processing
- Community+ (Moving to SunGard's OneSolution Community Development Product) – Permitting, Code Enforcement, Development Review
- GIS – Need for a more user-friendly property inventory database tied into #2 above
- eGovPlus - This is a web component of the current Community Plus used by Citizens which will be upgraded to the OneSolution Community Development Module
- TeleWorks – Also used for inspection scheduling and payment module for Permitting,
- Permit inspections and Payment IVR
- CoStar – Real Estate Data Reporting
- IDIS, GMTS – Federal and State Grant maintenance and reporting
- Claritas – Analytical demographic and retail trend reporting
- Empower 360 - Electronic Document Management
- Community Housing and Development Division uses Excel Spreadsheets to track:
    - Client demographics (income category, age of head of household, household size, race, etc.)
    - Grant Awards for multiple years through multiple grant sources
    - Grant Expenditures for multiple years through multiple grant sources
    - Grant Drawdowns from the Federal system for multiple years through multiple grant sources
    - Individuals who have received funds and the multiple draws made on those funds.
    - Agencies who receive funds and the multiple draws on those funds.
        - ✓A more efficient system would be preferred

Significant needs/opportunities for improvement include:

1. More fully integrated Electronic Document Management system – file scanning, storage, and integration with above programs
2. Online electronic forms processing (internal and external) – i.e. applications, code violation notices, etc. – integrating into the programs listed above
3. Account reconciliation between IDIS, GMTS, and FAMIS, together with the CIP

TRANSPORTATION AND MOBILITY DEPARTMENT (T&M)
The Transportation and Mobility Department has three Divisions with significantly different functions and technology needs.

➢ **Parking Division**
Parking Services is responsible for providing, maintaining, collecting, protecting, and enforcing the City's 10,100+ metered public parking spaces in 4 garages, roughly 30 lots, and on-street parking as well as responding to inquiries and complaints from our neighbors and area visitors. Technology needs can be categorized in five primary areas: meter maintenance and collection; customer service; enforcement; physical plant maintenance and security; and accounting/financial. This division has about 65 employees, collects nearly $14 million in revenue, and some units (Enforcement, Security, and Maintenance) operate 24/7/365. Approximately 100,000 parking violation citations are issued and over 85,000 citations payments are collected annually.

Currently in use:

- Meter maintenance and collection
  - **MeterTrac**: POM single-space meter transaction tracking and recording (revenue based) by location, collection tracking (audits) and reporting
  - **Parkfolio and EMS:** Wireless communication of meter activity to back office, malfunction warnings and reporting; and credit card point-of-sale authorization software proprietary to meter vendors, histories of meter maintenance
  - **GIS-Parking:** tracking (meters, vehicles)
  - **Pay-by-Phone:** Cashless parking program integration
  - **Parker:** Smartphone application to locate available parking spaces via parking space sensors to reset meters and communicate with smartphones and track usage
  - **RFID:** Meter collection can RFID for tracking collection cans issued and returned

- Customer service
  - **Flex** (T2 Systems, Inc.)**:** Parking citation and permit A/R and inventory/tracking database; cash receipts and reporting; cashiering; customer database (private, per DMV confidentiality agreement) of vehicle ownership, address, violation status, payment history, correspondence history; customer letters, interfaces to delinquent collection agencies.
  - **Tele-works:** Phone-based automated citation payments system (IVR)
  - **SmartPark:** in-car meter debit card reloads
  - **Adobe:** Document imaging and on-line storage

- Enforcement
  - **AutoIssue:** Automated parking citation file transfer from handheld ticket writer to Flex.

The handheld ticket writers currently in use are Duncan "AutoCites" with on-board digital color camera, ticket printer, and keypad for data entry. They accept scofflaw lists and create audible warnings if a vehicle about to receive a citation is a scofflaw (bootable) vehicle.

- Physical plant maintenance and security
  - **BLM:** RFID employee route and task management handhelds (security checkpoints, maintenance checkpoints, etc.)
  - **GPS**-vehicle tracking

- Software Needed: Red Light Camera Appeals Process – Capture and Track appealed citations, schedule Hearings, track revenue and customer contacts.

- Accounting and financial
  - **WinWedge:** Coin and currency high-speed machine counting, recorded automatically by location and meter to an Excel spreadsheet
  - **Parking Management System (PMS):** database developed in-house to collect and aggregate granular citation, parking permit, and meter collection cash deposit details and produce revenue collection reports, summarized by location
  - **Kronos:** Payroll and time accounting
  - Grant Management and Tracking System **(GMTS):** Grant tracking and administration

Additional software or interfaces needed:

- Inventory and tracking of meters, high-cost parts, and tools/equipment from receipt to ultimate disposal and each point in its life (shelf, truck, meter, repair, disposal)
- Centralized invoicing (A/R) system to integrate with Flex for monthly and one-off invoicing for parking permits, meter mitigation, valet contracts, and miscellaneous sales.
- Automated check imaging and deposit system
- Customer call center monitoring system for customer service training and statistical measures
- License Plate Recognition System for scofflaw vehicle immobilization 'boots'
- Project labor and time costing system
- Interface to export revenue detail to FAMIS (City financial system) from PMS

➢ **Transportation Division**

This division is responsible for the planning and development of a multi-modal transportation network throughout the City. Some examples are implementation of sidewalks and pedestrian paths, greenways, bicycle lanes and paths, the Wave modern streetcar project and the Community Bus System. The division is also charged with regional planning and coordination of the transportation system with agency partners such as the Florida Department of Transportation, South Florida Regional Transportation Authority, Broward County Transit, the Broward Metropolitan Planning Organization, Downtown Development Authority, Broward

County Transit and the Downtown Fort Lauderdale Transportation Management Association (SunTrolley). In addition to the planning functions, the Transportation Division engineers develop and oversee the implementation of traffic calming and safety devices and review development proposals for impacts on transportation network and safety in the City.

Currently in use:

- **GIS**: creating maps, locating property
- **CIP:** Community Investment Plan Application
- **GISZoning**
- **LOS:** Level of Service Software

Software (or similar functionality) needed:

- AutoCADD
- Hansen \ Call Accounting Software
- Community Plus
- GANTT charting
- ArcGIS
- Pedestrian LOS
- Sydro (roundabouts)
- Storage and sharing of large image (poster size maps) and large document files (contracts, studies, consultant's reports)

➢ **Airport Division**

The Airport Division manages, operates, develops, and maintains the Fort Lauderdale Executive Airport (FXE), the Executive Airport Industrial Airpark, and the John Fuhrer Helistop; leases airport properties and assists in the development of tenant properties; manages noise abatement programs; administers grants from Federal and State agencies; provides outreach resources for tenants; coordinates with the Federal Aviation Administration and others for the operation of airport and helistop facilities according to Federal regulations; and administers a Foreign-Trade Zone program.

- Lease Administration
  - Track and manage 47 aeronautical and non-aeronautical leases
  - Track Insurance Certificates
  - Register and track tenants and sub-tenants
  - Maintain Physical Client File
  - Invoicing and payment collection
  - Calculate annual CPI and rent adjustments
  - Schedule and coordinate appraisals
  - Calculate and invoice for late payment fees
  - Receive and log rent and fuel flowage payments and forward to Treasury for deposit and posting to FAMIS
  - Prepare revenue reports
  - Prepare financial Reports
  - Prepare Spreadsheets

Approximately half of the Lease Administration function is managed through Microsoft Access, while invoicing and tracking is done via Excel Spreadsheets. Access is utilized to

track all information related to lease terms and conditions, sub-tenants, addresses, contact information, rent adjustment terms and dates, geographic property details, PDF's of leases, property tax information, etc. Invoice generation, payment tracking, late fee calculations and annual CPI adjustments are managed with Excel spreadsheets. Reports are generated from Excel spreadsheets and are also extracted from Access. The Airport receives approximately $7M in revenue annually. Staff is actively seeking options for a Lease Administration System to automate the lease management, operations management, and revenue collections processes.

- Accounting and Financial
    - Accounts receivable
    - Financial reports
    - Spreadsheets
    - Purchasing
    - Payroll and time keeping
    - Contract administration
    - Budget preparation and monitoring
    - Performance measurement and reporting

  The accounting and financial section utilizes Excel spreadsheets to track accounts payable and contracts. Payments, Requisitions and Purchase Orders are processed through the City's BuySpeed Online (BSO) System. The Airport processes expenditures of approximately $3M annually. Reports are generated from FAMIS and Excel Spreadsheets. The Budget process is managed and tracked through the City's FAMIS and BPREP Systems. ClearPoint is used to manage and report performance measures.

- Operations Management
    - Daily Airfield Inspections
    - Maintenance Requests
    - Work Orders
    - Notices To Airmen (NOTAM's)
    - Gate Card/Airfield Badge Management
    - Airfield Security Management

  The Airport Operations department is currently looking into acquiring airfield management/inspection software. Currently inspection results are maintained in PDF form that is filled out after each inspection. This makes it impossible to monitor trends and difficult to enhance safety. A software suite such as Eagle Integrated Solutions AIROps would allow trend analysis, more accurate discrepancy location tracking, and also automatically generate work orders for discrepancies found during the inspection in real time. Trend analysis and data collection will be imperative when the FAA fully implements its airport Safety Management System requirements. Ideally the software would also maintain a wildlife tracking/dispersal feature to aid in the implementation of the soon to be required Wildlife Plan. Additionally the software can aide in tracking equipment lifespan and replacement potentially leading to a reduction in cost. The software should also be able to assist in tenant lease and code non-compliance. The software would be used in the inspection vehicles, utilizing a tablet or laptop and some form of wireless connectivity.

All operations personnel require the following software MS Word, MS Excel, MS Power Point, MS Access, MS Outlook, Adobe Acrobat X or higher, and Google Earth. MS Access is required because many FAA safety and obstruction databases are in an Access format. Google Earth is used to determine height restrictions for crane locations around the airport. Additionally, ArcGIS is used to create various maps for the security plan, construction safety plans, tenant notices, FTZ materials.

- Airport Noise Abatement Office

Fort Lauderdale Executive Airport administers a comprehensive Noise Abatement Program that relies upon collaboration between the community, airport users, and City staff to minimize aircraft noise over neighboring communities. A vital element of the Airport Noise Abatement Program is the Airport Noise and Operations Monitoring System (ANOMS), which includes seven permanent noise monitors located throughout the community, passive radar equipment, and reporting software. The monitoring system collects information on aircraft noise levels, altitudes, and flight paths over the community. The information helps Airport staff analyze individual noise events, monitor the effectiveness of existing noise procedures, and develop new ones.

All noise abatement personnel require the following software MS Publisher, MS Word, MS Excel, MS Power Point, MS Access, MS Outlook, Adobe Acrobat X or higher, and Google Earth. Google Earth is used to analyze locations of residences in relationship to the Airport and flight tracks. Additionally, the following software is used to conduct staff duties, utilize online subscription services, and develop materials: Adobe Photoshop, Crystal Reports, Inspiration 9, Java, Adobe Flash Player, ANOMS, CyberTech Recording Solutions, 3DAAP, Adobe InDesign.

  - Maintain and operate seven (7) noise monitors in conjunction with Airport Noise and Operations Monitoring System (ANOMS).
  - Record noise reports from Hotline, log, and match flight tracks on a spreadsheet
  - Conduct and log resident call backs
  - Conduct daily counts and insert data to corresponding spreadsheets
  - Prepare letters to pilots of aircraft generating over 80 dB
  - Produce monthly statistics for the Aviation Advisory Board on Excel tables with graphics
  - Conduct a Pilot Education Program, including:
    - Contacting individual pilots and logging interactions
    - Conducting Pilot Noise Abatement Workshops (Jets, Helicopters, and Propellers) including preparing informational materials and meeting invitations
    - Annually presenting the Achievements in Community Excellence (ACE) awards and coordinating the event and all promotional an informational materials using desktop publishing
    - Developing and posting of airfield noise abatement advisory signs
    - Producing and distributing noise abatement procedure inserts, diagrams, and brochures for pilots

The Airport Noise Abatement Program is currently evaluating aircraft identification equipment/software. Currently, aircraft that are operating under Visual Flight Rules (VFR) may not be on a flight plan, whereby the flight data is accessible to passive

surveillance radar and collected into our monitoring system. Aircraft that fly VFR are usually small propeller airplanes and helicopters. These aircraft require the most research by staff members to positively identify. A hardware/software system such as Vector Airport Solutions would photograph each aircraft at specific points on the airport; accurately identify the aircraft; and automatically generate a database. The data that would be collected in the database would consist of the photo taken, aircraft registration number, event date and time. At night, infrared photography is used to take clear photos. This equipment/software would automate aircraft identification and reduce staff time in researching aircraft, allowing staff to increase their efforts of noise abatement awareness to pilots.

Additional software needs, include Microsoft Office 2010 and Crystal Reports to be compatible with ANOMS for the dedicated ANOMS client computers.

The following is an internal analysis of functionality in use or in need of that could be part of an Enterprise Resource Planning (ERP) system as described by the City's Finance Department:

1) Accounts Receivable

- Marina, Airport, Parking, Fire, Police, Code enforcement do various types of billings not centrally recorded in G/L. The application must be able to separate types of customers and individual accounts so we can have varied aging, late payment charges and interest calculations. Loan servicing capabilities including escrow accounts for taxes and insurance. A flag to forgive the note after a number of years. Ability to research by land, etc. A special assessments/liens module.
- Miscellaneous but powerful and flexible Accounts Receivable system, with an option to not have revenues recorded immediately. There is a need for Sidewalk repair billing using an amortized billing schedule.
- Housing and Community Development (HCD) has problems with program income now, we book the revenues but it may never be collected so the AR is not program income. Ability to book revenues as deferred revenue.
- Online Payment Portal.

2) Accounts Payable

- City-wide payment application for all costs incurred not payroll or related costs. Vendors with bill to/pay to addresses. Flag for p-card, EFT/ACH payment, discounts type and percentage or calculated amount.
- Ability to calculate various dates such as; invoice date, due date, transaction date and payment/check date.
- Adherence to GASB Statement 34, Basic Financial Statements-And Management's Discussion and Analysis-For State and Local Governments.

3) General Ledger

- Account for balance sheet, Revenue and Expenditures/Expenses. Maintain control accounts for sub ledgers such as AR, Inventory, Purchasing, retainages, etc.
- Ability to drill down on general ledgers accounts to the source of the information.

4) Payroll

- Include the ability to assign and track grant and project costs and work orders for maintenance.

- We are currently implementation Kronos City Wide for Timekeeping.
- Auto generate year end accruals and reversals.
- Payroll and employee self-service, Employee Benefits, Pension, etc.
- Ability to handle pay rules changes due to Union negotiations without custom programming.

5) Grants Tracking

- Provide all requirements as defined by the various federal granting agencies.
- Grant accounting system, with a module to capture grants that will satisfy all grantors. System that can have each grant in an individual fund and the system able to roll like grants together at the end of the year.
- Ability to calculate interest earnings.

6) Project Tracking for Operating and Capital

- Proved life cycle tracking (budget and actual) for each project from financial inception to completion across multiple years and funding sources.

7) Budget Development/implementation

- Provide the ability to perform cost calculations for payroll and benefits for current and future years by employees groups or bargaining and providing verbiage space for the justification of each line item within an individual budget. A system that will allow variable levels of budgetary controls based on fund/fund type, etc.

8) Purchasing/Inventory

- Provide the ability to process req to PO to receipt to payment in the AP application. Provide tracking on construction, multiple payments and retainage. Provide the use of commodity codes, project and grant information to the various tracking applications. Allow for a centralized multi location inventory system to track an inventory item by location, reorder points and assign inventory for future projects to ensure availability of the parts to do the project. Use of work orders to track maintenance activity, assign payroll costs, equipment costs and other related costs.
- Provide eSourcing and electronic vendor self-service portal.
- Capability of electronic interchanges between city and vendors (Purchase Order distribution and receipt).
- Capability of electronic receipt of bid responses in electronic lockbox.

9) Fixed Assets

- Must be able to track acquisition, life, depreciation, location, tagging, transfer and retirement of capital assets and possibility those assets not capitalized but need to be accounted. Also, ability to interface with accounting and bar-code tag or RFID applications.

10) Fleet Maintenance

- Ability to capture the cost of repairs/fuel and labor, provide information on each piece of equipment.

11) Work Order tracking

- Ability capture the assignment of employees to specific tasks such as the design of a project or the time worked on a water line replacement using in house labor.

12) Cash Receipts

- A city-wide cash receipts system with the ability for each department to process their payments and upload to the Financial System and for accounting to be able to research any cash receipt transaction. This will eliminate the double work now being done.
- Ability to select a specific date range for transactions.
- Provide the ability to apply cash receipts through various A/R systems.
- OnLine payment portal.

13) CAFR (Comprehensive Annual Financial Report)

- CAFR preparation software to assist Finance in the compilation of data and producing presentation quality reports more efficiently.

14) System that will automatically reverse year end accruals so we don't have to enter the JE a second time.

15) Have the option for departments to do journal entry corrections with level one approval and Finance will do the final approval of the entry.

16) A system that can interface with the bank to upload cleared checks, deposits, etc.

17) The ability to generate reports directly from the system and the ability to select different time frames for the report such as; dollar value, revenue, expenditure, specific date range, monthly, quarterly, calendar and fiscal.

18) Pooled Investments - We have several investment pools that are associated with specific investments and must be maintained separately. Causing the need for multiple investment pools with in the general ledger to automate the allocation of interest income as required by various debt covenants. This requires establishing individual locations for each investment pool.

- Multiple interest allocation

19) Electronic document capture such as A/P, A/R, cash receipts, payroll, etc.

20) A City-wide Citizen Inquiry/Complaint tracking application.

21) Contract Management Application with the ability to track leases, rentals, insurance certificates, licenses, permits, and various agreements, etc.

EXHIBIT C - In-House Developed Web Applications

Audit Compliance Tracking System	Tracking & Management of Audit Compliance Findings.
BCPA Property Load	Middleware to process file from BCPA for import into Community Plus.
Budget Forms	Budget BPREP forms data entry, printing, & Reporting
CASHCLOUD	Cash Receipts processing.
Chargebacks	IT Chargeback system (Time & Project Accounting).
Community Investment Planning System	CIP data entry, reports & analysis.
City Real Properties Database Application	City Real Properties Database.
Engineering Tracking	Tracking & Managing engineering project data & reports.
Fuel Chargeback System	Manage vehicle data, import fuel-pump data, billing reports, output fuel billing file for FAMIS.
GRANTS Management Tracking System (GMTS)	Organize & track grants and related, files.
LOBBY (Ethics Track)	Mobile Phone App interface to input lobbyist meetings. Data used by Lobbyist Search.
LauderServ	Free Customer Service Application for Android-based Mobile Devices
Lobby Manager	Used by City Clerk's office update lobbyist registration data
Lobby Search	Current registered lobbyists & lobbyist meetings search
MAILLIST	Email Newsletter subscription
Procurement Cards Management System	Middleware used to process PCARD files into another file to import to FAMIS
Resident Beach Parking Permits	Order Resident Beach Parking Card Parking Permits on line
Parking Management System	Manage, process & report parking revenue data
RADIOSHOP	Radio shop inventory Management, tickets, & other services
Red Light Camera Hearsay Processing	Process red light camera citation hearsay notices

UB Log Viewer	Log Viewer of Utility billing online website payments transaction log. Used by treasury during balancing.
UB Web Pay	Payment processing interface for Cashiers
UTILITYBILLING ONLINE	Pay utility bills on line, view billing history, consumption, & etc.
UTILITYTOFNP	Middleware to process data file of accounts scheduled for turn off for import into IVR Payment Reminder Auto dialer service

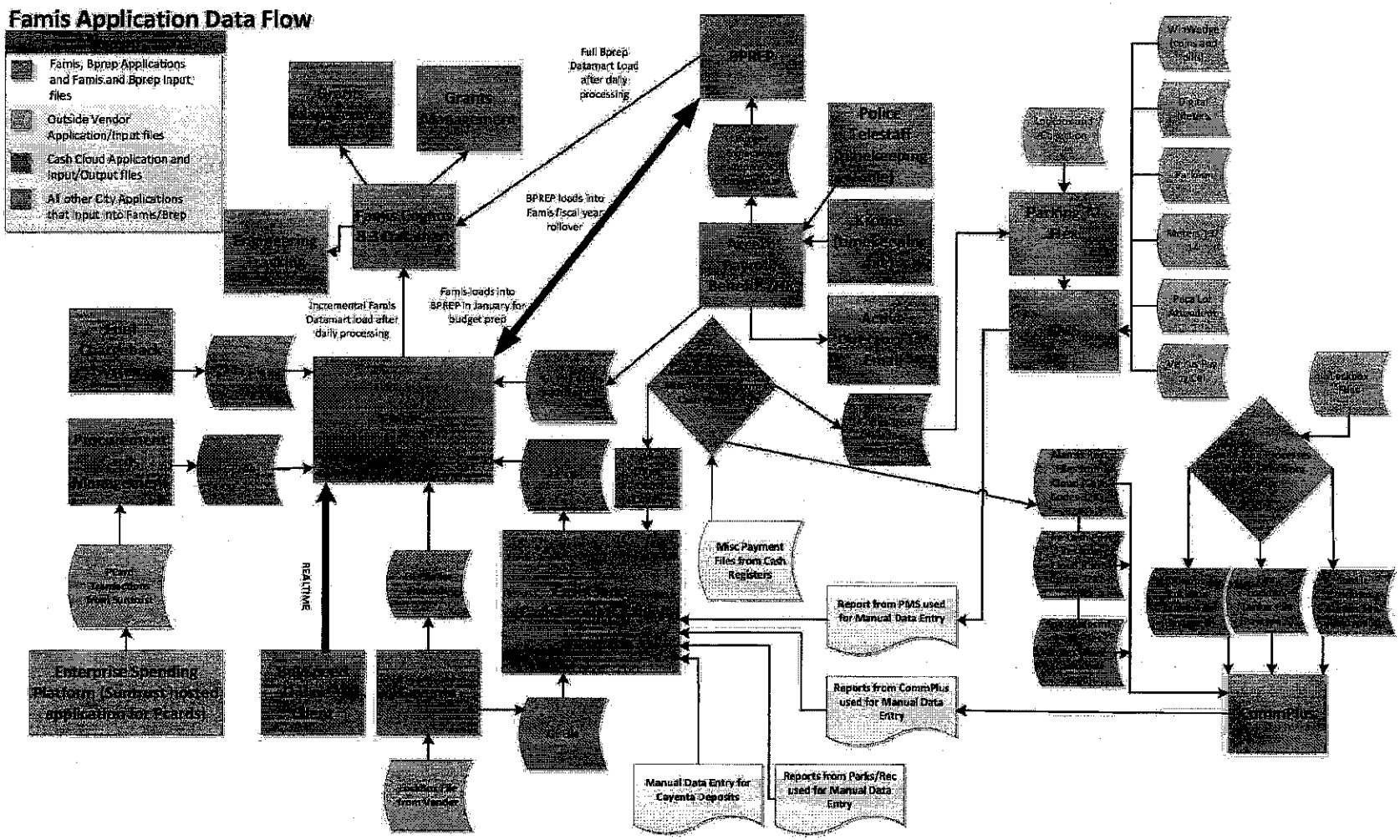
GIS has custom developed (2) applications that are used by citizens and staff. They are called Code Case Tracker and Permit Tracker.

Other Miscellaneous Web Applications

ALARM REGISTRATION	Alarm Registration.
BUYSPEED ONLINE	Procurement System.
EGOVPLUS	Business Tax, Permits, Inspections Code, Fire Safety, etc.
Granicus Legistar Insite /Cloud	Web Page to view Published Agenda, Item and Vote Summaries.
FAMIS WEB	Web based interface to FAMIS System.
LISTS	Online purchasing contacts lists.
MEET MANAGER	Organizes & Displays Athletic Events.
NEIGHBORHOODS	Web interface for residents upload WOW neighborhood nominations.
PARKING (Garage, Lots, Parking)	Displays lists of parking garages, lots, beach parking etc.
Procurement Cards Management System	Middleware used to process pcard files into another file to import to FAMIS.
PARKING SERVICES	Parking Services / Citations web.
PARKING SERVICES SWITCH	Place Parking Services web in maint mode.
PARKING MANAGEMENT SYSTEM	Manage, process & report parking revenue data.

POWERPARK	Parking customer service application for customer's tickets, permits, etc.
RECOVERY	List of links of Grants ARRA documents.
SELECTALERT	Subscribe to receive building services alerts & messages.
WEBTRAC	Register for Parks activities online.
Telvue Webus	Web-based interface used to post to & manage bulletin slides played on FLTV Channel 78.
Telvue Princeton	Web based interface for scheduling & managing videos that play on FLTV Channel 78.
VIRTUAL MERCHANT	Interface for managing, entering, balancing, settling batches and reporting of credit card payments.

EXHIBIT D – FAMIS APPLICATION DATA FLOW



RFP NO. 735-11244
TITLE: ERP Consultant

ATTACHMENT "E"
LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this RFP. Violation of the foregoing provision may result in contract termination.

(1) _____ Business Name is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt **and** a complete list of full-time employees and their addresses shall be provided within 10 calendar days of a formal request by the City.

(2) _____ Business Name is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt **or** a complete list of full-time employees and their addresses shall be provided within 10 calendar days of a formal request by the City.

(3) _____ Business Name is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.

(4) _____ Business Name requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

(5) _____ Business Name requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

(6) _____ Business Name is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration. (Notary not required for Class "D")

PROPOSER'S COMPANY: _____

AUTHORIZED COMPANY PERSON: _____
NAME SIGNATURE DATE

STATE OF _____
COUNTY OF _____

The foregoing instrument was acknowledged before me this _____day of _____, 20__, by _____ and _____as _____ and _____ respectively, of _____. They are ☐ personally known to me or ☐ have produced _____ as identification.
(SEAL)

_____
Notary Public, State of
(Signature of Notary taking Acknowledgment)

_____
Name of Notary Typed, Printed or Stamped

My Commission Expires: _____

_____
Commission Number

August 1, 2012

CITY OF FORT LAUDERDALE
GENERAL CONDITIONS

These instructions are standard for all contracts for commodities or services issued through the City of Fort Lauderdale Procurement Services Division. The City may delete, supersede, or modify any of these standard instructions for a particular contract by indicating such change in the Invitation to Bid (ITB) Special Conditions, Technical Specifications, Instructions, Proposal Pages, Addenda, and Legal Advertisement. In this general conditions document, Invitation to Bid (ITB) and Request for Proposal (RFP) are interchangeable.

PART I BIDDER PROPOSAL PAGE(S) CONDITIONS:

1.01 **BIDDER ADDRESS:** The City maintains automated vendor address lists that have been generated for each specific Commodity Class item through our bid issuing service, BidSync. Notices of Invitations to Bid (ITB'S) are sent by e-mail to the selection of bidders who have fully registered with BidSync or faxed (if applicable) to every vendor on those lists, who may then view the bid documents online. Bidders who have been informed of a bid's availability in any other manner are responsible for registering with BidSync in order to view the bid documents. There is no fee for doing so. If you wish bid notifications be provided to another e-mail address or fax, please contact BidSync. If you wish purchase orders sent to a different address, please so indicate in your bid response. If you wish payments sent to a different address, please so indicate on your invoice.

1.02 **DELIVERY:** Time will be of the essence for any orders placed as a result of this ITB. The City reserves the right to cancel any orders, or part thereof, without obligation if delivery is not made in accordance with the schedule specified by the Bidder and accepted by the City.

1.03 **PACKING SLIPS:** It will be the responsibility of the awarded Contractor, to attach all packing slips to the OUTSIDE of each shipment. Packing slips must provide a detailed description of what is to be received and reference the City of Fort Lauderdale purchase order number that is associated with the shipment. Failure to provide a detailed packing slip attached to the outside of shipment may result in refusal of shipment at Contractor's expense.

1.04 **PAYMENT TERMS AND CASH DISCOUNTS:** Payment terms, unless otherwise stated in this ITB, will be considered to be net 45 days after the date of satisfactory delivery at the place of acceptance and receipt of correct invoice at the office specified, whichever occurs last. Bidder may offer cash discounts for prompt payment but they will not be considered in determination of award. If a Bidder offers a discount, it is understood that the discount time will be computed from the date of satisfactory delivery, at the place of acceptance, and receipt of correct invoice, at the office specified, whichever occurs last.

1.05 **TOTAL BID DISCOUNT:** If Bidder offers a discount for award of all items listed in the bid, such discount shall be deducted from the total of the firm net unit prices bid and shall be considered in tabulation and award of bid.

1.06 **BIDS FIRM FOR ACCEPTANCE:** Bidder warrants, by virtue of bidding, that the bid and the prices quoted in the bid will be firm for acceptance by the City for a period of one hundred twenty (120) days from the date of bid opening unless otherwise stated in the ITB.

1.07 **VARIANCES:** For purposes of bid evaluation, Bidder's must indicate any variances, no matter how slight, from ITB General Conditions, Special Conditions, Specifications or Addenda in the space provided in the ITB. No variations or exceptions by a Bidder will be considered or deemed a part of the bid submitted unless such variances or exceptions are listed in the bid and referenced in the space provided on the bidder proposal pages. If variances are not stated, or referenced as required, it will be assumed that the product or service fully complies with the City's terms, conditions, and specifications.

By receiving a bid, City does not necessarily accept any variances contained in the bid. All variances submitted are subject to review and approval by the City. If any bid contains material variances that, in the City's sole opinion, make that bid conditional in nature, the City reserves the right to reject the bid or part of the bid that is declared, by the City as conditional.

1.08 **NO BIDS:** If you do not intend to bid please indicate the reason, such as insufficient time to respond, do not offer product or service, unable to meet specifications, schedule would not permit, or any other reason, in the space provided in this ITB. Failure to bid or return no bid comments prior to the bid due and opening date and time, indicated in this ITB, may result in your firm being deleted from our Bidder's registration list for the Commodity Class Item requested in this ITB.

1.09 **MINORITY AND WOMEN BUSINESS ENTERPRISE PARTICIPATION AND BUSINESS DEFINITIONS:** The City of Fort Lauderdale wants to increase the participation of Minority Business Enterprises (MBE), Women Business Enterprises (WBE), and Small Business Enterprises (SBE) in its procurement activities. If your firm qualifies in accordance with the below definitions please indicate in the space provided in this ITB.

Minority Business Enterprise (MBE) "A Minority Business" is a business enterprise that is owned or controlled by one or more socially or economically disadvantaged persons. Such disadvantage may arise from cultural, racial, chronic economic circumstances or background or other similar cause. Such persons include, but are not limited to: Blacks, Hispanics, Asian Americans, and Native Americans.

The term "Minority Business Enterprise" means a business at least 51 percent of which is owned by minority group members or, in the case of a publicly owned business, at least 51 percent of the stock of which is owned by minority group members. For the purpose of the preceding sentence, minority group members are citizens of the United States who include, but are not limited to: Blacks, Hispanics, Asian Americans, and Native Americans.

Women Business Enterprise (WBE) a "Women Owned or Controlled Business" is a business enterprise at least 51 percent of which is owned by females or, in the case of a publicly owned business, at least 51 percent of the stock of which is owned by females.

Small Business Enterprise (SBE) "Small Business" means a corporation, partnership, sole proprietorship, or other legal entity formed for the purpose of making a profit, which is independently owned and operated, has either fewer than 100 employees or less than $1,000,000 in annual gross receipts.

BLACK, which includes persons having origins in any of the Black racial groups of Africa.

WHITE, which includes persons whose origins are Anglo-Saxon and Europeans and persons of Indo-European decent including Pakistani and East Indian.
HISPANIC, which includes persons of Mexican, Puerto Rican, Cuban, Central and South American, or other Spanish culture or origin, regardless of race.
NATIVE AMERICAN, which includes persons whose origins are American Indians, Eskimos, Aleuts, or Native Hawaiians.
ASIAN AMERICAN, which includes persons having origin in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.

1.10 MINORITY-WOMEN BUSINESS ENTERPRISE PARTICIPATION
It is the desire of the City of Fort Lauderdale to increase the participation of minority (MBE) and women-owned (WBE) businesses in its contracting and procurement programs. While the City does not have any preference or set aside programs in place, it is committed to a policy of equitable participation for these firms. Proposers are requested to include in their proposals a narrative describing their past accomplishments and intended actions in this area. If proposers are considering minority or women owned enterprise participation in their proposal, those firms, and their specific duties have to be identified in the proposal. If a proposer is considered for award, he or she will be asked to meet with City staff so that the intended MBE/WBE participation can be formalized and included in the subsequent contract.

1.11 SCRUTINIZED COMPANIES
This Section applies to any contract for goods or services of $1 million or more:
The Contractor certifies that it is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List and that it does not have business operations in Cuba or Syria as provided in section 287.135, Florida Statutes (2011), as may be amended or revised. The City may terminate this Contract at the City's option if the Contractor is found to have submitted a false certification as provided under subsection (5) of section 287.135, Florida Statutes (2011), as may be amended or revised, or been placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List or has engaged in business operations in Cuba or Syria, as defined in Section 287.135, Florida Statutes (2011), as may be amended or revised.

1.12 DEBARRED OR SUSPENDED BIDDERS OR PROPOSERS
The bidder or proposer certifies, by submission of a response to this solicitation, that neither it nor its principals and subcontractors are presently debarred or suspended by any Federal department or agency.

Part II DEFINITIONS/ORDER OF PRECEDENCE:

2.01 BIDDING DEFINITIONS The City will use the following definitions in it's general conditions, special conditions, technical specifications, instructions to bidders, addenda and any other document used in the bidding process:
INVITATION TO BID (ITB) when the City is requesting bids from qualified Bidders.
REQUEST FOR PROPOSALS (RFP) when the City is requesting proposals from qualified Proposers.
BID – a price and terms quote received in response to an ITB.
PROPOSAL – a proposal received in response to an RFP.
BIDDER – Person or firm submitting a Bid.
PROPOSER – Person or firm submitting a Proposal.
RESPONSIVE BIDDER – A person whose bid conforms in all material respects to the terms and conditions included in the ITB.
RESPONSIBLE BIDDER – A person who has the capability in all respects to perform in full the contract requirements, as stated in the ITB, and the integrity and reliability that will assure good faith performance.
FIRST RANKED PROPOSER – That Proposer, responding to a City RFP, whose Proposal is deemed by the City, the most advantageous to the City after applying the evaluation criteria contained in the RFP.
SELLER – Successful Bidder or Proposer who is awarded a Purchase Order or Contract to provide goods or services to the City.
CONTRACTOR – Successful Bidder or Proposer who is awarded a Purchase Order, award Contract, Blanket Purchase Order agreement, or Term Contract to provide goods or services to the City.
CONTRACT – A deliberate verbal or written agreement between two or more competent parties to perform or not to perform a certain act or acts, including all types of agreements, regardless of what they may be called, for the procurement or disposal of equipment, materials, supplies, services or construction.
CONSULTANT – Successful Bidder or Proposer who is awarded a contract to provide professional services to the City.
The following terms may be used interchangeably by the City: ITB and/or RFP; Bid or Proposal; Bidder, Proposer, or Seller; Contractor or Consultant; Contract, Award, Agreement or Purchase Order.

2.02 SPECIAL CONDITIONS: Any and all Special Conditions contained in this ITB that may be in variance or conflict with these General Conditions shall have precedence over these General Conditions. If no changes or deletions to General Conditions are made in the Special Conditions, then the General Conditions shall prevail in their entirety,

PART III BIDDING AND AWARD PROCEDURES:

3.01 SUBMISSION AND RECEIPT OF BIDS: To receive consideration, bids must be received prior to the bid opening date and time. Unless otherwise specified, Bidders should use the proposal forms provided by the City. These forms may be duplicated, but failure to use the forms may cause the bid to be rejected. Any erasures or corrections on the bid must be made in ink and initialed by Bidder in ink. All information submitted by the Bidder shall be printed, typewritten or filled in with pen and ink. Bids shall be signed in ink. Separate bids must be submitted for each ITB issued by the City in separate sealed envelopes properly marked. When a particular ITB or RFP requires multiple copies of bids or proposals they may be included in a single envelope or package properly sealed and identified. Only send bids via facsimile transmission (FAX) if the ITB specifically states that bids sent via FAX will be considered. If such a statement is not included in the ITB, bids sent via FAX will be rejected. Bids will be publicly opened in the Procurement Office, or other designated area, in the presence of Bidders, the public, and City staff. Bidders and the public are invited and encouraged to attend bid openings. Bids will be tabulated and made available for review by Bidder's and the public in accordance with applicable regulations.

3.02 MODEL NUMBER CORRECTIONS: If the model number for the make specified in this ITB is incorrect, or no longer available and replaced with an updated model with new specifications, the Bidder shall enter the correct model number on the bidder proposal page. In the case of an updated model with new specifications, Bidder shall provide adequate information to allow the City to determine if the model bid meets the City's requirements.
Form G-107 Rev. 05/13

3.03 **PRICES QUOTED:** Deduct trade discounts, and quote firm net prices. Give both unit price and extended total. In the case of a discrepancy in computing the amount of the bid, the unit price quoted will govern. All prices quoted shall be F.O.B. destination, freight prepaid (Bidder pays and bears freight charges, Bidder owns goods in transit and files any claims), unless otherwise stated in Special Conditions. Each item must be bid separately. No attempt shall be made to tie any item or items contained in the ITB with any other business with the City.

3.04 **TAXES:** The City of Fort Lauderdale is exempt from Federal Excise and Florida Sales taxes on direct purchase of tangible property. Exemption **number for EIN is 59-6000319, and State Sales tax exemption number is 85-8013875578C-1.**

3.05 **WARRANTIES OF USAGE:** Any quantities listed in this ITB as estimated or projected are provided for tabulation and information purposes only. No warranty or guarantee of quantities is given or implied. It is understood that the Contractor will furnish the City's needs as they arise.

3.06 **APPROVED EQUAL:** When the technical specifications call for a brand name, manufacturer, make, model, or vendor catalog number with acceptance of APPROVED EQUAL, it shall be for the purpose of establishing a level of quality and features desired and acceptable to the City. In such cases, the City will be receptive to any unit that would be considered by qualified City personnel as an approved equal. In that the specified make and model represent a level of quality and features desired by the City, the Bidder must state clearly in the bid any variance from those specifications. It is the Bidder's responsibility to provide adequate information, in the bid, to enable the City to ensure that the bid meets the required criteria. If adequate information is not submitted with the bid, it may be rejected. The City will be the sole judge in determining if the item bid qualifies as an approved equal.

3.07 **MINIMUM AND MANDATORY TECHNICAL SPECIFICATIONS:** The technical specifications may include items that are considered minimum, mandatory, or required. If any Bidder is unable to meet or exceed these items, and feels that the technical specifications are overly restrictive, the bidder must notify the Procurement Services Division immediately. Such notification must be received by the Procurement Services Division prior to the deadline contained in the ITB, for questions of a material nature, or prior to five (5) days before bid due and open date, whichever occurs first. If no such notification is received prior to that deadline, the City will consider the technical specifications to be acceptable to all bidders.

3.08 **MISTAKES:** Bidders are cautioned to examine all terms, conditions, specifications, drawings, exhibits, addenda, delivery instructions and special conditions pertaining to the ITB. Failure of the Bidder to examine all pertinent documents shall not entitle the bidder to any relief from the conditions imposed in the contract.

3.09 **SAMPLES AND DEMONSTRATIONS:** Samples or inspection of product may be requested to determine suitability. Unless otherwise specified in Special Conditions, samples shall be requested after the date of bid opening, and if requested should be received by the City within seven (7) working days of request. Samples, when requested, must be furnished free of expense to the City and if not used in testing or destroyed, will upon request of the Bidder, be returned within thirty (30) days of bid award at Bidder's expense. When required, the City may request full demonstrations of units prior to award. When such demonstrations are requested, the Bidder shall respond promptly and arrange a demonstration at a convenient location. Failure to provide samples or demonstrations as specified by the City may result in rejection of a bid.

3.10 **LIFE CYCLE COSTING**: If so specified in the ITB, the City may elect to evaluate equipment proposed on the basis of total cost of ownership. In using Life Cycle Costing, factors such as the following may be considered: estimated useful life, maintenance costs, cost of supplies, labor intensity, energy usage, environmental impact, and residual value. The City reserves the right to use those or other applicable criteria, in its sole opinion that will most accurately estimate total cost of use and ownership.

3.11 **BIDDING ITEMS WITH RECYCLED CONTENT:** In addressing environmental concerns, the City of Fort Lauderdale encourages Bidders to submit bids or alternate bids containing items with recycled content. When submitting bids containing items with recycled content, Bidder shall provide documentation adequate for the City to verify the recycled content. The City prefers packaging consisting of materials that are degradable or able to be recycled. When specifically stated in the ITB, the City may give preference to bids containing items manufactured with recycled material or packaging that is able to be recycled.

3.12 **USE OF OTHER GOVERNMENTAL CONTRACTS:** The City reserves the right to reject any part or all of any bids received and utilize other available governmental contracts, if such action is in its best interest.

3.13 **QUALIFICATIONS/INSPECTION:** Bids will only be considered from firms normally engaged in providing the types of commodities/services specified herein. The City reserves the right to inspect the Bidder's facilities, equipment, personnel, and organization at any time, or to take any other action necessary to determine Bidder's ability to perform. The Procurement Director reserves the right to reject bids where evidence or evaluation is determined to indicate inability to perform.

3.14 **BID SURETY:** If Special Conditions require a bid security, it shall be submitted in the amount stated. A bid security can be in the form of a bid bond or cashiers check. Bid security will be returned to the unsuccessful bidders as soon as practicable after opening of bids. Bid security will be returned to the successful bidder after acceptance of the performance bond, if required; acceptance of insurance coverage, if required; and full execution of contract documents, if required; or conditions as stated in Special Conditions.

3.15 **PUBLIC RECORDS/TRADE SECRETS/COPYRIGHT:** The Proposer's response to the RFP is a public record pursuant to Florida law, which is subject to disclosure by the City under the State of Florida Public Records Law, Florida Statutes Chapter 119.07 ("Public Records Law"). The City shall permit public access to all documents, papers, letters or other material submitted in connection with this RFP and the Contract to be executed for this RFP, subject to the provisions of Chapter 119.07 of the Florida Statutes.

Any language contained in the Proposer's response to the RFP purporting to require confidentiality of any portion of the Proposer's response to the RFP, except to the extent that certain information is in the City's opinion a Trade Secret pursuant to Florida law, shall be void. If a Proposer submits any documents or other information to the City which the Proposer claims is Trade Secret information and exempt from Florida Statutes Chapter 119.07 ("Public Records Laws"), the Proposer shall clearly designate that it is a Trade Secret and that it is asserting that the document or information is exempt. The Proposer must specifically identify the exemption being claimed under Florida Statutes 119.07. The City shall be the final arbiter of whether any information contained in the Proposer's response to the RFP constitutes a Trade Secret. The city's determination of whether an exemption applies shall be final, and the proposer agrees to defend, indemnify, and hold

harmless the city and the city's officers, employees, and agent, against any loss or damages incurred by any person or entity as a result of the city's treatment of records as public records. Proposals purporting to be subject to copyright protection in full or in part will be rejected.

EXCEPT FOR CLEARLY MARKED PORTIONS THAT ARE BONA FIDE TRADE SECRETS PURSUANT TO FLORIDA LAW, DO NOT MARK YOUR RESPONSE TO THE RFP AS PROPRIETARY OR CONFIDENTIAL. DO NOT MARK YOUR RESPONSE TO THE RFP OR ANY PART THEREOF AS COPYRIGHTED.

3.16 **PROHIBITION OF INTEREST:** No contract will be awarded to a bidding firm who has City elected officials, officers or employees affiliated with it, unless the bidding firm has fully complied with current Florida State Statutes and City Ordinances relating to this issue. Bidders must disclose any such affiliation. Failure to disclose any such affiliation will result in disqualification of the Bidder and removal of the Bidder from the City's bidder lists and prohibition from engaging in any business with the City.

3.17 **RESERVATIONS FOR AWARD AND REJECTION OF BIDS:** The City reserves the right to accept or reject any or all bids, part of bids, and to waive minor irregularities or variations to specifications contained in bids, and minor irregularities in the bidding process. The City also reserves the right to award the contract on a split order basis, lump sum basis, individual item basis, or such combination as shall best serve the interest of the City. The City reserves the right to make an award to the responsive and responsible bidder whose product or service meets the terms, conditions, and specifications of the ITB and whose bid is considered to best serve the City's interest. In determining the responsiveness of the offer and the responsibility of the Bidder, the following shall be considered when applicable: the ability, capacity and skill of the Bidder to perform as required; whether the Bidder can perform promptly, or within the time specified, without delay or interference; the character, integrity, reputation, judgment, experience and efficiency of the Bidder; the quality of past performance by the Bidder; the previous and existing compliance by the Bidder with related laws and ordinances; the sufficiency of the Bidder's financial resources; the availability, quality and adaptability of the Bidder's supplies or services to the required use; the ability of the Bidder to provide future maintenance, service or parts; the number and scope of conditions attached to the bid.

If the ITB provides for a contract trial period, the City reserves the right, in the event the selected bidder does not perform satisfactorily, to award a trial period to the next ranked bidder or to award a contract to the next ranked bidder, if that bidder has successfully provided services to the City in the past. This procedure to continue until a bidder is selected or the contract is re-bid, at the sole option of the City.

3.18 **LEGAL REQUIREMENTS:** Applicable provisions of all federal, state, county laws, and local ordinances, rules and regulations, shall govern development, submittal and evaluation of all bids received in response hereto and shall govern any and all claims and disputes which may arise between person(s) submitting a bid response hereto and the City by and through its officers, employees and authorized representatives, or any other person, natural or otherwise; and lack of knowledge by any bidder shall not constitute a cognizable defense against the legal effect thereof.

3.19 **BID PROTEST PROCEDURE: ANY PROPOSER OR BIDDER WHO IS NOT RECOMMENDED FOR AWARD OF A CONTRACT AND WHO ALLEGES A FAILURE BY THE CITY TO FOLLOW THE CITY'S PROCUREMENT ORDINANCE OR ANY APPLICABLE LAW MAY PROTEST TO THE DIRECTOR OF PROCUREMENT SERVICES DIVISION (DIRECTOR), BY DELIVERING A LETTER OF PROTEST TO THE DIRECTOR WITHIN FIVE (5) DAYS AFTER A NOTICE OF INTENT TO AWARD IS POSTED ON THE CITY'S WEB SITE AT THE FOLLOWING LINK: http://www.fortlauderdale.gov/purchasing/notices_of_intent.htm**

THE COMPLETE PROTEST ORDINANCE MAY BE FOUND ON THE CITY'S WEB SITE AT THE FOLLOWING LINK: http://www.fortlauderdale.gov/purchasing/protestordinance.pdf

PART IV BONDS AND INSURANCE

4.01 **PERFORMANCE BOND:** If a performance bond is required in Special Conditions, the Contractor shall within fifteen (15) working days after notification of award, furnish to the City a Performance Bond, payable to the City of Fort Lauderdale, Florida, in the face amount specified in Special Conditions as surety for faithful performance under the terms and conditions of the contract. If the bond is on an annual coverage basis, renewal for each succeeding year shall be submitted to the City thirty (30) days prior to the termination date of the existing Performance Bond. The Performance Bond must be executed by a surety company of recognized standing, authorized to do business in the State of Florida and having a resident agent.

Acknowledgement and agreement is given by both parties that the amount herein set for the Performance Bond is not intended to be nor shall be deemed to be in the nature of liquidated damages nor is it intended to limit the liability of the Contractor to the City in the event of a material breach of this Agreement by the Contractor.

4.02 **INSURANCE:** If the Contractor is required to go on to City property to perform work or services as a result of ITB award, the Contractor shall assume full responsibility and expense to obtain all necessary insurance as required by City or specified in Special Conditions.

The Contractor shall provide to the Procurement Services Division original certificates of coverage and receive notification of approval of those certificates by the City's Risk Manager prior to engaging in any activities under this contract. The Contractors insurance is subject to the approval of the City's Risk Manager. The certificates must list the City as an ADDITIONAL INSURED for General Liability Insurance, and shall have no less than thirty (30) days written notice of cancellation or material change. Further modification of the insurance requirements may be made at the sole discretion of the City's Risk Manager if circumstances change or adequate protection of the City is not presented. Bidder, by submitting the bid, agrees to abide by such modifications.

PART V PURCHASE ORDER AND CONTRACT TERMS:

5.01 **COMPLIANCE TO SPECIFICATIONS, LATE DELIVERIES/PENALTIES:** Items offered may be tested for compliance to bid specifications. Items delivered which do not conform to bid specifications may be rejected and returned at Contractor's expense. Any violation resulting in contract termination for cause or delivery of items not conforming to specifications, or late delivery may also result in:

- Bidders name being removed from the City's bidder's mailing list for a specified period and Bidder will not be recommended for any award during that period.
- All City Departments being advised to refrain from doing business with the Bidder.
- All other remedies in law or equity.

5.02 ACCEPTANCE, CONDITION, AND PACKAGING: The material delivered in response to ITB award shall remain the property of the Seller until a physical inspection is made and the material accepted to the satisfaction of the City. The material must comply fully with the terms of the ITB, be of the required quality, new, and the latest model. All containers shall be suitable for storage and shipment by common carrier, and all prices shall include standard commercial packaging. The City will not accept substitutes of any kind. Any substitutes or material not meeting specifications will be returned at the Bidder's expense. Payment will be made only after City receipt and acceptance of materials or services.

5.03 SAFETY STANDARDS: All manufactured items and fabricated assemblies shall comply with applicable requirements of the Occupation Safety and Health Act of 1970 as amended, and be in compliance with Chapter 442, Florida Statutes. Any toxic substance listed in Section 38F-41.03 of the Florida Administrative Code delivered as a result of this order must be accompanied by a completed Material Safety Data Sheet (MSDS).

5.04 ASBESTOS STATEMENT: All material supplied must be 100% asbestos free. Bidder, by virtue of bidding, certifies that if awarded any portion of the ITB the bidder will supply only material or equipment that is 100% asbestos free.

5.05 OTHER GOVERNMENTAL ENTITIES: If the Bidder is awarded a contract as a result of this ITB, the bidder may, if the bidder has sufficient capacity or quantities available, provide to other governmental agencies, so requesting, the products or services awarded in accordance with the terms and conditions of the ITB and resulting contract. Prices shall be F.O.B. delivered to the requesting agency.

5.06 VERBAL INSTRUCTIONS PROCEDURE: No negotiations, decisions, or actions shall be initiated or executed by the Contractor as a result of any discussions with any City employee. Only those communications which are in writing from an authorized City representative may be considered. Only written communications from Contractors, which are assigned by a person designated as authorized to bind the Contractor, will be recognized by the City as duly authorized expressions on behalf of Contractors.

5.07 INDEPENDENT CONTRACTOR: The Contractor is an independent contractor under this Agreement. Personal services provided by the Proposer shall be by employees of the Contractor and subject to supervision by the Contractor, and not as officers, employees, or agents of the City. Personnel policies, tax responsibilities, social security, health insurance, employee benefits, procurement policies unless otherwise stated in this ITB, and other similar administrative procedures applicable to services rendered under this contract shall be those of the Contractor.

5.08 INDEMNITY/HOLD HARMLESS AGREEMENT: The Contractor agrees to protect, defend, indemnify, and hold harmless the City of Fort Lauderdale and its officers, employees and agents from and against any and all losses, penalties, damages, settlements, claims, costs, charges for other expenses, or liabilities of every and any kind including attorneys fees, in connection with or arising directly or indirectly out of the work agreed to or performed by Contractor under the terms of any agreement that may arise due to the bidding process. Without limiting the foregoing, any and all such claims, suits, or other actions relating to personal injury, death, damage to property, defects in materials or workmanship, actual or alleged violations of any applicable Statute, ordinance, administrative order, rule or regulation, or decree of any court shall be included in the indemnity hereunder.

5.09 TERMINATION FOR CAUSE: If, through any cause, the Contractor shall fail to fulfill in a timely and proper manner its obligations under this Agreement, or if the Contractor shall violate any of the provisions of this Agreement, the City may upon written notice to the Contractor terminate the right of the Contractor to proceed under this Agreement, or with such part or parts of the Agreement as to which there has been default, and may hold the Contractor liable for any damages caused to the City by reason of such default and termination. In the event of such termination, any completed services performed by the Contractor under this Agreement shall, at the option of the City, become the City's property and the Contractor shall be entitled to receive equitable compensation for any work completed to the satisfaction of the City. The Contractor, however, shall not be relieved of liability to the City for damages sustained by the City by reason of any breach of the Agreement by the Contractor, and the City may withhold any payments to the Contractor for the purpose of setoff until such time as the amount of damages due to the City from the Contractor can be determined.

5.10 TERMINATION FOR CONVENIENCE: The City reserves the right, in its best interest as determined by the City, to cancel contract by giving written notice to the Contractor thirty (30) days prior to the effective date of such cancellation.

5.11 CANCELLATION FOR UNAPPROPRIATED FUNDS: The obligation of the City for payment to a Contractor is limited to the availability of funds appropriated in a current fiscal period, and continuation of the contract into a subsequent fiscal period is subject to appropriation of funds, unless otherwise authorized by law.

5.12 RECORDS/AUDIT: The Contractor shall maintain during the term of the contract all books of account, reports and records in accordance with generally accepted accounting practices and standards for records directly related to this contract. The Contractor agrees to make available to the City Auditor or designee, during normal business hours and in Broward, Miami-Dade or Palm Beach Counties, all books of account, reports and records relating to this contract should be retained for the duration of the contract and for three years after the final payment under this Agreement, or until all pending audits, investigations or litigation matters relating to the contract are closed, whichever is later.

5.13 PERMITS, TAXES, LICENSES: The successful Contractor shall, at their own expense, obtain all necessary permits, pay all licenses, fees and taxes, required to comply with all local ordinances, state and federal laws, rules and regulations applicable to business to be carried out under this contract.

5.14 LAWS/ORDINANCES: The Contractor shall observe and comply with all Federal, state, local and municipal laws, ordinances rules and regulations that would apply to this contract.

5.15 NON-DISCRIMINATION: There shall be no discrimination as to race, sex, color, creed, age or national origin in the operations conducted under this contract.

5.16 UNUSUAL CIRCUMSTANCES: If during a contract term where costs to the City are to remain firm or adjustments are restricted by a percentage or CPI cap, unusual circumstances that could not have been foreseen by either party of the contract occur, and those circumstances significantly affect the Contractor's cost in providing the required prior items or services, then the Contractor may request adjustments to the costs to the City to reflect the changed circumstances. The circumstances must be beyond the control of the Contractor,

and the requested adjustments must be fully documented. The City may, after examination, refuse to accept the adjusted costs if they are not properly documented, increases are considered to be excessive, or decreases are considered to be insufficient. In the event the City does not wish to accept the adjusted costs and the matter cannot be resolved to the satisfaction of the City, the City will reserve the following options:

1. The contract can be canceled by the City upon giving thirty (30) days written notice to the Contractor with no penalty to the City or Contractor. The Contractor shall fill all City requirements submitted to the Contractor until the termination date contained in the notice.

2. The City requires the Contractor to continue to provide the items and services at the firm fixed (non-adjusted) cost until the termination of the contract term then in effect.

3. If the City, in its interest and in its sole opinion, determines that the Contractor in a capricious manner attempted to use this section of the contract to relieve themselves of a legitimate obligation under the contract, and no unusual circumstances had occurred, the City reserves the right to take any and all action under law or equity. Such action shall include, but not be limited to, declaring the Contractor in default and disqualifying him for receiving any business from the City for a stated period of time.

If the City does agree to adjusted costs, these adjusted costs shall not be invoiced to the City until the Contractor receives notice in writing signed by a person authorized to bind the City in such matters.

5.17 **ELIGIBILITY:** If applicable, the Contractor must first register with the Department of State of the State of Florida, in accordance with Florida State Statutes, prior to entering into a contract with the City.

5.18 **PATENTS AND ROYALTIES:** The Contractor, without exception, shall indemnify and save harmless the City and its employees from liability of any nature and kind, including cost and expenses for or on account of any copyrighted, patented or un-patented invention, process, or article manufactured or used in the performance of the contract, including its use by the City. If the Contractor uses any design, device, or materials covered by letters, patent or copyright, it is mutually agreed and understood without exception that the bid prices shall include all royalties or costs arising from the use of such design, device, or materials in any way involved in the work.

5.19 **ASSIGNMENT:** Contractor shall not transfer or assign the performance required by this ITB without the prior written consent of the City. Any award issued pursuant to this ITB, and the monies, which may become due hereunder, are not assignable except with the prior written approval of the City Commission or the City Manager or City Manager's designee, depending on original award approval.

5.20 **LITIGATION VENUE:** The parties waive the privilege of venue and agree that all litigation between them in the state courts shall take place in Broward County, Florida and that all litigation between them in the federal courts shall take place in the Southern District in and for the State of Florida.

5.21 **LOCATION OF UNDERGROUND FACILITIES:** If the Contractor, for the purpose of responding to this solicitation, requests the location of underground facilities through the Sunshine State One-Call of Florida, Inc. notification system or through any person or entity providing a facility locating service, and underground facilities are marked with paint, stakes or other markings within the City pursuant to such a request, then the Contractor, shall be deemed non-responsive to this solicitation in accordance with Section 2-184(5) of the City of Fort Lauderdale Code of Ordinances.

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

> 3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).
>
> 3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

NAME	RELATIONSHIPS
_____	_____
_____	_____
	_____
	_____

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

BID/PROPOSAL SIGNATURE PAGE

How to submit bids/proposals: Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Services Division, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

Please Note: All fields below **must** be completed. If the field does not apply to you, please note N/A in that field.

Submitted by:_____
(signature) (date)

Name (printed)_____Title:_____

Company: (Legal Registration)_____

CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit http://www.dos.state.fl.us/).

Address:_____

City_____State:_____Zip_____

Telephone No._____FAX No. _____Email: _____

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): _____

Payment Terms (section 1.04): _____ Total Bid Discount (section 1.05): _____

Does your firm qualify for MBE or WBE status (section 1.09): MBE _____ WBE _____

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued

P-CARDS: Will your firm accept the City's Credit Card as payment for goods/services?

YES _____ NO_____

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS. If this section does not apply to your bid, simply mark N/A in the section below.
Variances:

_____

_____

revised 11-29-11

City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 1

RFP 735-11244
Consulting Services for an Enterprise Resource Planning System (ERP)

ISSUED June 4, 2013

1. This addendum is being issued to make the following changes:

   A. Bid Description on the title page is changed to read;
   The City of Fort Lauderdale, Florida is seeking proposals from qualified proposers, for services of a professional Consultant to assess the City's comprehensive software needs and assist City staff in selecting an enterprise resources planning (ERP) system in accordance with the terms, conditions, and specifications contained in this Request for Proposals.
   For a copy of the RFP go to www.bidsync.com.

   B. Part I – Information, Section 01. Purpose is changed to read;
   The City of Fort Lauderdale, Florida (City) is seeking proposals from qualified proposers, for services of a Professional Consultant to assess the City's comprehensive software needs, develop a RFP for an Enterprise Resources Planning (ERP) system for distribution to potential vendors, participate in the evaluation of proposals with the objective of providing a shortlist of the top five (5) ERP vendors that would best meet the needs of the City, in accordance with the terms, conditions, and specifications contained in this Request for Proposals (RFP).

2. All other terms, conditions, and specifications remain unchanged.

Kirk W. Buffington, CPPO, C.P.M. MBA
Deputy Director of Finance

Company Name: _____
(please print)

Bidder's Signature: _____

Date: _____

City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 3

RFP 735-11244
Consulting Services for an Enterprise Resource Planning System (ERP)

ISSUED July 3, 2013

1. This addendum is being issued to add the following:

   Part III, Special Conditions

   26. PUBLIC AGENCY CONTRACT FOR SERVICES
   If applicable, for each public agency contract for services, Contractor is required to comply with F.S. 119.0701, which includes the following:

   a) Keep and maintain public records that ordinarily and necessarily would be required by the public agency in order to perform the service.
   (b) Provide the public with access to public records on the same terms and conditions that the public agency would provide the records and at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
   (c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law.
   (d) Meet all requirements for retaining public records and transfer, at no cost, to the public agency, all public records in possession of the contractor upon termination of the contract and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the public agency in a format that is compatible with the information technology systems of the public agency.

2. All other terms, conditions, and specifications remain unchanged.

Kirk W. Buffington, CPPO, C.P.M. MBA
Deputy Director of Finance

Company Name: _____
(please print)

Bidder's Signature: _____

Date: _____

Question and Answers for Bid #735-11244 - Consulting Services for an Enterprise Resource Planning System (ERP)

OVERALL BID QUESTIONS

Question 1

1) What funding source has been secured (or is being considered) for the ERP SYSTEM?
2) Can you provide an estimated project cost for the ERP SYSTEM?
3) What procurement method(s) for the ERP SYSTEM are being considered (release of solicitation, sole source, state contract, etc.)?
4) Can you provide a timeframe for the procurement of the ERP SYSTEM? **(Submitted: Jun 5, 2013 1:21:48 PM EDT)**

Answer

- 1) The funding source(s) have not yet been identified. The funding source(s) and amounts will be identified during the annual Budget preparations. Our Fiscal year begins October 1 of each year and ends September 30.
2) This will be available once we select an ERP Consultant (which is the purpose of this RFP). Once these steps including requirements are completed, we will have the estimated project amount.
3) Per the scope and one of the requirements of this RFP, an RFP will be developed in conjunction with the City and a Request for Proposal (RFP) will be released.
4) The City is hoping to procure and begin implementation late 2014-2015. **(Answered: Jun 5, 2013 1:48:35 PM EDT)**

Question 2

1) What funding source has been secured (or is being considered) for the ERP SYSTEM?
2) Can you provide an estimated project cost for the ERP SYSTEM?
3) What procurement method(s) for the ERP SYSTEM are being considered (release of solicitation, sole source, state contract, etc.)?
4) Can you provide a timeframe for the procurement of the ERP SYSTEM? **(Submitted: Jun 5, 2013 1:21:50 PM EDT)**

Answer

- See Question 1. **(Answered: Jun 5, 2013 1:48:35 PM EDT)**

Question 3

1) What funding source has been secured (or is being considered) for the ERP SYSTEM?
2) Can you provide an estimated project cost for the ERP SYSTEM?
3) What procurement method(s) for the ERP SYSTEM are being considered (release of solicitation, sole source, state contract, etc.)?
4) Can you provide a timeframe for the procurement of the ERP SYSTEM? **(Submitted: Jun 5, 2013 1:21:52 PM EDT)**

Answer

- See Question 1. **(Answered: Jun 5, 2013 1:48:35 PM EDT)**

Question 4

The ERP Consultant RFP mentions the need for a CRM Solution and a fully integrated Electronic Document Management system. Will these be future procurements and if so, will they be procured together or individually? Will the ERP implementation services be an independent procurement and what methods will the City consider for these procurements? **(Submitted: Jun 6, 2013 11:23:14 AM EDT)**

Answer

- 1) This depends on the outcome of this first step. However, whatever the outcome, we will require that the final selected ERP system have a robust integration toolset to allow for the needed integrations between systems.
2) At this time, implementation of the ERP system is not included in this RFP. We are in the process of clarifying this and correcting the description of this posted RFP. It is possible that the chosen ERP vendor will be required to provide these services once a system is selected and awarded. **(Answered: Jun 7, 2013 8:23:05 AM EDT)**

Question 5

Will the City post the name of the firms that have requested the RFP? **(Submitted: Jun 7, 2013 9:08:44 AM EDT)**

Answer

- No. However we will post a tabulation of proposals submitted in accordance with State of Florida law after bid opening. **(Answered: Jun 7, 2013 9:28:44 AM EDT)**

Question 6

Will there be a conference call option for the pre-bidder's conference? **(Submitted: Jun 17, 2013 2:56:46 PM EDT)**

Answer

- Remote Participants Instructions:
1) Dial the Conference Bridge Telephone Number: 954-828-7451
2) Follow the first prompt instructions:
o "Please, enter your meeting ID followed by # sign" 1112 #
3) Follow the second prompt instructions:
o "Welcome to the Conference Call, please say your name after the tone" **(Answered: Jun 18, 2013 6:58:43 AM EDT)**

Question 7

Will there be a conference call option for the pre-bidder's conference? **(Submitted: Jun 17, 2013 2:56:54 PM EDT)**

Answer

- Remote Participants Instructions:
1) Dial the Conference Bridge Telephone Number: 954-828-7451
2) Follow the first prompt instructions:
o "Please, enter your meeting ID followed by # sign" 1112 #
3) Follow the second prompt instructions:
o "Welcome to the Conference Call, please say your name after the tone" **(Answered: Jun 18, 2013 6:58:43 AM EDT)**

Question 8

Part V, Section 04. Consultant Responsibilities, there appears to be a word or words missing at the end of the first sentence. Can you clarify? **(Submitted: Jun 24, 2013 10:14:13 AM EDT)**

Answer

- The Consultant shall provide Project Management activities in conjunction with 'the City'. Clarification: "in cooperation with", ""to work together". **(Answered: Jun 24, 2013 10:34:05 AM EDT)**

Question 9

1. Has the City determined which specific modules will be procured as part of the RFP that is developed?
2. Could the City provide a list of functional areas that are considered in scope of the assessment? (i.e., purchasing, accounts payable, inventory, work orders, project tracking, human resources, payroll, time and attendance, etc.)
3. Does the City desire the selected consultant to participate in vendor demonstrations onsite at the City?
4. Could the City clarify the frequency in which status reports described in Part Five, Section 01 are desired (i.e., bi-weekly or monthly)? **(Submitted: Jun 24, 2013 10:37:17 AM EDT)**

Answer

- 1. Has the City determined which specific modules will be procured as part of the RFP that is developed? At this time not all specific modules have been identified, this should be the outcome of this engagement, as stated in the RFP this would include the current core Financial packages, Procurement , Human Resources, Benefits etc. The City has identified those systems that will not be replaced, such as the Utility Billing system, Kronos Time and Attendance capture for inclusion to payroll etc.
2. Could the City provide a list of functional areas that are considered in scope of the assessment? (i.e., purchasing, accounts payable, inventory, work orders, project tracking, human resources, payroll, time and attendance, etc.) Please see response to item 1 above.
3. Does the City desire the selected consultant to participate in vendor demonstrations onsite at the City? Since any vendor demonstrations will be part of the evaluation process, yes the City would require them to be part of this process. The demonstrations are usually required of the vendors that have been shortlisted. A minimum of (3) vendors are normally shortlisted, we are hoping for (5) five.
4. Could the City clarify the frequency in which status reports described in Part Five, Section 01 are desired (i.e., bi-weekly or monthly)? (Submitted: Jun 24, 2013 10:37:17 AM EDT) This will be mutually agreed upon once a consultant is selected. **(Answered: Jun 24, 2013 11:21:10 AM EDT)**

Question 10

1. Does the scope of the RFP include all the elements of integrating a two tier ERP platform or is the scope limited to the proposal for a new ERP layered on top of legacy systems?
2. Are electronic signatures acceptable for the RFP response submission?
3. What is the extent of assistance that the City is asking for from the Contractor in terms of accumulating and including cost estimate data related to upgrades or modifications to legacy systems (Cayenta, Kronos, Etc.) that will keep in order to integrate with a new ERP?
4. What is the timeframe that the City is upgrading to SunGard's OneSolution Community Development Product? Are there any special requests of the Contractor as it relates to this timeframe?
5. Is the Contractor prohibited from using offshore resources?
6. What is considered to be "other related tasks" to be performed by the Contractor in Phase One? **(Submitted: Jun 24, 2013 4:00:08 PM EDT)**

Answer

- 1. Does the scope of the RFP include all the elements of integrating a two tier ERP platform or is the scope limited to the proposal for a new ERP layered on top of legacy systems? The Scope of this RFP is for procuring the services of an independent Consultant to assist the City in developing the requirements and scope for a RFP for an ERP system. The scope for an ERP system is to be developed.
2. Are electronic signatures acceptable for the RFP response submission? Since this is a paper bid and not an electronic submittal the answer is no.
3. What is the extent of assistance that the City is asking for from the Contractor in terms of accumulating and including cost estimate data related to upgrades or modifications to legacy systems (Cayenta, Kronos, Etc.) that will keep in order to integrate with a new ERP? The City would like for a Consultant be aware of these needs, and should be included in a final ERP System RFP. Both Cayenta and Kronos are new systems and we are not expecting to upgrade them. It is expected that requirements of the RFP to be developed, include the City's need for Integration between these systems and others, financial data, etc. We would require that an ERP system have a robust integration toolset. I would suspect that a selected ERP System Vendor would provide this information in their response proposals which would be evaluated by the Consultant and Staff.

4. What is the timeframe that the City is upgrading to SunGard's OneSolution Community Development Product? Are there any special requests of the Contractor as it relates to this timeframe? The OneSolution Product upgrade project has been approved and awarded by our Commission. The Project is in its initial planning stages. No special requests as to the timeframe of this RFP for a consultant, other than what is specified in this RFP.
5. Is the Contractor prohibited from using offshore resources? The Consultant? Could you please clarify this question? Just a note, if a consultant is associated with an ERP system vendor, this vendor would be prohibited from submitting a proposal for an ERP System..

6. What is considered to be "other related tasks" to be performed by the Contractor in Phase One? (Submitted: Jun 24, 2013 4:00:08 PM EDT) Once a plan is mutually developed between the City and the awarded Consultant, it may include other items not detailed in this phase (or any phase for that matter) that an experienced consultant would be aware of, or should be included. Tasks that would be required could be that of either city staff or the consultant. **(Answered: Jun 25, 2013 8:38:32 AM EDT)**

Question 11

1. Does the scope of the RFP include all the elements of integrating a two tier ERP platform or is the scope limited to the proposal for a new ERP layered on top of legacy systems?
2. Are electronic signatures acceptable for the RFP response submission?
3. What is the extent of assistance that the City is asking for from the Contractor in terms of accumulating and including cost estimate data related to upgrades or modifications to legacy systems (Cayenta, Kronos, Etc.) that will keep in order to integrate with a new ERP?
4. What is the timeframe that the City is upgrading to SunGard's OneSolution Community Development Product? Are there any special requests of the Contractor as it relates to this timeframe?
5. Is the Contractor prohibited from using offshore resources?
6. What is considered to be "other related tasks" to be performed by the Contractor in Phase One? **(Submitted: Jun 24, 2013 4:00:14 PM EDT)**

Answer

- 1. Does the scope of the RFP include all the elements of integrating a two tier ERP platform or is the scope limited to the proposal for a new ERP layered on top of legacy systems? The Scope of this RFP is for procuring the services of an independent Consultant to assist the City in developing the requirements and scope for a RFP for an ERP system. The scope for an ERP system is to be developed.
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3. What is the extent of assistance that the City is asking for from the Contractor in terms of accumulating and including cost estimate data related to upgrades or modifications to legacy systems (Cayenta, Kronos, Etc.) that will keep in order to integrate with a new ERP? The City would like for a Consultant be aware of these needs, and should be included in a final ERP System RFP. Both Cayenta and Kronos are new systems and we are not expecting to upgrade them. It is expected that requirements of the RFP to be developed, include the City's need for Integration between these systems and others, financial data, etc. We would require that an ERP system have a robust integration toolset. I would suspect that a selected ERP System Vendor would provide this information in their response proposals which would be evaluated by the Consultant and Staff.
4. What is the timeframe that the City is upgrading to SunGard's OneSolution Community Development Product? Are there any special requests of the Contractor as it relates to this timeframe? The OneSolution Product upgrade project has been approved and awarded by our Commission. The Project is in its initial planning stages. No special requests as to the timeframe of this RFP for a consultant, other than what is specified in this RFP.
5. Is the Contractor prohibited from using offshore resources? The Consultant? Could you please clarify this question? Just a note, if a consultant is associated with an ERP system vendor, this vendor would be prohibited from submitting a proposal for an ERP System..

6. What is considered to be "other related tasks" to be performed by the Contractor in Phase One? (Submitted: Jun 24, 2013 4:00:08 PM EDT) Once a plan is mutually developed between the City and the awarded Consultant, it may include other items not detailed in this phase (or any phase for that matter) that an experienced consultant would be aware of, or should be included. Tasks that would be required could be that of either city staff or the consultant. **(Answered: Jun 25, 2013 8:38:32 AM EDT)**

PROPOSAL TO PROVIDE ENTERPRISE RESOURCE PLANNING

EXHIBIT B

{Get there.}

CITY OF FORT LAUDERDALE, FLORIDA | JULY 3, 2013

plante moran

audit · tax · consulting

Contents

1. Bid/Proposal Signature Page 2
2. Required Documents 3
3. Letter of Interest 6
4. Business Licenses 8
5. Qualifications and Experience 9
6. Technical Approach 32
7. Cost Proposal Page 55
8. References 56
9. Experience with Fort Lauderdale 59
10. Attachments 60
11. Subcontractors 64

1. Bid/Proposal Signature Page

BID/PROPOSAL SIGNATURE PAGE

How to submit bids/proposals: Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Services Division, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

Please Note: All fields below **must** be completed. If the field does not apply to you, please note N/A in that field.

Submitted by: E. Scott Eiler **July 3, 2013**
(signature) (date)

Name (printed) **E Scott Eiler** Title: **Partner**

Company: (Legal Registration) **Plante & Moran, PLLC**

CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit http://www.dos.state.fl.us/).

Address: **27400 Northwestern Hwy.**

City: **Southfield** State: **MI** Zip: **48034**

Telephone No. **248-223-3447** FAX No. **248.233.8587** Email: **Scott.Eiler@plantemoran.com**

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions):

Payment Terms (section 1.04): **Net 30** Total Bid Discount (section 1.05): **N/A**

Does your firm qualify for MBE or WBE status (section 1.09): MBE **N/A** WBE **N/A**

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal: **(see Tab 10)**

Addendum No.	Date Issued
1	June 4, 2013

P-CARDS: Will your firm accept the City's Credit Card as payment for goods/services?
YES _____ **NO** **X**

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS. If this section does not apply to your bid, simply mark N/A in the section below.

Variances:

None noted

revised 11-29-11

2. Required Documents

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

> *3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).*
>
> 3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

NAME	RELATIONSHIPS
_____	_____
_____	_____
	_____
	_____

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

E. Scott Eiler — July 3, 2013

E. Scott Eiler, Partner — Date

ATTACHMENT "E"
LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this RFP. Violation of the foregoing provision may result in contract termination.

(1) _____ Business Name — is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C 12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt **and** a complete list of full-time employees and their addresses shall be provided within 10 calendar days of a formal request by t City.

(2) _____ Business Name — is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance N C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt **or** a complete lis full-time employees and their addresses shall be provided within 10 calenda days of a formal request by the City.

(3) _____ Business Name — is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance N C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.

(4) _____ Business Name — requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of inte shall be provided within 10 calendar days of a formal request by the City.

(5) _____ Business Name — requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of inte shall be provided within 10 calendar days of a formal request by the City.

(6) _____ Business Name — is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preferei consideration. (Notary not required for Class "D")

PROPOSER'S COMPANY: **Plante & Moran, PLLC**

AUTHORIZED COMPANY PERSON: **E. Scott Eiler** E. Scott Eiler **July 3, 2013**
NAME SIGNATURE DATE

STATE OF **Michigan**
COUNTY OF **Oakland**

The foregoing instrument was acknowledged before me this **3rd** day of **July,** 2013, by **E. Scott Eiler** and _____ as _____ and _____ respectively, of **Plante & Moran, PLLC**.
They are ☒ personally known to me or ☐ have produced _____ as identification.

(SEAL)

Faith de Manincor
Notary Public, State of **Michigan**
(Signature of Notary taking Acknowledgment)

FAITH de MANINCOR
Name of Notary Typed, Printed or Stamped

My Commission Expires: April 15, 2014
Commission Number: _____

FAITH DE MANINCOR
NOTARY PUBLIC, STATE OF MI
COUNTY OF OAKLAND
MY COMMISSION EXPIRES Apr 15, 2014
ACTING IN COUNTY OF Oakland

CERTIFICATE OF LIABILITY INSURANCE

OP ID: AK

04/05/11

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 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

Cambridge Underwriters Ltd.
P.O. Box 511077
Livonia MI 48151-7077
Phone: 734-525-0927 Fax: 734-525-0612

CONTACT NAME:
PHONE (A/C, No, Ext): FAX (A/C, No):
E-MAIL ADDRESS:
PRODUCER CUSTOMER ID #: PLANT-5

INSURED

P&H Holding Group, LLP and
Subsidiaries;
Plante & Moran, PLLC
26300 Northwestern Hwy,Ste 120
Southfield MI 48034

INSURER(S) AFFORDING COVERAGE — NAIC #

INSURER A: Federal Insurance Company — 20281
INSURER B: Pacific Indemnity Co. (Chubb) — 20346
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	WVD	POLICY NUMBER	POLICY EFF (MM/DD/YY)	POLICY EXP (MM/DD/YY)	LIMITS	
A	GENERAL LIABILITY X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR X GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC		3575-66-13	03/13/11	03/13/12	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 $ 1,000,000 $ 10,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
A	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS		7326-30-17	03/13/11	03/13/12	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $
A	UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $		7985-33-30	03/13/11	03/13/12	EACH OCCURRENCE AGGREGATE	$ 1,000,000 $ 1,000,000 $ $
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	7165-30-87	03/13/11	03/13/12	WC STATU-TORY LIMITS 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 (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

RE: Contract #IT-2011-009; ERP needs assessment and selection consulting services. The City of North Miami Beach is included as an additional insured for commercial general liability coverage per the attached form #80-02-2373.

CERTIFICATE HOLDER

City of North Miami Beach
Attn: Alicia Lafarga
17011 NE 19th Ave, Suite 315
North Miami Beach FL 33162

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

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plante moran

Plante & Moran, PLLC
27400 Northwestern Highway
P.O. Box 307
Southfield, MI 48037-0307
Tel: 248.352.2500
Fax: 248.352.0018
plantemoran.com

3. Letter of Interest

July 3, 2013

Mr. Richard Ewell, Procurement Specialist II
City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue, Room 619
Ft. Lauderdale, FL 33301

Dear Mr. Ewell:

Plante Moran, PLLC (Plante Moran) is pleased to provide our qualifications to the City of Fort Lauderdale to provide Enterprise Resource Planning (ERP) Consulting Services. We are very excited about the possibility of working with the City on this very important project.

We understand that the City's current financial management system lacks integration with other City applications and is unable to support a mobile and e-government environment that the City desires. This contributes to less than optimal processes and functionality to provide the organizational performance and reporting capability management that the City is expecting. Having served numerous counties, villages and cities with similar initiatives, our proposed project team understands the complexities involved with evaluating and replacing legacy systems in favor of a more fully integrated solution that takes advantage of current enabling technologies.

Plante Moran is uniquely qualified to assist the City on this important project. We offer the following benefits:

- Complete independence from all governmental ERP software providers allows us to assist in selecting a system that best meets the needs of the client. Through our numerous system selection projects, we have gained significant experience and knowledge of providers of ERP software solutions for governmental entities and the pros/cons of each solution.
- Proven methodology and approach, based on 30 years of ERP experience with governmental clients including all aspects of needs assessment, selection, contract negotiations, statement of work development and implementation management assistance.
- Significant and recent experience in performing ERP system needs assessment, solution selection, contract negotiation, planning, and implementation projects that have involved all aspects of operations for municipal clients including:
  - City of Columbia, MO
  - Muskegon County, MI
  - Horry County, SC
  - City of Cleveland, OH
  - St. Louis County, MO
  - City of Asheville, NC
  - City of Mesa, AZ
  - City of Corpus Christi, TX

  Currently, our municipal practice has 16 ERP procurement and 5 ERP implementation projects underway at various stages that includes nearly all of the ERP vendors that will likely be considered by the City.

- Strong knowledge of the Tier 2 ERP vendor community through direct visits by these vendors, participation in association activities such as GFOA and through continual involvement in performing ERP selection projects for other municipal client
- Significant and recent experience in performing ERP selection projects for Florida municipal clients either through open competitive bids or through the use of piggybacking to include:
  - Broward County
  - City of Hallandale Beach
  - City of North Miami Beach
  - City of Miramar
  - Town of Jupiter
  - City of Cooper City
  - City of Oakland Park
  - City of Pinellas Park
- A strong project team, blending public sector systems, process, best practices, and re-engineering expertise.
- We have successfully negotiated contracts with nearly all of the software vendors that the City will likely be considering. Through our negotiations process, we have been able to save our clients significant costs and negotiate terms which protect the interests of our clients.
- Our project professionals are members of national and local organizations dedicated to improving the financial and technology operations of local government including GFOA, ICMA, PTI and GMIS as well as participation in the recent Florida GFOA conference.
- Significant experience conducting process redesign and making process improvement recommendations for municipal clients during the implementation of new ERP systems.
- Significant experience developing strategic technology plans for local governmental clients allow us to provide further insight into the uses of enabling technology and systems by our municipal clients.
- As accountants and advisors to nearly 200 government agencies, our Firm is well recognized as one of the leading providers of independent, objective advice.

Our proposed team blends the technology and municipal operations knowledge with seasoned management consultants to work on this important initiative. We believe that based upon these experiences and the quality of our proposed team, we are well qualified to provide objective and comprehensive ERP Acquisition consulting services for the City of Fort Lauderdale.

We would also strongly your team to contact any of our current or past clients. If you have any questions concerning this proposal or need to contact any of the project team members, please contact me at 1-800-544-0203. This proposal is valid for 120 days from the proposal response date. We also acknowledge receipt and review of Addendum 1.

Very Truly Yours,
PLANTE & MORAN, PLLC

E. Scott Eiler

E. Scott Eiler, Partner
27400 Northwestern Highway
Southfield, MI 48037
1-800-544-0203
Scott.Eiler@plantemoran.com

4. Business Licenses

State of Florida
Department of State

I certify from the records of this office that PLANTE & MORAN PLLC is a Michigan limited liability company authorized to transact business in the State of Florida, qualified on May 9, 2011.

The document number of this limited liability company is M11000002358.

I further certify that said limited liability company has paid all fees due this office through December 31, 2013, that its most recent annual report was filed on March 26, 2013, and its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Twenty-eighth day of June, 2013

Ken Detzner

Secretary of State

Authentication ID: CU9288183313

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

https://efile.sunbiz.org/certauthver.html

5. Qualifications and Experience

1. Describe the Proposer's form of business (i.e., individual, sole proprietor, corporation, non-profit corporation, partnership, Limited Liability Company) and detail the name, mailing address, and telephone number of the person the City should contact regarding the proposal.

Plante Moran, PLLC is a limited partnership, owned and operated by its partners. The primary contact for this engagement is Mr. E. Scott Eiler. His full contact information is:

E. Scott Eiler
27400 Northwestern Highway
Southfield, MI 48037
248.223.3447
Scott.Eiler@plantemoran.com

2. Provide a statement of whether there have been any mergers, acquisitions, or sales of the Proposer company within the last ten years, and if so, an explanation providing relevant details.

Plante Moran has completed several successful mergers during the past ten years in order to better serve our clients and expand our practice in strategic geographic areas. These mergers were as follows, in reverse chronological order:

- 2012 – Blackman Kallick
- 2009 – Jackson, Rolfes, Spurgeon & Co. (JRS)
- 2005 – BKR Dupuis & Ryden
- 2004 – Gleeson, Sklar, Sawyers and Cumpata (GSSC)

3. Provide a statement of whether the Proposer or any of the Proposer's employees, agents, independent contractors, or subcontractors have been convicted of, pled guilty to, or pled nolo contendere to any felony, and if so, an explanation providing relevant details.

None of our project staff, or other employees at Plante Moran, have been convicted of, pled guilty to, or pled nolo contender to any felonies.

4. Provide a statement of whether there is any pending litigation against the Proposer; and if such litigation exists, an attached opinion of counsel as to whether the pending litigation will impair the Proposer's performance in a contract under this RFP.

Plante Moran takes great pride in the quality of services it provides to its clients. We have a rigorous set of quality controls designed to provide assurance that professional standards are followed and our clients receive a high quality product. Nevertheless, claims are filed from time to time. We believe the number of claims filed against Plante Moran is well below industry averages for a firm of our size. Moreover, we take great pride in the fact that the firm has never, in its history, been adjudicated as negligent in a matter involving accounting, audit or consulting services. Plante Moran has not at any time been the subject of any action by a regulatory agency. There are no claims currently pending of any kind that could have material impact on the firm nor have there ever been claims filed that are associated with the services that will be providing to the City.

5. Provide a statement of whether, in the last ten years, the Proposer has filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors, and if so, an explanation providing relevant details.

Plante Moran has never filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors

6. Provide a statement of Proposer's experience and qualifications. Should include the number of years the proposer has been providing similar services.

Plante Moran has been providing ERP software selection and implementation consulting services to governmental clients for the last thirty years. We provide the full-range of services related to the planning for, selection, contract negotiations and implementation of new technologies and processes for municipal governmental software. These experiences have included ERP modules and processes relevant to all organizational components of a municipal operation for both process owners and end-users.

Through these experiences we have been able to derive best practices associated with ERP system functional requirements, processes and technologies that, taken together, maximize the value that can be delivered to stakeholders within and external to the City. Additionally, our ability to negotiate contracts that maximize value for the client both financially and relative to terms and conditions is well-recognized. Our contract negotiation capabilities frequently generate savings well in excess of our fees on the project.

The following matrix identifies desired consultant capabilities, skills and core competencies required as part of this engagement and how our firm matches up against these criteria:

Required Capabilities	Plante Moran Match
1) Experience with governmental systems and implementations with a scope similar to the City's size of project.	Our firm has been involved in assisting governmental clients in the selection and implementation of ERP solutions for over 30 years including clients of comparable size and complexity to the City.
2) Strong written and oral communications skills that engage the entire team and maintain efficient communications and decision-making throughout the engagement. The City requires candidates with experience giving technical or executive presentations and practicing disciplined documentation throughout the entire process.	All of the senior staff assigned to the project regularly communicate with Councils, Commissions and Boards and senior management within governmental organizations either as part of the facilitation of projects for the client or in giving oral presentations presenting the results of a project.
3) Ability to form effective working relationships with management, supervisory, operational, and technical personnel from the City, other involved vendors, and any other stakeholders engaged in the success of this project.	Our selection process is a very participatory one that includes senior management, technical staff, operational staff, outside vendors and other relevant stakeholders. We are very adept at working with all of these constituencies.

Required Capabilities	Plante Moran Match
4) Ability to take direction and then work without immediate supervision to stay focused on meeting the City's requirements with high satisfaction.	Our team includes staff that are experienced and self-motivated requiring little direction while able to lead the project or phases they are responsible for.
5) Demonstrate a willingness to implement innovative program and project management methodologies, approaches and tools.	We regularly look for innovative ways in which to deliver our services in a more efficient and effective manner through the use of newer technologies and methods. For example, as a standard part of all projects performed we provide a collaboration center (e.g. MS SharePoint) in which to manage all activities on the project that is accessed by the client and our team.
6) Highly disciplined, focused leader, who can effectively assess project risk and take action to mitigate risks.	Staff assigned to the project are experienced in these types of projects and use project management methods including regular assessment of project risk. Furthermore, our significant experience in the selection and implementation of ERP solutions has resulted in our ability to identify risks common to these types of projects, early in the project.
7) Ability to consistently meet deadlines while exercising strong project and fiscal controls.	Our staff are committed to meeting deadlines that are established by the client for an engagement while meeting both quality and fiscal controls.
8) Professional behavior and appearance.	Plante Moran has a very rigorous hiring process to ensure that there is a fit between the individual and the core values of the firm that stress services to the client in a professional manner.
9) Ability to provide clear direction to multiple stakeholders and hold them accountable for producing the required results.	At the start of the project, we engage the various stakeholders on the project that will be required to provide input during the process to articulate what we will need from them and when. This information is captured in a Project Charter that is developed at the start of the project.
10) Passion for escalating issues appropriately to ensure quick problem resolution.	The process used on our projects ensures that any outstanding issues are quickly escalated such that delays in the project do not occur. This escalation process is defined during the early stages of the project. Furthermore, we will regularly conduct project reviews with client management to identify and discuss outstanding issues and risks.

Required Capabilities	Plante Moran Match
11) Proven ability to organize large projects, structure the processes for change management, risk management and project controls.	Our staff is adept on the various aspects of managing and delivering large-scale information technology projects within the public sector. We are well aware of both the technical and organizational challenges in implementing a new ERP and regularly counsel our clients on various dimensions and related to the fact that implementing a new ERP will affect people, process and technology.

ERP Related Projects

The following list provides a sampling of the municipal ERP projects that our firm has performed over the last several years.

Client Name	Project Title	Project Date
City of Pinellas Park, FL	ERP Selection	May 2013 – Present
City of Detroit, MI	ERP Needs Assessment	May 2013 – Present
Village of Woodridge, IL	ERP Selection	May 2013 – Present
City of Pueblo, CO	ERP Due Diligence and Implementation Management Assistance	Mar 2013 – Present
Cape Fear Public Utility Authority, NC	ERP Needs Assessment	Mar 2013 – Present
Village of Northbrook, IL	ERP Selection	Mar 2013 – Present
New Braunfels Utilities, TX	ERP Needs Assessment and Selection	Dec 2012 – Present
City of Grand Rapids, MI	ERP Needs Assessment and Selection	Nov 2012 – Present
County of Sumner, TN	ERP Needs Assessment and Selection	Aug 2012 – Present
City of Ann Arbor, MI	HR/Payroll Software Assessment	Jul 2012 – Dec 2012
City of Corpus Christi, TX	ERP Selection	Jul 2012 – June 2013
Town of Jupiter, FL	Utility Billing and Enterprise Assessment Management Software Selection	May 2012 – Nov 2012
City of Hallandale Beach, FL	ERP Selection	May 2012 – Present
City of Columbia, MO	ERP Needs Assessment and Selection	May 2012 – Present
Livingston County, MI	ERP Selection and Implementation Management Assistance	May 2012 – Present
Horry County, SC	ERP Needs Assessment and Selection	Feb 2012 – Present
City of Oakland Park, FL	ERP Selection	Feb 2012 – Jan 2013

Client Name	Project Title	Project Date
Waukesha County, WI	Financial Applications Analysis Study and RFP Development	May 2008 – Mar 2011
City of Asheville, NC	ERP Selection and Implementation Management	Oct 2007 – Dec 2010
St. Louis County, MO	ERP Selection and Implementation Management	Apr 2007 – Feb 2010
City of Sheboygan, WI	ERP Selection and Implementation Management	Mar 2007 – Dec 2008
City of St. Clair Shores, MI	Time and Attendance Software Selection	2007
City of Elgin, IL	FMIS Software Selection Assistance	Jun 2006 – May 2007
City of Cleveland, OH	FMIS Selection and Implementation Management	Oct 2006 – Feb 2010
City of Livonia, MI	Financial System Upgrade Implementation Management Assistance	2006 - 2008
Shelby Township, MI	ERP Selection and Implementation Management Assistance	2006 - 2008
Hancock County, OH	ERP Selection and Contract Negotiations	Jan 2004 – Dec 2004
City of Kalamazoo, MI	ERP Software Selection	2004 - 2005
Dane County, WI	FMIS Software Selection	Sep 2003 – Jan 2004

7. Describe the Proposer organization's number of employees, client base, and location of offices.

Plante Moran has over 2,000 staff firm-wide performing Management Consulting, Assurance and Tax services to clients throughout the U.S. with additional clients around the globe. Our Management Consulting practice area, which will perform the services requested by the City of Ft. Lauderdale, consists of:

- Over 175 staff and partners
- 17 of which are dedicated to serving governmental clients across the U.S.

We have provided and are currently providing ERP consulting services to a number of municipal clients in Florida. All of our office locations are listed below.

Illinois

Chicago
225 W. Washington Street
Suite 2700
Chicago, IL 60606

Northwest Chicago
2155 Point Boulevard
Suite 200
Elgin, IL 60123

Michigan

Ann Arbor
1000 Oakbrook Dr.
Suite 400
Ann Arbor, MI 48104

Auburn Hills
2601 Cambridge Court
Suite 500
Auburn Hills MI 48326 ,

Detroit
7310 Woodward Ave.
Suite 740
Detroit, MI 48202

East Lansing
1111 Michigan Avenue

Flint
111 E. Court St
Suite 1A

Grand Rapids
634 Front Avenue NW
Suite 400

East Lansing, MI 48823

Kalamazoo
750 Trade Centre Way
Portage, MI 49002

Southfield
27400 Northwestern Highway
Southfield, MI 48034

Flint, MI 48502-1647

Macomb
19176 Hall Road
Suite 300
Clinton Township, MI 48038

Southfield (East Office)
26300 Northwestern Highway
Suite 120
Southfield, MI 48076

Grand Rapids, MI 49504

St. Joseph
511 Renaissance Drive
Suite 120
St. Joseph, MI 49085

Traverse City
600 E. Front Street
Suite 300
Traverse City, MI 49686

Ohio

Cincinnati
537 E. Pete Rose Way
Cincinnati, OH 45202

Toledo
3434 Granite Circle
Toledo, OH 43617

Cleveland
1111 Superior Ave
Suite 1250
Cleveland, OH 44114

Columbus
65 E. State Street
Suite 600
Columbus, OH 43215

8. Have you ever failed to complete work awarded to you? If so, where and why?

Situations have arisen in which the scope of work assigned to our firm was not completed that was due not to our failure to complete the work but rather an agreement with the client that the required services were no longer needed. For example, our initial agreement with Broward County included the provision of training and change management services as part of their ERP implementation. However, we jointly concluded that such services were more appropriately provided by the selected ERP vendor.

9. Provide a brief, descriptive statement indicating the Proposer's credentials to deliver the services sought under this RFP.

The following characteristics provided our credentials to deliver ERP consulting services to the City:

- ***Longevity of ERP Practice***: As a firm, we have over 30 years' experience in assisting clients in conducting ERP full lifecycle projects for all areas of governmental operations including Financials, Human Resources / Payroll, Utility Billing, Community Services, Tax and Public Safety.
- ***Experienced Project Team:*** Our project team has significant and recent experience in performing similar work for other governmental clients. We generally have approximately 15 – 20 ERP projects going on at any one time which allows our consultants to maintain currency related to all facets and phases of an ERP initiative and the ERP marketplace in general.
- ***Involvement in Complex ERP Procurement Transactions***: We have significant experience in working with ERP solution providers whose solution set involves a complexity of software solutions to meet the entire needs of a large organization. This has translated to involvement in working with clients and the selected vendor in negotiating complex contracts and statements of work. More recently, this has included involvement with clients who are intending to have their entire ERP Solution provided via Managed Services in which Managed Services options have significant variability in what can be provided.
- ***Full ERP Lifecycle Involvement***: We have significant experience in leading clients through the complete transition to a new ERP environment including involvement in providing ERP needs assessment, software selection, contract negotiations, implementation planning and implementation management assistance. As a result of our significant ERP implementation

experience, we are able to identify lessons learned that translate to activities to be performed during the up-front phases of the project.

- ***Completeness of ERP Expertise***: As a full-service consulting and accounting firm, we have both depth and breadth in the types of ERP services that we can provide within a single firm. In addition to traditional ERP software selection services, we are able to provide the following set of complementary services that are frequently viewed by our clients as value-add:
    - Chart of Accounts development
    - Business process redesign
    - Internal controls
    - Security
    - IT staff assessments to assist clients in understanding the degree to which their IT organizations have the needed skills and certifications to support a new ERP environment
    - Organizational assessments to assist clients in restructuring their organization including staff roles and responsibilities
    - Change management services to assist client staff in the transition from legacy technologies and business processes to more current technology and redesigned business processes
    - Application controls reviews
    - Disaster recovery planning
- ***Vendor ERP Marketplace Knowledge:*** We have extensive knowledge of the ERP software vendor marketplace and system integrator marketplace for those vendors that will be likely providers of software and services to the City. This experience has been gained through a number of activities including work with other clients in selecting and implementing ERP solutions, participation in conferences in which ERP vendors are participating (e.g., GFOA annual conference) and proactive meetings with ERP vendors to understand their latest product and service offerings to governmental clients. For example, over the last several months we have had meetings and/or phone calls with the following vendors to discuss aspects of the current and future plans related to their ERP products and services including:
    - Sungard (on-site meeting in January 2013)
    - Oracle (on-site meeting in December 2012)
    - Microsoft (discussions related to their Dynamics AX product)
    - Workday (conference calls and participation in webinars)
    - Agresso (on-site meeting scheduled for February 2013)
    - Infor (on-site meeting scheduled for February/March 2013)
    - Springbrook (series of conference calls to discuss their current and future plans)
    - New World Systems (meeting at their location)
    - Tyler Technologies (on-going involvement with them related to recent selection initiatives)

  The additional benefit to the City is that the vendors are familiar and comfortable with how we manage our ERP selection projects and are confident that they will receive fair treatment in the process. This should lead to more responsive proposals for the City to consider.
- ***ERP Tools, Templates and Methods:*** Through our 30 years of conducting ERP selection projects, we have developed a vast repository of tools, templates and methods that provide

significant value and stream-lining to an ERP selection project while ensuring that the integrity and thoroughness of the process is maintained.

- ***Independence:*** We are completely independent from all providers of ERP software solutions and system integrators. As a result, we will be working with the City to select a Solution that provides the best overall value to the City and its stakeholders.
- ***ERP Best Practice Identification:*** We have extensive knowledge of ERP-related best practices through involvement in numerous software selection and implementation projects for other governmental clients. Through these projects and through our involvement in governmental operations reviews, we have developed a set of best practices related to execution of the various ERP areas including Financial, Human Capital Management and Supply Chain.
- ***Risk Mitigation:*** Our robust and thorough Solution selection process has resulted in the ability to significantly minimize the client's risk in the implementation phase of the project. Additionally, the thoroughness and self-documented nature of our process has translated to outcomes which are not challenged by the vendors through a formal protest process. This level of thoroughness has led to minimal change order activity during the implementation resulting in the achievement of project budgets and timeframes for implementation.
- ***Client Retention:*** The biggest testament to our capabilities and project staff is the desire for our clients to continue using our services after an initial ERP needs assessment/selection or other technology-related project. In our client references section, we will highlight such clients including those that have used our services in multiple instances due to the high degree of satisfaction with the quality of our services and our staff.

10. Briefly describe how long the Proposer has been performing the services required by this RFP and include the number of years in business.

Plante Moran was founded in 1924 and has been providing ERP consulting services to our municipal clients for over 30 years.

11. Provide a personnel roster and resumes of those who shall be assigned by the Proposer to perform duties or services under the contract assuming a start date of August, 2013 can be achieved.

12. The resumes shall detail each individual's title, ERP experience, education, current position with the Proposer, and employment history.

As a firm with over 2,000 staff members, we have deep resources to bring to bear on the City's project. The following table summarizes the qualifications of each proposed team member to assist the City on the project including recent relevant clients. Detailed resumes of each team member are included in the following section.

Staff	Role	Relevant Experience
Scott Eiler Partner Plante Moran	**Project Director** who will have overall responsibilities for ensuring that all project tasks are completed within schedule and budget and that all project deliverables meet the required quality standards.	City of Columbia, MO City of Cleveland, OH Broward County, FL Horry County, SC City of Mesa, AZ

Mike Riffel Senior Manager Plante Moran	**Project Manager** who will manage the day-to-day activities on the project to include the entire Plante Moran team.	City of New Orleans, LA City of Alexandria, VA City of Chandler, AZ Marin County, CA City of Corpus Christi, TX
Chris Moshier Manager Plante Moran	**Project Consultant** who will participate in the facilitation of departmental review sessions, development of ERP business requirements and proposal analysis activities.	City of Columbia, MO City of Hallandale Beach, FL Livingston County, MI Horry County, SC
Christine Cunliffe Manager Plante Moran	**Project Consultant** who will participate in the facilitation of departmental review sessions, development of ERP business requirements and proposal analysis activities.	City of Columbia, MO New Braunfels Utilities, TX City of Ann Arbor, MI Village of Woodridge, IL Numerous consulting projects while at ADP and GFOA
Tracey Rau Manager Plante Moran	**Project Consultant** who will participate in the facilitation of departmental review sessions, development of ERP business requirements and proposal analysis activities.	City of Columbia, MO Town of Jupiter, FL Borough of State College, PA City of Oakland Park, FL City of Asheville, NC Broward County, FL
Dale Vanderford Manager Plante Moran	**Technical Consultant** who will be responsible for all technical aspects of the project.	City of Columbia, MO Broward County, FL City of Hallandale Beach, FL Horry County, SC Charlotte County, FL

Scott Eiler

Partner
Information Technology Consulting

EXPERIENCE INCLUDES:

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

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

IT Sourcing: Experience assisting governmental clients in assessing options for outsourcing one or more technology functions. This has also included working with clients in the full lifecycle selection of an IT Sourcing provider including definition of sourcing requirements, RFP development, proposal evaluation and selection, contract negotiations and statement of work development.

Project Management: Significant experience providing leadership in the development and deployment of business applications on a wide variety of hardware and software platforms. Guidance has included the development of proposals, mentoring of project owners, development of standard processes and procedures and deployment of tools to improve efficiency or reduce costs for application development and deployment. He has also provided guidance to a number of public sector clients in the development of tools, templates and methods for implementing ERP solutions.

PRIOR ORGANIZATIONAL AFFILIATIONS:

Electronic Data Systems; Troy, Michigan (1985 – 1994)
Advanced Engineering SE. Assisted in the definition, development, implementation and support of a large number of software applications residing on a variety of platforms. His range of experience has included systems development, project management and programming manager.

EDUCATION:

- University of Michigan - Master of Business Administration
- University of Illinois - Bachelor of Science, General Engineering

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Public Technology Institute (PTI)
- Government Finance Officers Association (GFOA)
- Project Management Institute (PMI)
- Project Management Professional (PMP) since 2003
- ITIL V3 Foundation Certified
- Prosci Change Management Certified

Scott Eiler resume, continued:

KEY CLIENTS:

- Broward County, FL
- Calhoun County, MI
- Dane County, WI
- DuPage County, IL
- Gwinnett County, GA
- Hancock County, FL
- Horry County, SC
- Johnson County, KS
- Kent County, MI
- Lake County, IL
- Oakland County, MI (numerous projects)
- St. Louis County, MO
- Waukesha County, WI (numerous projects)
- Urbana & Champaign Sanitary District, IL
- City of Cleveland, OH
- City of Battle Creek, MI
- City of Elgin, IL
- City of Kalamazoo, MI
- City of Chicago, IL
- City of Carrollton, TX
- City of Hallandale Beach, FL
- City of Mesa, AZ
- City of North Miami Beach, FL
- City of Ann Arbor, MI
- City of Miramar, FL
- City of Columbia, MO
- Town of Jupiter, FL
- City of Midland, MI
- City of Owensboro, KY
- City of Chandler, AZ
- Charter Township of Shelby, MI
- State of Michigan (numerous projects)

Mike Riffel

Senior Manager
Information Technology Consulting

EXPERIENCE INCLUDES:

Software Needs Assessment: Specialization in analyzing the business case for enterprise system replacement. Experience in facilitating functional area process discussions and identifying opportunities for technology to enable business process improvement. Extensive knowledge of the public sector enterprise system marketplace and published expert in regard to viable enterprise solutions.

System Selection: Experience in leading the process of selecting and deploying enterprise systems. Developed best practice financial and management technology specifications for inclusion in public sector request for proposal for enterprise systems. Extensive experience in vendor proposal analysis and demonstration script development.

Business Process Documentation and Reengineering: Experience in documenting as-is business processes and identifying areas for business process improvement. Specialization in implementing a results based budget methodology. Experience in implementing change management techniques to ensure user acceptance of new business processes and/or technology.

Implementation Advisory Assistance: Experience in providing guidance to a number of public sector clients in the development of tools, templates and methods for implementing ERP solutions. Guidance has included the development of proposals, mentoring of project owners, development of standard project management processes and procedures and deployment of tools to improve efficiency or reduce costs for application development and deployment.

IT Governance Review: Expertise in analyzing and designing organizational IT governance, specifically post implementation system support structures.

Organizational Assessment: Experience in analyzing organizational staffing, business process and technology relationships. Knowledge of best in class public sector transaction detail and staffing levels. Expertise in identifying opportunities to enhance current policy and procedure to maximize existing staff expertise or technology infrastructure.

PRIOR ORGANIZATIONAL AFFILIATIONS:

Government Finance Officers Association (2006 – 2010)
Senior Consultant/Policy Analyst. Mike specialized in providing functional fit-gap analyses for technology and organizational needs assessments, facilitation of the system procurement process and design of implementation support structures. Mr. Riffel authored various chapters in multiple GFOA publications on topics ranging from CRM/311 to alternative software delivery models such as Software as a Service (SaaS).

Prior to GFOA, Mr. Riffel worked as Community Development Agent in Van Buren County, MI where Mike coordinated the implementation of a Homelessness Management Information System (HMIS) and drafted the 2005-2010 Van Buren County, MI Comprehensive Plan. In

Mike Riffel resume, continued

addition, Mike was a Project Coordinator with Azavar Technologies Corporation in Chicago, IL where he implemented a utility tax audit program for municipalities throughout the "Chicagoland" area.

EDUCATION:

Michigan State University - Master of Public Policy Analysis and Administration (MPA)

Michigan State University - Bachelor of Science, International Relations

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Government Finance Officers Association (GFOA)
- Pi Alpha Alpha – National Honor Society in Public Administration

EXPERIENCE:

- Year Started in the Public Sector: 2003
- Year Stated in Public Sector Consulting : 2005
- Year Started Working at Plante & Moran: 2010

PUBLICATIONS:

- Riffel, Mike; Bailey, Mike. "Understanding and Mitigating IT Project Risks." Government Finance Review; June 2010.
- Riffel, Mike. "Chapter 4 - Overview of the Current ERP Marketplace." The ERP Book: Financial Management Technology from A to Z. Chicago, GFOA, 2010.
- Riffel, Mike; Kavanagh, Shayne and Melbye, David. "Mission Critical: Evaluating and Funding Business Application Projects." IT Budgeting and Decision Making; Maximizing Your Governments Technology Investment. Edited by Shayne Kavanagh. Chicago: GFOA, 2009.
- Riffel, Mike; Kinney, Anne and Taylor, Paul. "Strategies and Lessons." Revolutionizing Constituent Relationships: The Promise of CRM for the Public Sector. Chicago: GFOA.

KEY CLIENTS:

- City of Chandler, AZ
- County of Marin, CA
- City of Fayetteville, AR
- City of North Miami Beach, FL
- City of Alexandria, VA
- City of Owensboro, KY
- Hampton Roads Sanitation District, VA
- Cook County Public Guardian, IL
- City of Ketchikan, AK
- Montgomery County, MD
- Fairfax County, VA
- Charleston County Parks and Recreation Commission, SC
- Pasco County School District, FL

Chris Moshier

Manager
Information Technology Consulting

EXPERIENCES INCLUDE:

Software Needs Assessment and System Selection: Identifying unique organizational software requirements and opportunities for system improvement. Developing system request for proposals, evaluating vendor proposals, and performing cost option and requirement compliance analyses. Specializing in facilitating change management during the assessment and selection process through managing expectations and encouraging staff participation.

Business Process Redesign: Documenting existing public sector business processes and identifying opportunities for business process improvement. Specializing in utilizing change management techniques to ensure end user acceptance of new business processes and technology in the public sector. Extensive experience defining clear business requirements while serving as an effective liaison between technical and business teams.

Application Planning and Implementation Management: Managing the successful implementation and configuration of new enterprise systems. Extensive first-hand knowledge of the unique challenges and methods for implementing multi-departmental technology projects and process changes in the public sector. Experience developing detailed specifications and end-user business requirements for system selection and custom interface development.

Spatial Technology: Directing organizational GIS initiatives through the development of implementation plans and needs assessments. Extensive experience increasing operational efficiency by establishing new GIS-based processes and standards. Specializing in leveraging GIS and spatial analysis to support decision-making bodies that address local government and community planning issues.

EDUCATION:

Central Michigan University – Bachelor of Science in Public Administration (with honors)

PRIOR ORGANIZATIONAL AFFILIATIONS:

Oakland County Parks and Recreation
Managed the implementation and support of a new park, recreation and cashiering management system for 13 parks and a team 10 recreation programmers.

Oakland County Planning and Economic Development Services
Collaborated with local government leaders to address current community issues through spatial analysis and technology.

Waterford Township Community Planning and Development
Coordinated site plan review and community planning processes while increasing productivity by establishing new GIS and technology-based procedures.

Chris Moshier resume, continued:

HONORS AND RECOGNITION:

- 2013 Oakland County, MI Executive L. Brooks Patterson Elite 40 Under 40 Class Member
- 2012 Plante Moran Technology Innovation Award
- 2011 Oakland County Parks and Recreation Executive Officer's Award
- 2011 Michigan Recreation & Park Association Marketing Video Award (accepting team member)

KEY CLIENTS:

- Broward County, FL
- Horry County, SC
- Livingston County, MI
- Hampton Road Sanitation District (VA)
- City of Hallandale Beach, FL
- City of Columbia, MO
- Town of Hempstead, NY
- City of Cooper City, FL
- City of Oakland Park, FL
- Town of Jupiter, FL
- City of East Lansing, MI
- City of North Miami Beach, FL
- City of Greenville, NC
- Muskegon County, MI

Christine Cunliffe

Manager
Information Technology Consulting

EXPERIENCE INCLUDES:

Business Process Documentation and Reengineering: Experience in documenting as-is business processes and identifying areas for business process improvement. Specialization in implementing a results based budget methodology. Experience in implementing change management techniques to ensure user acceptance of new business processes and/or technology. Specific specialty in payroll and human resources management processes.

Software Needs Assessment: Specialization in analyzing the business case for enterprise system improvement or replacement. Experience in facilitating functional area process discussions and identifying opportunities for technology to enable business process improvement. Extensive knowledge of the public sector enterprise system marketplace and intimate knowledge in regard to viable enterprise solutions.

ERP System Selection: Experience in the process of selecting and deploying enterprise systems. Developed technology specifications for inclusion in public sector request for proposal for enterprise systems. Extensive experience in vendor proposal analysis and demonstration script development.

Systems Implementation Management: Provided implementation management services associated with deployment of newly selected systems. Activities have included, project planning, review of project deliverables, management of the project issues, facilitation of project status review, review and approval of project invoicing and others as dictated by the project.

PRIOR ORGANIZATIONAL AFFILIATIONS:

Ceridian – Project Manager/Business Analyst
Served as primary point of contact and client-facing technical expert for HRIS software implementation. Conducted discovery meetings with customers, prospects, and C-level executives to gather and document sales, marketing, and customer service requirements; define and create specifications. Simultaneously managed up to six accounts, coordinating change order and data migration processes with offshore resources and various divisions in implementing add-on products. Actively participated in internal process improvement projects, create and manage project timelines, and provide workflow process improvement and end-user training company-wide. Produced and deliver weekly status reports to senior leadership:

Government Finance Officers Association – Consultant / Policy Analyst
Served in dual role as Project Manager and Consultant for a professional association consisting of over 17,000 members. Advised local governments and special districts throughout all phases of ERP implementation, software selection, procurement, and technical support. Assessed client needs, conducted business case analysis, gathered functional requirements, developed requests for proposals, and facilitated follow-up vendor meetings for contract negotiations. Coached and advised public organizations to develop structured change management, implementation communication, public outreach, and training/staffing plans. Established training milestones, ensuring deadlines were consistently met.

Christine Cunliffe resume, continued

EDUCATION:

- Northwestern University, Master of Public Administration (MPA), Public Policy
- University of Washington, Bachelor of Arts, Political Science

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Project Management Professional (PMP), 2011
- Certified Associate in Project Management (CAPM), 2009

KEY CLIENTS:

- Marin County, CA
- John Ball Zoo, MI
- Cook County Public Guardian, IL
- City of North Miami Beach, FL
- Village of Woodridge, IL
- Cape Fear Public Utility, NC
- Village of Northbrook, IL
- City of Ann Arbor, MI
- Sumner County, TN
- New Braunfels Utilities, TX
- Others as a GFOA consultant and Ceridian implementer

Tracey Rau

Manager
Information Technology Consulting

EXPERIENCES INCLUDE:

Software Needs Assessment – More than 25 years of experience in identifying and analyzing customer needs related to the full suite of ERP software including Utility Billing, Taxes, Assessing, Special Assessment, Voter Registration, Planning & Zoning, Permits, Code Enforcement, Business License, Cemetery Management, Fleet Management, Work Orders, Facilities, Inventory, and all Financials (AP, AR, Payroll/HR, GL, Budgeting, Cash Receipting and others).

Systems Selection - Assisted numerous clients in the evaluation and selection of enterprise resource planning (ERP) and other information systems. Conducts group interview sessions and ensure maximum participation by staff for project success. Prepares detailed software requirements, documents desired and current interfaces, conducts specification review sessions, prepares comprehensive Request for Proposal (RFP) documents, and assists clients with analysis of proposals and identification of preferred vendors.

Software Implementation Management – More than 25 years of municipal software implementation experience providing a variety of services related to the deployment of a packaged solution including analysis of needs, data conversion, training, testing, documentation development, software installation, and interface development.

Municipal Software Customer Support Representative – Supported a broad base of municipal clients operating on a municipal ERP solution. Activities included customer support, conversion of customers from other software solutions, organizing and conducting classroom training, phone support, managing of software manuals and related documentation, project management and business analysis activities related to the development of specifications for software enhancements.

Account Management – Responsible for the full life cycle of managing municipal software in the Midwest including seeking potential clients, initiation of sales activities, set-up and participation in product demonstrations. Assisted in conversions, software and hardware installation, training, support, and project management.

PRIOR ORGANIZATIONAL AFFILIATIONS:

VADIM/VERSYSS Software – Numerous Roles
Held a variety of positions within an organization that provides municipal software to the public sector. Through six corporate acquisitions she has fulfilled a variety of roles including senior account manager, customer support representative, implementation consultant, vertical software manager, director of training, and computer applications instructor. Through these experiences she has been exposed to all facets of the software lifecycle including sales, implementation, and customer support.

EDUCATION:

Michigan State University — Bachelor of Arts, College of Business

Tracey Rau resume, continued

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Government Finance Officers Association (GFOA)
- Michigan Government Finance Officers Association (MGFOA)
    - Standards Committee Board member for 2005 – 2006,
    - Technology Committee Board member for 2009 – present

KEY CLIENTS:

- Broward County, FL
- City of Detroit, MI
- City of Cooper City, FL
- City of Miramar, FL
- Borough of State College, PA
- Muskegon County, MI
- City of Cleveland, OH
- City of East Lansing, MI
- City of Flagstaff, AZ
- City of Warren, MI
- Washington Township, MI
- City of Columbia, MO
- City of Pueblo, CO
- City of Roswell, GA
- City of Oakland Park, FL
- Town of Jupiter, FL
- City of Farmington, MI
- City of Flint, MI
- City of Asheville, NC
- City of Greenville, NC
- Mid-America Regional Council (MARC), MO
- Village of Mt. Prospect, IL
- City of St. Charles, MO
- Village of Union City, MI
- County of Broward, FL
- Numerous municipal clients as a software implementer

Dale Vanderford

Manager
Information Technology Consulting

EXPERIENCES INCLUDE:

Software Needs Assessment: Specialization in analyzing the business case for enterprise system improvement or replacement. Experience in facilitating functional area process discussions and identifying opportunities for technology to enable business process improvement. Extensive knowledge of the public sector enterprise system marketplace and intimate knowledge in regard to viable enterprise solutions.

System Selection: Experience in the process of selecting and deploying enterprise systems. Developed technology specifications for inclusion in public sector request for proposal for enterprise systems. Extensive experience in vendor proposal analysis and demonstration script development.

IT Organizational Assessment and Strategic Planning: Experience in analyzing IT organizational staffing, process and technology relationships. Knowledge of best in class public sector transaction detail and staffing levels. Expertise in identifying opportunities to enhance current policy and procedure to maximize existing staff expertise or technology infrastructure. Performed Technology reviews in several cities and counties, including Colorado Springs, Colorado, Horry County, SC, Macomb County, MI, and Carlsbad, CA.

Business Process Documentation and Reengineering: Experience in documenting as-is business processes and identifying areas for business process improvement. Specialization in implementing a results based budget methodology. Experience in implementing change management techniques to ensure user acceptance of new business processes and/or technology.

Technology Implementation Management: Provided implementation management services associated with deployment of newly selected systems. Activities have included, project planning, review of project deliverables, management of the project issues, facilitation of project status review, review and approval of project invoicing and others as dictated by the project.

Cross Boundary Collaboration: Architected and implemented partnership of multiple local units of governments in regards to Information Technology staffing, resources, and infrastructure utilization cooperation agreements.

EDUCATION:

Eastern Michigan University — Bachelor of Science, Communications Technology

PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Specialized Training: Effective Communications and Human Relations, Dale Carnegie, Ann Arbor, MI, 2006
- Former Board Member, Washtenaw County Homeland Security Local Response Team
- Member, CIO Council, Public Technology Institute, Washington, D.C.
- Board of Directors, Washtenaw County/EMU Legal Resource Center, Ann Arbor, MI
- Member, Metropolitan Information Exchange

Dale Vanderford resume, continued

PRIOR ORGANIZATIONAL AFFILIATIONS:

Washtenaw County, MI – Director of Technology and Operations
Directed the operations of the Technology Department to support efficient and effective service delivery for a county government with 1,300 employees and a $200 million annual budget, serving 340,000 residents. Developed and implemented the 5-year Technology Plan which supported the County's strategic direction by providing technical knowledge, skills, and resources to enhance the ability of internal and external customers to create a positive impact in the community. Hired, trained, and led a team of 34 employees (management, technical, and administrative staff), with an $9 million annual operating budget, to effectively implement the Plan. Key areas of focus included:

- Employee Help Desk and System Support
- Application and Database Support
- Network Administration
- Voice and Data Communications
- Geographic Information Systems
- IT Services to Local Governments and Community Residents

KEY CLIENTS:

- City of Colorado Springs, CO
- Borough of State College, PA
- City of Carlsbad, CA
- County of Ottawa, MI
- County of Muskegon, MI
- City of Hallandale Beach, FL
- County of Macomb, MI
- County of Broward, FL
- County of Horry, SC
- City of Columbia, MO
- City of Colorado Springs, CO
- Numerous projects as IT Director for Washtenaw County

13. Provide a statement of whether the Proposer intends to use subcontractors, and if so, the names and mailing addresses of the committed subcontractors and a description of the scope and portions of the work the subcontractors will perform.

Plante Moran will not be utilizing any subcontractors for this project.

6. Technical Approach

1. Provide a narrative that illustrates the Proposer's understanding of the City's requirements.

The City of Ft. Lauderdale is a large full-service City located in south Florida that provides citizens with a full complement of municipal services including administration, public works, water and sewer utility, parks and recreation, planning, permitting, code enforcement, public safety police and fire, parking services and others. As a full-service City with a 2013 budget of $476M and approximately 2,500 staff, this translates to a complexity of operations that requires a high-level of needs for software systems to manage these operations.

The City currently uses a number of software applications that have been implemented over the last several years to satisfy individual and line of business needs. This has translated to a lack of desired integration between the various solutions resulting in duplication of work efforts and redundant entry and storage of data and computer tasks resulting in an overall system configuration that is not as efficient and effective in managing City operations as desired. This complexity is further compounded by increasing financial reporting and operational demands on the organization while operating under a state of financial stress due to the recent economic malaise.

Due to these challenges, the City is looking to select and implement a new Enterprise Resource Planning (ERP) system to reduce overall organization costs, improve the efficiency and effectiveness in performing operational activities and to improve financial reporting. The City desires to use the services of an experienced consultant to assess and analyze the various software applications being used by the City and to assist in the selection of a Solution that will support the goals and objectives of the project.

2. What have been the significant problems with ERP implementations in other agencies? Describe how you will help the City of Fort Lauderdale avoid similar problems.

Plante Moran has been involved with assisting municipal clients in the selection and implementation of municipal software systems for nearly 30 years. During this period of time, we have developed a very strong understanding of the challenges that clients face during the implementation of a new ERP including involvement with five current clients on ERP implementations. The following table identifies some of these challenges and what we have counseled clients to mitigate these challenges. Certain challenges are indicative of ERP projects that we have performed over the last 30 years while certain challenges are somewhat specific to the current environment.

1. **Lack of Visible and Committed Executive Sponsorship** – Without a strong level of visible executive sponsorship on the project, challenges faced by the project team in terms of changing business practices, obtaining necessary resources from the organization and working through staff change management issues will be extremely challenging. Our assistance to the City in this area would be as follows:
    a. Identify an individual who has a high-level of authority and responsibility within the organization to provide Executive Sponsorship on the project
    b. Review the roles and responsibilities for this individual and document as part of the Project Charter
    c. Ensure that this individual is visible at key points during the selection and implementation phases of the project

d. Implement an Executive Steering Committee as part of the project that would be chaired by the Executive Sponsor

2. **Lack of Appropriate Levels of Client Staff during the Implementation –** One of the major problems that our clients are currently facing during ERP implementations is the ability to commit the necessary amount of time required to perform all of the implementation activities required. Most municipal organizations have seen their staffing levels reduced, in some cases significantly, during the economic malaise while service levels have increased. The effect of managing current operations while undertaking an ERP implementation has become overwhelming for many organizations. Our assistance to the City in this area would be as follows:

   a. Set realistic expectations as to the required level of staff implementation effort required during the early part of the selection phase of the project with executive management within the City

   b. Communicate that key business area decision makers will need to commit their time in a meaningful way during system implementation

   c. Request information from the vendors as part of the RFP as to expected levels of staff commitment required during the implementation phase of the project

   d. Implement an appropriate phasing of modules during system implementation that is achievable within current staffing constraints

   e. Secure external contract resources to perform City required activities during system implementation for certain technical and business areas

   f. Determine if recent retirees can be contracted back to the City to provide backfill to existing operations so key staff can be freed up for the project

   g. Defer other non-critical projects to a future timeframe

   h. Expedite initiation of implementation activities to the selection phase of the project (e.g., identification of key issues and opportunities, data cleansing, collection of documentation for use by the software vendor, etc.)

3. **Challenges with ERP Vendor Implementation Staff –** The economic malaise experienced across the country, and particularly in the state of Florida, has recently improved resulting in municipal entities being more comfortable with spending on infrastructure upgrades including major ERP initiatives. This breaking of pent-up demand has resulted in a significant level of activity in the ERP marketplace that has put significant strains on the ability for vendors to effectively implement their solution with qualified staff. Particular vendors in the Tier 2 ERP vendor marketplace have experienced recent success in selling their product but have been challenged in implementing their product. This has resulted in ERP vendors employing staff that are not familiar with the company's implementation approach or the capabilities of the product. Furthermore, we have found that the availability of these staff during periods when they are not physically on-site at the client has been extremely challenging due to their commitment to a number of other implementations. Our assistance to the City in this area would be as follows:

   a. During the RFP process request information on the number of implementation staff and number of current active implementations

   b. Be able to interview and approve proposed key vendor implementation staff including the vendor project manager and functional leads

   c. Request and conduct reference checking for key vendor staff on the project

   d. Put protections in the contract for deficiencies due to poor implementation services (e.g., liquidated damages, ability to approve key staff, etc.)

e. Request resumes of ALL proposed implementation staff prior to them coming on-site to the City for any type of consulting and training sessions

f. Clarify during the early stages of the implementation how functional issues/questions will be addressed when the leads are physically not on-site at the City

g. Leverage LinkedIn to review past history of proposed vendor implementation and training staff

h. Execute other implementation-related activities to ensure an overall smoother process

4. **Lack of Staff Buy-In to the Project** – One of the major goals during an ERP selection process is to ensure that staff have buy-in to the selected Solution and feel that the Solution will provide the best fit for the City. This buy-in to the process and selected Solution will be a positive motivator for staff going into the implementation phase of the project. Our assistance to the City in this area would be as follows:

   a. Implement a comprehensive governance structure during the Selection phase of the project that involves a number of staff including the establishment of module leads and teams that include both process owners and representative process end-users

   b. Conduct interviews with all departments to ensure that their needs are listened to and incorporated into the process

   c. Involve business staff at a variety of points within the software selection phase including:

      - Involvement in departmental interviews
      - Review and approval of functional specifications
      - Review of the Issues and Opportunities matrix
      - Development of vendor demonstration scripts
      - Analysis of the appropriate sections of the ERP vendor responses
      - Participation in vendor demonstrations
      - Participation in site visits and reference checking

      We would envision that the leads during the selection phase of the project would then take on leadership roles during the implementation phase of the project as well.

Other common problems with ERP implementations that we have worked with clients in resolving include the following categories of risks:

- Communications and Change Management
- Data Conversion
- Go-Live Transition
- Process Redesign
- Project Management
- Requirements / Functionality
- Staffing
- Technical
- Testing
- Training
- Vendor

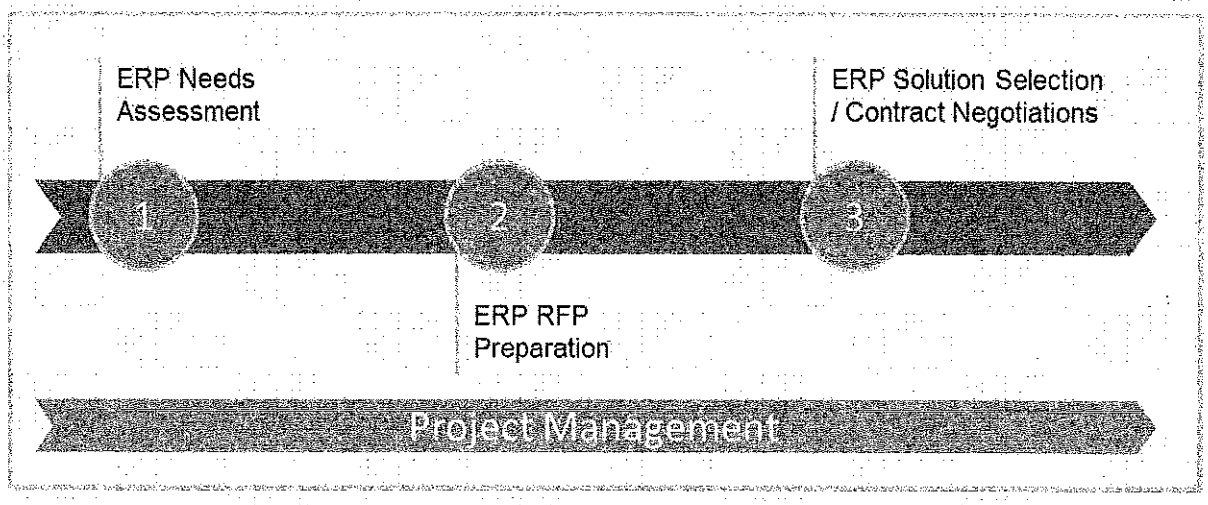
Additionally, we have a list of approximately 110 lessons learned derived from other ERP implementations that we will review with City project team staff.

3. Provide a narrative that illustrates how the Proposer will complete the scope of services and accomplish required objectives.

OVERVIEW OF PROJECT APPROACH

Having performed similar ERP projects for many small, mid-size and large, local units of government over the years, Plante Moran's seasoned project consultants have developed and refined a proven methodology and set of related tools that are intended to mitigate our clients risk during this complex project by leveraging best practices while incorporating the clients unique needs. Though our best practice approach we present the specific tasks to be completed as well as detail the timeline for their completion, highlighting the key project milestones. Additionally, in conjunction within further details presented in our proposal, we present a description as to the roles and responsibilities of City staff on the project activities. Our approach consists of engaging our proposed qualified project team to develop, refine and execute a proven project plan, supported by our mature ERP toolkit, to meet the City's expressed project objectives.

Our methodology, further detailed in the following section, includes the following three key phases to assist the City with the selection and negotiation of a contract with the selected ERP vendor.



DETAILED PROJECT APPROACH PROPOSED

4. Provide a narrative that illustrates how the Proposer will manage the Proposer's portion of the project, ensuring completion of the scope of services, and accomplishing required objectives.

Phase 0: Project Management

Phase Objective and Summary of Activities: The purpose of this phase is to conduct activities that are relevant to managing the project and enhancing its success for the City. The major activities to be performed are as follows:

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

Measurable Objective	Deliverables/Milestones
Manage the defined project through to successful completion within budget and on schedule while meeting project goals and objectives	Project Organizational Structure Project Charter Project Plan Project Collaboration Center

1. Project Initiation

A project initiation meeting will be conducted to introduce the project team, finalize the project scope, deliverables and timetables. These objectives will be accomplished through the development of a project organizational structure, project charter, detailed project plan and regularly scheduled progress meetings. These steps are described below.

2. Define Project Organizational Structure

Our approach to each consulting engagement is structured to provide the services and level of professional support required to meet the individual needs of the client. We will work jointly with the key City contacts to design a process that will meet the overall needs of the City. As standard practice in the majority of our engagements, especially those related to technology and process transformation, we have designed a very collaborative approach to ensure a high probability of success. During the early stages of the project we suggest creating a cross-functional group of representatives from essential departments to be involved in the process. We would expect the City to identify the appropriate individual participants. This Committee will be involved in all aspects of defining system needs, selecting a new system and creating an environment of collaboration and communication between critical City departments. They are noted in our following detailed project work-plan, where appropriate, and are suggested to increase the probability of long-term project success within the City.

3. Develop Project Charter

During project initiation, a Project Charter will be developed that will provide a framework for the following areas of focus:

- Project overview
- Vision statement
- Project influences
- Scope plan (both in and out of scope items). In-scope items to include:
    - Financial modules, including Accounting, Budgeting, Purchasing, Inventory, Accounts Payable, Accounts Receivable, Cash Receipts
    - Human Resources and Payroll
- Project staffing

The Project Charter will be provided to the City for review and approval prior to significantly commencing project activities.

4. Develop Detailed Project Plan

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

- Major phases and milestones
- Work tasks and their due dates with assigned responsibility

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

5. Establish Project Collaboration Center

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

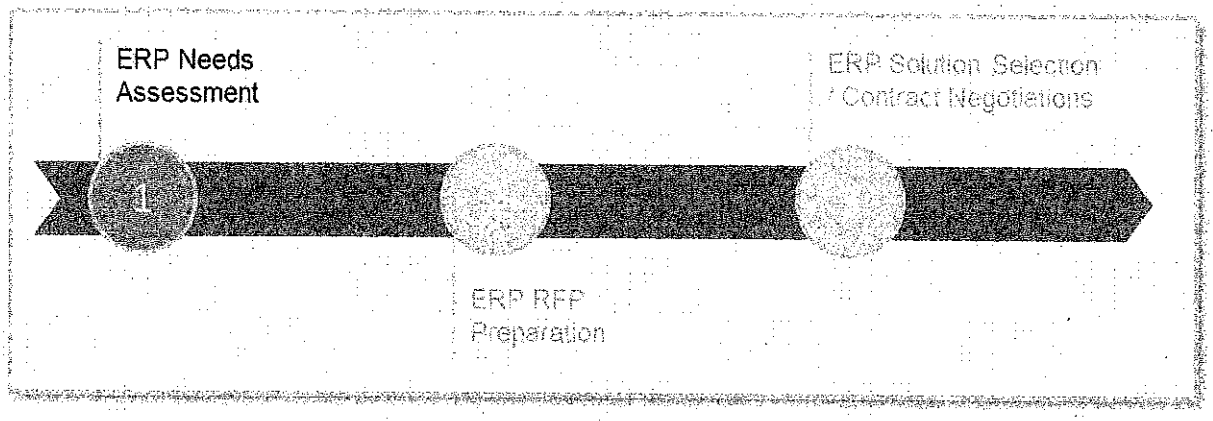
During this activity, we will work with the City to assist in establishing a Project Collaboration Center including design, structure, security and content.

6. Schedule and Moderate Project Status Meetings

Continuous feedback is the key to a successful project. In this way, problems can either be avoided entirely, or addressed early on, to minimize wasted effort and keep the project on schedule. We will schedule regular conference calls with the City to:

- Report on the status of the Project Plan and timeline
- Re-schedule tasks as necessary and update Project Plan
- Discuss major open issues and develop strategies to address them

Phase 1: ERP Needs Assessment



Phase Objective and Summary of Activities: The purpose of this phase is to conduct a needs assessment around process areas relevant to the project for the purpose of defining current ERP system, issues and opportunities as well as the identification of key functional requirements that will be used as part of the process for evaluating proposed ERP solutions. Activities to be included in this phase are as follows:

- Obtain and review relevant documents to obtain background information on the current and desired ERP environment
- Assess the City's current technology infrastructure and ERP environment
- Conduct interviews with key stakeholders
- Develop Issues and Opportunities Matrix
- Develop estimated Project TCO and tentative implementation timeline

Measurable Objective	Deliverables/Milestones
• Understanding of current technical environment • Established staff expectations on a future environment with a new ERP • Knowledge of current ERP work processes	• Interview Schedules • IT Infrastructure Assessment • Issues and Opportunities Matrix • Estimated Project TCO • Tentative Implementation Timeline

1. Review Documents

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

- Mission Statements
- Previous studies that are relevant to the project
- Relevant process and function descriptions/handbooks, pre-existing workflow documentation/flowcharts, such as those that the City has already developed
- Organizational charts

- Inventory listing of all systems relevant to performing key ERP business processes.
- Cost models, current operating budget detail, purchasing plans for technology, etc.
- Relevant hardware, software and network diagrams, and/or other documents, illustrating the layout, networking, etc.
- Listing of existing systems supporting the various business processes that will be evaluated for potential replacement or interfacing to the new ERP
- Listing of additional "shadow systems" and non-integrated systems
- Critical systems to be interfaced with the new software
- Outstanding enhancement requests on current relevant systems
- Locations of all sites involved in the project, identification of sites that share common property, identification of sites to be visited, and schedules of staff for visits
- City standards for hardware, software, network operating systems, configurations and protocols, etc.

2. Assess the City's Information Technology Infrastructure

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

3. Conduct Interviews

After reviewing the documentation collected, Plante Moran will conduct up to three days of interviews with teams representing departments directly involved with the City's municipal management business processes.

During the interviews, we will discuss key current business and technological workflows in order to further define the current systems and required system interfaces. These sessions will focus on reviewing sub-functions that are performed within each of the areas above to discuss both system and operational areas.

4. Develop Issues and Opportunities Matrix

We will prepare an Issues and Opportunities Matrix that will reflect the results of our benchmarking the "issues" with our knowledge of Best Practices and experience with other governmental clients. Our recommendations will fall into short-term and long-term categories and will be categorized into process, policy, and technological areas. The short-term recommendations will focus on high value, limited technology-involved processes to be addressed in the near term. The long-term recommendations will focus on medium to high impact processes with greater technology and/or capital outlay requirements beyond just the new ERP implementation. Additionally, we will develop an estimated Total Cost of Ownership (TCO) for the project and a tentative timeline that will be refined with the selected ERP vendor as part of the Statement of Work (SOW) activity.

Criterion: Software Specification Compliance

- Response weightings (see section Develop ERP Software Specifications below for further detail) are used to calculate an overall weighted specification compliance percentage for each specification / application module sub-section
- Relative weightings of specification / application module sub-sections in comparison to one another are used to calculate an overall weighted specification compliance percentage for the entire software solution
- Compare compliance percentages of each vendor

Criterion: Vendor Background Questionnaire Responses

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

Criterion: Costs

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

Criterion: Professional Services Contract Compliance

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

Criterion: Implementation Schedule Compliance

- Various point scores assigned to each due date and a total score is calculated
- Compare point scores with other vendors' scores

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

- Vendor RFP response
- Vendor demonstration(s)
- Reference checking with comparable sites
- Potential site visits
- Other due diligence activities (e.g., vendor research, knowledge of vendor in marketplace as noted by other clients or industry analysts)

Categories of criteria and sub-criteria are established along with weightings to conduct an unbiased scoring of the finalist vendors. Scoring of the finalist vendors can be conducted in a group setting with all members of the Steering Committee developing a single score or conducted individually by

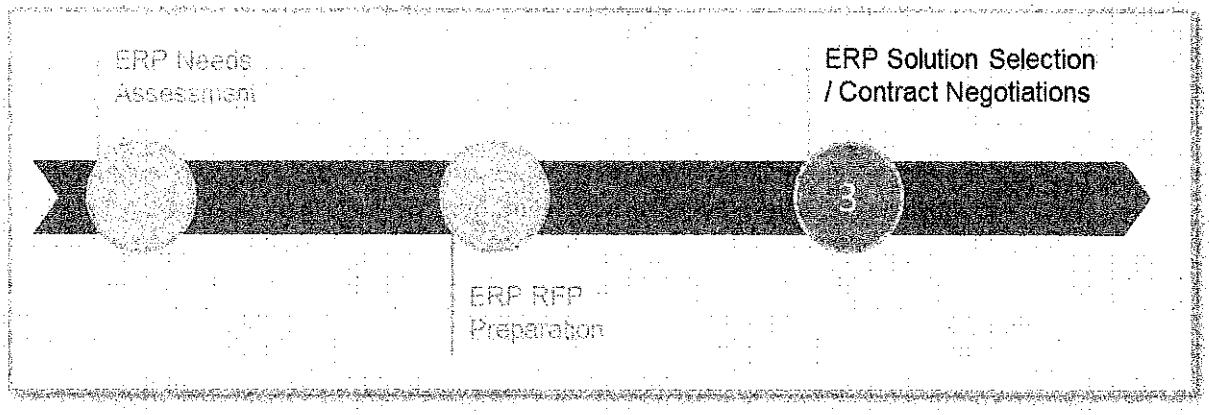
- Various forms for the vendors to complete and return, including:
  - Software and Technical Specifications
  - Vendor Background Questionnaire
  - Pricing Summary
  - Reference Forms
- Attachments as appropriate

4. Distribute Request for Proposal (RFP) Document

We will distribute the RFP to the City for review and feedback. We will incorporate all feedback and necessary revisions before the City approves, finalizes and distributes all RFP contents.

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

Phase 3: ERP Solution Selection / Contract Negotiations



***Phase Objective and Summary of Activities*:** The purpose of this phase is to conduct due diligence activities associated with respondents to the RFP, to assist the City in reaching a selected vendor decision and negotiating a contract and statement of work with the selected vendor. This will include the following:

- Manage ERP Vendor Q&A prior to the proposal due date
- Present Proposal Response Analysis
- Conduct additional due diligence activities (i.e., vendor demonstrations, reference checking, site visits, etc.)
- Conclude on selected vendor
- Develop Statement of Work with selected vendor
- Develop Negotiated Contract with selected vendor

Measurable Objective	Deliverables/Milestones
Vendor is selected based on a consensus decision	Vendor Pre-Bid Meeting RFP Addendum ERP Proposal Analysis Demonstration Materials Selected ERP Vendor Negotiated Contract Statement of Work

1. Manage ERP Vendor Q&A During Pre-Proposal Due Date Timeframe

We anticipate that City procurement policy would, as is common with many municipalities, require that City staff be the formal key point of vendor contact for the RFP. As a primary resource in the detailed development of the RFP, we would anticipate, along with the City's PMO team, having one of the most detailed comprehensive understandings of the overall requirements of the joint-consultant - City project team. As such, and in accordance with typical municipal procurement practices for RFP's, we

terms, presentations regarding the project, frequently asked questions, project timelines and other pertinent information on the project.

- Project teams consisted of both process owners and process end-users from the client departments such that they would take ownership of the new system and the new processes.
- A Project Risk Assessment was conducted to identify project risks and mitigation strategies that included a number centered on communications and change management

During the implementation phase of the project, the selected ERP vendor provided a change management resource to work with the client's Project Management Office (PMO) and Readiness Team to facilitate additional change management and communications activities. The Readiness Team included a Readiness Coordinator, a couple of staff to work with the Readiness Coordinator and Readiness Coaches that existed within each of the departments. These Readiness Coaches were assigned specific project responsibilities that also included being the "eyes and ears" within the department and acting as a conduit of information between the project and the departments. Additionally, the functional teams continued with significant involvement from process owners and process end-users. As significant decisions were made during the course of the project, existing governance structures were used as a forum for communicating the system and process changes that would be occurring well in advance of the actual implementation and cut-over activities.

Overall, these activities contributed to acceptance of both the system and process changes that were eventually implemented.

6. Describe your company's approach and methods for retaining a stable consulting staff. Include processes you have in place for motivating your staff to perform at their maximum capability. Also, address plans you have for ensuring technical competence in a changing technological environment.

Plante Moran is proud to be on FORTUNE Magazine's100 Best Companies to Work for 15 straight years. One of the reasons we have been able to accomplish this has been our outstanding track record relative to staff development and retention.

Plante Moran has developed and implemented a Performance Management System which emphasizes both skill development (competencies) and results. Every staff prepares a career development plan (CDP) which emphasizes areas of skill development and results they are working toward. For every project, the project manager prepares a project performance assessment (PPA) for project staff, which rates and provides constructive feedback relative to targeted skill development areas. Mid-year and annual career planning sessions are conducted with staff to discuss their competency development and results versus plan.

One of the areas for skill development is technical competency. Technical competency is crucial to the development of our staff and our clients' success. Areas of focus for technical competency include: industry, methodology / tools, and technology. All staff select specific areas of technical competency development and tailor a training plan encompassing continuing professional education (CPE) credit. All staff must fulfill specific CPE requirements based on professional service organization standards.

Our consultants and, more importantly, senior staff on our project team take significant pride and ownership in ensuring that the services provided to our clients achieve the highest level of satisfaction and quality results. Our consultants are engaged with all levels of staff from Executive Sponsors to line staff who are executing the various ERP related processes. Evidence of our ability to take leadership and ownership of the project's success is exhibited in a number of ways as follows:

- We are increasingly being requested by clients for whom we have provided ERP selection services to also assist in providing ERP implementation management services.
- We have been involved with a number of clients in performing multiple software engagements for ERP and other software selection projects.

Additional steps that we perform to achieve client satisfaction are as follows:

- Staff will be assigned to the project that have significant experience in other public sector ERP-related projects from needs assessment through implementation management who also have deep knowledge of municipal operations
- Frequent communications with the client through status meetings and other methods of communication
- Significant project management capabilities to ensure that the project is completed on-time, within budget and achieves the overall goals and objectives of the project

We perform a number of activities to ensure on-going technical competence in a changing technological environment:

- **Regular Communications with ERP Vendors –** As noted in our response in Tab 5, we have regular meetings and calls with the ERP vendors to discuss changes in their software, technology environment and services.
- **Participation in Association Activities –** Our involvement with GFOA, PTI and ICMA provides us with the opportunity to discuss the changing ERP vendor landscape in terms of current and future trends. For example, we had a number of meetings with the ERP vendors at the National GFOA show in San Francisco to discuss upcoming changes in their products, technologies and service approaches.
- **On-Going Activity with Current Clients** – Through our significant and on-going activity with current clients as part of ERP procurement and ERP implementations, we are continually exposed to ERP vendor technology and product changes.
- **Industry Research** – Periodically, we conduct industry research on particular topics of interest related to the ERP environment. This has included research on Managed Services options as well as mobility options available within the Tier 2 ERP vendor marketplace.

7. In your opinion, what are the top five critical success factors (in priority order with #1 being most important) in an ERP project in the public sector? Discuss how you would help the City of Fort Lauderdale deal with each of these to mitigate the risk of failure.

The following list represents what we believe are the critical success factors relative to an ERP initiative. These factors are directly tied to the significant problems that we have seen during ERP implementations where these CSFs are lacking as noted in Question #2 above.

1. **Obtain Visible Executive Level Sponsorship** – Without a strong level of visible executive sponsorship on the project, challenges faced by the project team in terms of changing business practices, obtaining necessary resources from the organization and working through staff change management issues will be extremely challenging. Our assistance to the City in this area would be as follows:
    a. Identify an individual who has a high-level of authority and responsibility within the organization to provide Executive Sponsorship on the project

b. Review the roles and responsibilities for this individual and document as part of the Project Charter

c. Ensure that this individual is visible at key points during the selection and implementation phases of the project

d. Implement an Executive Steering Committee as part of the project that would be chaired by the Executive Sponsor

2. **Obtain Appropriate Levels of Client Staff during the Implementation** – One of the major problems that our clients are currently facing during ERP implementations is being able to commit the necessary amount of time required to perform all of the implementation activities required. Most municipal organizations have seen their staffing levels reduced, in some cases significantly, during the economic malaise while service levels have increased. The effect of managing current operations while undertaking an ERP implementation has become overwhelming for many organizations. Our assistance to the City in this area would be as follows:

   a. Set realistic expectations as to the required level of staff implementation effort required during the early part of the selection phase of the project with executive management within the City

   b. Communicate that key decision makers will need to commit their time in a meaningful way during system implementation

   c. Request information from the vendors as part of the RFP as to expected levels of staff commitment required during the implementation phase of the project

   d. Implement an appropriate phasing of modules during system implementation that is achievable within current staffing constraints

   e. Secure external contract resources to perform City activities during system implementation for certain technical and business areas

   f. Determine if recent retirees can be contracted back to the City to provide backfill to existing operations so key staff can be freed up for the project

   g. Defer other non-critical projects to a future timeframe

   h. Expedite initiation of implementation activities to the selection phase of the project (e.g., identification of key issues and opportunities, data cleansing, collection of documentation for use by the software vendor, etc.)

3. **Obtain Qualified and Competent Vendor Implementation Staff** – The economic malaise experienced across the country, and particularly in the state of Florida, has recently improved resulting in municipal entities being more comfortable with spending on infrastructure upgrades including major ERP initiatives. This breaking of pent-up demand has resulted in a significant level of activity in the ERP marketplace that has put significant strains on the ability for vendors to effectively implement their solution with qualified staff. Particular vendors in the Tier 2 ERP vendor marketplace have experienced recent success in selling their product but have been challenged in implementing their product. This has resulted in ERP vendors employing staff that are not familiar with the company's implementation approach or the capabilities of the product. Furthermore, we have found that the availability of these staff for follow-up questions after homework has been assigned has been extremely frustrating due to their commitment to a number of other implementations. Our assistance to the City in this area would be as follows:

a. During the RFP process request information on the number of implementation staff and number of current active implementations
b. Be able to interview and approve proposed key vendor implementation staff including the vendor project manager and functional leads
c. Request and conduct reference checking for key vendor staff on the project
d. Put protections in the contract for deficiencies due to poor implementation services (e.g., liquidated damages, ability to approve key staff, etc.)
e. Request resumes of ALL proposed implementation staff prior to them coming on-site to the City for any type of consulting and training sessions
f. Clarify during the early stages of the implementation how functional issues/questions will be addressed when the leads are physically not on-site at the City
g. Leverage LinkedIn to review past history of proposed implementation and training staff
h. Execute other implementation-related activities to ensure an overall smoother process

4. **Conduct Appropriate Due Diligence Activities on Potential Solutions** – Our approach with the City is intentionally very comprehensive and inclusive to achieve staff buy-in and ensure that staff go into the system implementation phase with as much knowledge as possible and clear expectations as to what is required to achieve a successful implementation. Ultimately, our goal is to obtain a Solution that is good fit for the City and will provide significant value in enhancing the various City business processes. Our assistance to the City in this area would be as follows:
    a. Implement a comprehensive governance structure during the Selection phase of the project that involves a number of staff including the establishment of module leads and teams that includes both process owners and representative process end-users
    b. Conduct interviews with all departments to ensure that their needs are listened to and incorporated into the process
    c. Identify an evaluation process and scoring methodology that reflects the needs and priorities of the City
    d. Involve business staff at a variety of points within the software selection phase including:
        - Involvement in departmental interview
        - Review and approval of functional specifications
        - Review of the Issues and Opportunities matrix
        - Development of vendor demonstration scripts
        - Analysis of the appropriate sections of the ERP vendor responses
        - Participation in vendor demonstrations
        - Participation in site visits and reference checking
    e. Provide insight into the products, services and technologies that are being proposed by the responding vendors based on our industry involvement.
5. **Negotiate a Comprehensive Statement of Work (SOW) and Contract** – Having been involved with a large number of ERP selections and implementation projects we are well aware of the items that will arise during system implementation that will be governed by the SOW and contract. As a result, we have a very strong perspective as to the importance of developing a comprehensive

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

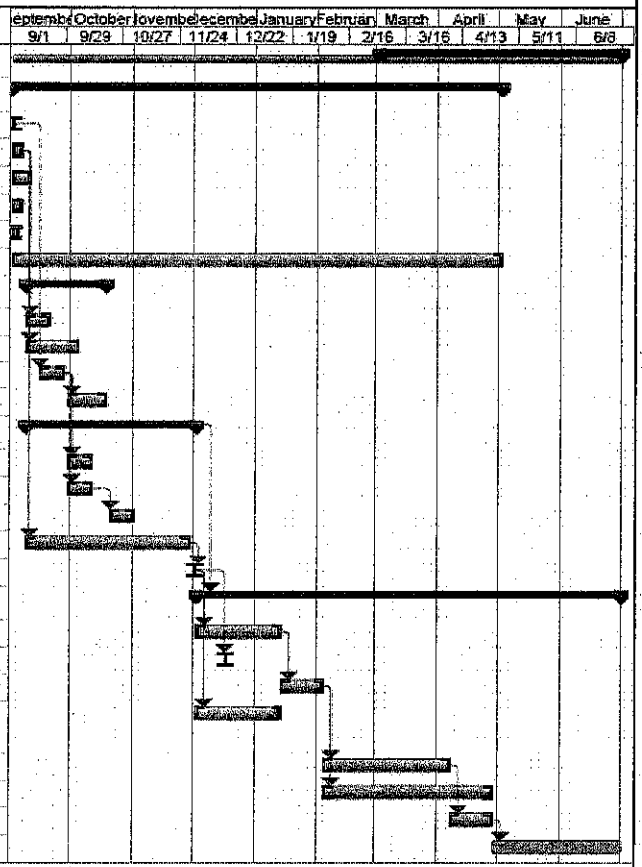
a. During the selection phase of the project, we will institute the concept of a Solution Gap Log that incorporates gaps between the selected Vendor's solution and the needs of the City as input into the SOW and contracting phase
b. We will leverage our SOW checklist that we have refined through several other projects to ensure that the scope of software, hardware and services is adequately addressed in the SOW
c. Having negotiated contracts for nearly 30 years, we have a number of contract provisions that we would recommend including with specific ones that have been developed for certain Tier 2 vendors that we have negotiated with in the past

8. Statement of proposed services timetable and availability: Should respond to scope of work. Provide a summary of timetable and availability of proposer to prioritize the City's project. Timetable shall cover the total hours provided in the financial proposal section.

The MS Project Plan on the following page depicts a proposed timeline that can be adjusted based on the specific needs of the City. We have the required staffing for the project to satisfy the activities and timelines proposed.

City of Ft. Lauderdale, FL
ERP Software Selection

ID	Task Name	Start	Finish
1	**1 ERP Software Selection**	**Mon 3/3/14**	**Mon 6/30/14**
2	**1.1 Phase 0: Project Management**	**Mon 9/2/13**	**Fri 5/2/14**
3	1.1.1 Conduct Project Initiation Activities	Mon 9/2/13	Mon 9/2/13
4	1.1.2 Define Project Organizational Structure	Mon 9/2/13	Fri 9/6/13
5	1.1.3 Develop Project Charter	Mon 9/2/13	Tue 9/10/13
6	1.1.4 Develop Detailed Project Plan	Mon 9/2/13	Fri 9/6/13
7	1.1.5 Establish Project Collaboration Center	Mon 9/2/13	Wed 9/4/13
8	1.1.6 Schedule and Moderate Project Status Meetings	Mon 9/2/13	Fri 5/2/14
9	**1.2 Phase 1: ERP Needs Assessment**	**Mon 9/9/13**	**Fri 10/18/13**
10	1.2.1 Review Documents	Mon 9/9/13	Fri 9/20/13
11	1.2.2 Assess the City's Information Technology Infrastructure	Mon 9/9/13	Fri 10/4/13
12	1.2.3 Conduct Departmental Interviews	Mon 9/16/13	Fri 9/27/13
13	1.2.4 Develop Issues and Opportunities Matrix	Mon 9/30/13	Fri 10/18/13
14	**1.3 Phase 2: ERP RFP Preparation**	**Mon 9/9/13**	**Mon 12/2/13**
15	1.3.1 Develop Solution Selection Criteria and Define Decision-Making Process	Mon 9/30/13	Fri 10/11/13
16	1.3.2 Develop Draft ERP Software Specifications	Mon 9/30/13	Fri 10/11/13
17	1.3.3 Conduct Cross Functional Meetings to Review and Finalize Specifications	Mon 10/21/13	Fri 11/1/13
18	1.3.4 Develop Request for Proposal (RFP) Document	Mon 9/9/13	Fri 11/29/13
19	1.3.5 Distribute Request for Proposal (RFP) Document	Mon 12/2/13	Mon 12/2/13
20	**1.4 Phase 3: ERP Solution Selection**	**Tue 12/3/13**	**Mon 6/30/14**
21	1.4.1 Manage Vendor Q&A During Pre-Proposal Due Date Timeframe	Tue 12/3/13	Mon 1/13/14
22	1.4.2 Participate in Vendor Pre-Bid Meeting	Tue 12/17/13	Tue 12/17/13
23	1.4.3 Analyze Proposals and Select Semi-Finalists	Tue 1/14/14	Mon 2/3/14
24	1.4.4 Assist in Developing Vendor Demonstration Scripts and Other Due Diligence Templates	Tue 12/3/13	Mon 1/13/14
25	1.4.5 Schedule and Conduct Vendor Demonstrations	Tue 2/4/14	Mon 4/7/14
26	1.4.6 Conduct Additional Due Diligence Activities	Tue 2/4/14	Mon 4/28/14
27	1.4.7 Assist in the Selection of a Preferred Vendor	Tue 4/8/14	Mon 4/28/14
28	1.4.8 Development Statement of Work (SOW) and Negotiate Contract	Tue 4/29/14	Mon 6/30/14



Project: City of Ft. Lauderdale, FL
Date: Wed 7/3/13

Task	External MileTask	Manual Summary Rollup
Split	Inactive Task	Manual Summary
Milestone	Inactive Milestone	Start-only
Summary	Inactive Summary	Finish-only
Project Summary	Manual Task	Progress
External Tasks	Duration-only	Split

Page 1

7. Cost Proposal Page

NOTICE TO PROPOSER: This Cost Proposal MUST be completed EXACTLY as required.

Consultant will perform the Scope of Services on a Phased approach and a fixed Hourly Fee Schedule. Any additional services authorized by the City of Fort Lauderdale shall be billed utilizing an Hourly Fee Schedule.

All costs including travel are to be included in your proposal. The City will not accept any additional costs.

The proposed cost and the submitted technical proposal associated with this cost shall remain valid for at least 120 days subsequent to the date of the Cost Proposal opening and thereafter in accordance with any resulting contract between the Proposer and the City.

1. Cost per phase/time frame

Phase I	$ 31,950	Estimated Hours & Duration 142 (9/9/13 – 10/18/13)
Phase II	$ 23,400	Estimated Hours & Duration 104 (9/9/13 – 12/2/13)
Phase III	$ 52,200	Estimated Hours & Duration 232 (12/3/13 – 6/30/14)

TOTAL COST OF ALL PHASES $ 107,550

2. Firm, Fixed Hourly Fee for Additional Services performed outside the RFP Scope of Work.

$ 225 /Hr.

3. Proposer agrees to reimbursement for per diem expenses on travel, lodging, and any other travel related expense **outside the Scope of Services**, which are approved in advance by the City of Fort Lauderdale's Project Manager, in accordance with the City policies and limits. A copy of the Travel Policy may be obtained by visiting the City of Fort Lauderdale's web site at:

http://www.fortlauderdale.gov/purchasing/TravelPSM_121002.pdf

Yes X No

8. References

City of Columbia, MO
Mr. Tony St. Romaine
Deputy City Manager
701 E. Broadway
P.O. Box 6015
Columbia, MO 65201
Tony@GOColumbiaMO.com
573-874-7720

ERP Needs Assessment and System Selection

Conducting a comprehensive Enterprise Resource Planning (ERP) needs assessment and selection project for the City to replace legacy applications within multiple lines of business within the City. This project included conducting of interviews with process owners and process end-users, development of an ERP RFP, proposal analysis and due diligence. We are currently in the initial stages of contract negotiations and statement of work development with the selected ERP vendors.

Project Timeline: May 2012 - Present

Broward County, FL
Mr. John Bruno
Chief Information Officer
Broward County Government
Center West Building
1 N. University Drive
Suite 4003A
Plantation, FL 33324-2019
954-357-8821
jbruno@broward.org

ERP Selection

Assisting the County in conducting due diligence related to the review of a comprehensive ERP RFP including Financials and HR/Payroll solutions. Activities include development of the RFP, analysis of proposal responses, development of vendor demonstration scripts, coordination of vendor demonstrations and reference checking activities, comprehensive pricing and cost analysis development, assessment of the County IT function to support the implementation and on-going support of a new ERP and assistance in preparing material for presentation to the various County committees and County Board.

Project Timeline: July 2011 – Present

City of Mesa, AZ
Ms. Diane Gardner
Chief Information Officer (CIO)
200 South Center Street
Building 2
P.O. Box 1466
Mesa, AZ 85211-1466
480-644-3449
Diane.Gardner@mesaaz.gov

ERP Needs Assessment and Software Selection

Assisted the City in the conducting of an ERP needs assessment and software selection project for the replacement of existing legacy applications. Subsequent to the selection phase of the project, we were engaged to develop a statement of work (SOW) and negotiate a contract with the selected ERP vendor. We then Assisted the City in the implementation of the selected ERP solution as part of the city's project management office (PMO). We also had direct project management responsibility for a number of implementation teams.

Project Timeline: April 2009 – September 2012

City of Cleveland, OH
Mr. Jim Gentile, Controller
216-664-3871

Kathleen Woidke, PMO
216-664-2262
601 Lakeside Avenue
Room 104
Cleveland, OH 44114

FMIS Software Selection

Assisted the City in the conducting of a Financial Management Information System (FMIS) needs assessment and software selection project to replace an existing legacy FMIS application. We then assisted the City in the implementation of the selected FMIS by providing project management assistance, including PMO support, project administration, and business analysis services. Project included of a 20 month engagement providing multiple consulting team staff to support various City functional and technical teams with change management processes.

Project Timeline: October 2006 – Feb 2010

City of Alexandria, VA
Mr. Tom Gates
Assistant City Manager
City of Alexandria
301 King Street
Alexandria, VA 22314
P: 703-727-9701
tom.gates@alexandriava.gov

ERP Needs Assessment and System Selection

Conducted a needs assessment in order to provide a cost/benefit and return on investment analysis with respect to implementing a new ERP application. Activities included: interviews, data collection, benchmarking, and cost analysis.

We then assisted the City with the selection of an ERP system.

Project Timeline: August 2010 – June 2011

City of Corpus Christi, TX
Mr. Michael Armstrong
CIO
1201 Leopard Street
Corpus Christi, TX 78401
361-826-2489

michaelar@cctexas.com

ERP Needs Assessment and System Selection

Conducting a comprehensive Enterprise Resource Planning (ERP) needs assessment and selection project for the City to replace legacy applications within multiple lines of business within the City. This project included conducting of interviews with process owners and process end-users, development of an ERP RFP, proposal analysis, due diligence assistance and contract negotiations and statement of work development with the selected ERP vendor.

Project Timeline: Oct 2012 – June 2013

City of Asheville, NC
Mr. Jonathan Feldman
Director of Information Technology
70 Court Plaza, 3rd Floor
Asheville, NC 28801-3507

ERP Needs Assessment, System Selection and Implementation Management

Assisted the City with an assessment of existing ERP systems and future ERP requirements. Incorporated future needs and related services into an ERP request for proposal, solicitation and analysis of proposals, due diligence analysis of proposed solutions, selection of a finalist, and negotiations of license and support agreements. Subsequently, assisted the City in the implementation of the selected ERP solution by providing implementation management support and oversight.

We then assisted the City with the selection of a Development Services software system. System requirements included planning and zoning, plan review, permitting, inspections and code enforcement.

Project Timeline: Oct 2007 – Sep 2011

City of Roswell, GA
38 Hill St.
Roswell, GA 30075

Mr. Michael Fischer
Deputy City Administrator
770-594-6190

Ms. Mishelle Rutledge
IT Director
770-594-6401

ERP System Selection and Implementation Management Assistance

Assisted the City in the selection of a new general government ERP software and separate public safety CAD and RMS software selection effort. Activities included conducting of interviews, RFP development, proposal analysis and assistance to the city in the due diligence process of reviewing various solutions, contract negotiations with the selected vendors and development of a statement of work. Provided project management assistance to the City's project management team associated with deployment of the initial phase of the selected ERP solution.

Project Timeline: 2010 - 2012

9. Experience with Fort Lauderdale

Plante Moran has no contracts or agreements with the City during the past three (3) years.

10. Attachments

Attached are our standard terms and conditions for consideration by the City.

Professional Services Agreement – Consulting Services
Addendum to Plante Moran, PLLC Engagement Letter Dated July 3, 2013

This Professional Services Agreement is part of the engagement letter for our consulting services dated July 3, 2013 between Plante Moran, PLLC (referred to herein as "P&M", "we", "our" or "us") and City of Ft. Lauderdale, FL (referred to herein as "City", "you" and "your").

1. **Management Responsibilities** – The consulting services we will provide are inherently advisory in nature. We have no responsibility for any management decisions or management functions in connection with our engagement to provide these services. Further, you acknowledge that the City is responsible for all such management decisions and management functions; for evaluating the adequacy and results of the services we will provide and accepting responsibility for the results of those services; and for establishing and maintaining internal controls, including monitoring ongoing activities, in connection with our engagement. You have designated [Name], City Project Manager to oversee the services we will provide.

2. **Nature of Services** – Our project activities will be based on information and records provided to us by the City. We will rely on such underlying information and records and our project activities will not include audit or verification of the information and records provided to us in connection with our project activities.

   The project activities we will perform will not constitute an examination or audit of any City financial statements or any other items, including the City's internal controls. This engagement also will not include preparation or review of any tax returns or consulting regarding tax matters. If you require financial statements or other financial information for third-party use, or if you require tax preparation or consulting services, a separate engagement letter will be required. Accordingly, you agree not to associate or make reference to P&M in connection with any financial statements or other financial information of the City. In addition, our engagement is not designed and cannot be relied upon to disclose errors, fraud or illegal acts that may exist. However, we will inform you of any such matters that come to our attention.

3. **Use of Report** – At the conclusion of our project activities, we will provide you with a written report as described in the engagement letter. Our report will be restricted solely to use by management of the City and you agree that our report will not be distributed to any outside parties for any purpose other than to carry out legal responsibilities of the City. We will have no responsibility to update our report for any events or circumstances that occur or become known subsequent to the date of that report.

4. **Confidentiality, Ownership and Retention of Workpapers** – During the course of this engagement, P&M and P&M staff may have access to proprietary information of the City, including, but not limited to, information regarding trade secrets, business methods, plans, or projects. We acknowledge that such information, regardless of its form, is confidential and proprietary to the City, and we will not use such information for any purpose other than our consulting engagement or disclose such information to any other person or entity without the prior written consent of the City.

   In some circumstances, we may use local or international third-party service providers or P&M affiliates to assist us with our engagement. In order to enable these service providers to assist us in this capacity, we must disclose information to these service providers that is relevant to the services they provide. Disclosure of such information shall not constitute a breach of the provisions of this agreement.

   In the interest of facilitating our services to you, we may communicate or exchange data by internet, e-mail, facsimile transmission or other methods. While we use our best efforts to keep such communications and transmissions secure in accordance with our obligations under applicable laws and professional standards, you recognize and accept that we have no control over the unauthorized interception of these communications or transmissions once they have been sent, and consent to our use of these electronic devices during this engagement.

   Professional standards require that we create and retain certain workpapers for engagements of this nature. All workpapers created in the course of this engagement are and shall remain the property of P&M. We will maintain the confidentiality of all such workpapers as long as they remain in our possession.

Both the City and P&M acknowledge, however, that we may be required to make our workpapers available to regulatory authorities or by court order or subpoena. Disclosure of confidential information in accordance with requirements of regulatory authorities or pursuant to court order or subpoena shall not constitute a breach of the provisions of this agreement. In the event that a request for any confidential information or workpapers covered by this agreement is made by regulatory authorities or pursuant to a court order or subpoena, we agree to inform the City in a timely manner of such request and to cooperate with the City should you attempt, at your cost, to limit such access. This provision will survive the termination of this agreement.

We reserve the right to destroy, and it is understood that we will destroy, workpapers created in the course of this engagement in accordance with our record retention and destruction policies, which are designed to meet all relevant regulatory requirements for retention of workpapers. P&M has no obligation to maintain workpapers other than for its own purposes or to meet those regulatory requirements.

Upon the City's written request, we may, at our sole discretion, allow others to view any workpapers remaining in our possession if there is a specific business purpose for such a review. We will evaluate each written request independently. You acknowledge and agree that we will have no obligation to provide such access or to provide copies of our workpapers, without regard to whether access had been granted with respect to any prior requests.

5. **Fee Estimates** – In any circumstance where we have provided estimated fees, fixed fees or not to exceed fees, these estimated, fixed or not-to-exceed fees are based on the City's personnel providing P&M staff the assistance necessary to satisfy the City's responsibilities under the scope of services. This assistance includes availability and cooperation of those City personnel relevant to our project activities and providing needed information to us in a timely and orderly manner. In the event that undisclosed or unforeseeable facts regarding these matters causes the actual work required for this engagement to vary from our estimates, our estimated fees will be adjusted for the additional time we incur as a result.

   In any circumstance where our work is rescheduled, we offer no guarantee, express or implied, that we will be able to meet any previously established deadline related to the completion of our work. Because rescheduling our work imposes additional costs on us, in any circumstance where we have provided estimated fees, those estimated fees may be adjusted for additional time we incur as a result of rescheduling our work.

   Any fee adjustments will be determined in accordance with the Fee Adjustments provision of this agreement.

6. **Payment Terms** – Our invoices for professional services are due upon receipt unless otherwise specified in our engagement letter. In the event any of our invoices are not paid in accordance with the terms of this agreement, we may elect, at our sole discretion, to suspend work until we receive payment in full for all amounts due or terminate this engagement. In the event that work is suspended, for nonpayment or other reasons, and subsequently resumed, we offer no guarantee, express or implied, that we will be able to meet any previously established deadlines related to the completion of our consulting work or issuance of our consulting report upon resumption of our work.

7. **Fee Adjustments** – Any fee adjustments for reasons described in this agreement will be determined based on the actual time that P&M staff expend at our standard hourly rates, plus all reasonable and necessary travel and out-of-pocket costs incurred, and included as an adjustment to our invoices related to this engagement. You acknowledge and agree that payment for all such fee adjustments will be made in accordance with the payment terms provided in this agreement.

8. **Termination of Engagement** –This agreement may be terminated by either party upon written notice. Upon notification of termination, our services will cease and our engagement will be deemed to have been completed. You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket expenditures through the date of termination of this engagement.

9. **Hold Harmless and Indemnification** - As a condition of this engagement, the City agrees to hold P&M, and all of its partners and staff, harmless against any losses, claims, damages, or liabilities, to which P&M may become subject in connection with services performed in the engagement, unless a court having jurisdiction shall have determined in a final judgment that such loss, claim, damage, or liability resulted primarily from the willful misconduct or gross negligence of P&M, or one of its partners or staff. This hold harmless includes the agreement to reimburse P&M for any legal or other expenses incurred by P&M, as incurred, in connection with investigating or defending any such losses, claims, damages, or liabilities. This provision shall survive any termination of this engagement.

10. **Conflicts of Interest** - Our engagement acceptance procedures include a check as to whether any conflicts of interest exists that would prevent our acceptance of this engagement. No such conflicts have been identified. You understand and acknowledge that P&M may be engaged to provide professional services, now or in the future, unrelated to this engagement to parties whose interests may not be consistent with yours.

11. **Agreement Not to Influence** – The City and P&M each agree that each respective organization and its employees will not endeavor to influence the other's employees to seek any employment or other contractual arrangement with it, during this engagement or for a period of one year after termination of the engagement. The City agrees that P&M employees are not "contract for hire." P&M may release the City from these restrictions if the City agrees to reimburse P&M for its recruiting, training, and administrative investment in the applicable employee. In such event, the reimbursement amount shall be equal to two hundred hours of billings at the standard hourly rate for the P&M employee.

12. **Governing Law** – This agreement shall be governed by and construed in accordance with the laws of the State of Michigan.

End of Professional Services Agreement – Consulting Services

ADDENDUM NO. 1

RFP 735-11244
Consulting Services for an Enterprise Resource Planning System (ERP)

ISSUED June 4, 2013

1. This addendum is being issued to make the following changes:

   A. Bid Description on the title page is changed to read;
   The City of Fort Lauderdale, Florida is seeking proposals from qualified proposers, for services of a professional Consultant to assess the City's comprehensive software needs and assist City staff in selecting an enterprise resources planning (ERP) system in accordance with the terms, conditions, and specifications contained in this Request for Proposals.
   For a copy of the RFP go to www.bidsync.com.

   B. Part I – Information, Section 01. Purpose is changed to read;
   The City of Fort Lauderdale, Florida (City) is seeking proposals from qualified proposers, for services of a Professional Consultant to assess the City's comprehensive software needs, develop a RFP for an Enterprise Resources Planning (ERP) system for distribution to potential vendors, participate in the evaluation of proposals with the objective of providing a shortlist of the top five (5) ERP vendors that would best meet the needs of the City, in accordance with the terms, conditions, and specifications contained in this Request for Proposals (RFP).

2. All other terms, conditions, and specifications remain unchanged.

Kirk W. Buffington, CPPO, C.P.M. MBA
Deputy Director of Finance

Company Name: **Plante & Moran, PLLC**
(please print)

Bidder's Signature: E. Scott Eiler

Date: **July 3, 2013**

11. Subcontractors

Plante Moran will not be using any subcontractors on the project.

EXHIBIT C

Proposal to Provide Consulting Services for an Enterprise Resource Planning System (ERP) – Best and Final Offer (BAFO)

CITY OF FT. LAUDERDALE, FL | AUGUST 27, 2013

plante moran

audit · tax · consulting

plante moran

Plante & Moran, PLLC
27400 Northwestern Highway
P.O. Box 307
Southfield, MI 48037-0307
Tel: 248.352.2500
Fax: 248.352.0018
plantemoran.com

August 27, 2013

Mr. Richard Ewell, Procurement Specialist II
City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue, Room 619
Ft. Lauderdale, FL 33301

Dear Mr. Ewell:

Plante Moran is pleased to present this Best and Final Offer (BAFO) to the City of Ft. Lauderdale to provide Enterprise Resource Planning (ERP) consulting services. Given our many years of experience on a large number of similar projects, we are confident that we can deliver significant value to the City on this engagement. We understand the complexities involved with this undertaking and are prepared to assist the City to ensure the overall success of this project. Per our meeting with the Selection Committee on Monday, August 26, 2013 we wanted to ensure that a few items within our proposal are clarified:

- The scope of functional areas to be reviewed includes the areas of Financials, Human Resources/Payroll and CRM as well as the need to document integration needs and requirements between these areas and other related systems within the City (e.g., Kronos, NeoGov, Cayenta, etc.).
- We have reviewed the City's terms and conditions and have no exceptions.
- We have provided additional hours in our proposal to provide on-site facilitation for up to five vendor demonstrations.
- We are flexible as to the timing of when the services would be provided based on the other demands placed on City staff. We would anticipate working with the City project management team at the start of the project to identify the project staff and their expected level of commitment required on the project. Based on these discussions, we would then develop a schedule that would likely last between 7 – 12 months in duration from project kick-off to negotiation of a contract and statement of work with the selected ERP vendor.
- Having performed the requested services for a significant number of other municipal clients for nearly 30 years, we are fully confident in the level of effort proposed to the City and will provide these services under a fixed price contract.

We would welcome the opportunity to be of service to the City of Ft. Lauderdale on this very important project and feel that our significant ERP experiences with other municipal clients in the State of Florida and across the country should provide confidence in our ability to provide a high quality of services. If you have any additional questions, please do not hesitate to contact me at 248-223-3447 or at Scott.Eiler@plantemoran.com.

Very truly yours,

E. Scott Eiler

E. Scott Eiler
Partner

BEST AND FINAL COST PROPOSAL

NOTICE TO PROPOSER: This Cost Proposal MUST be completed EXACTLY as required.

Consultant will perform the Scope of Services on a Phased approach and a fixed Hourly Fee Schedule to complete the requirements of the RFP. Any additional services outside the scope of the RFP, authorized by the City of Fort Lauderdale shall be billed utilizing an Hourly Fee Schedule.

All costs including travel are to be included in your proposal. The City will not accept any additional costs.

The proposed cost and the submitted technical proposal associated with this cost shall remain valid for at least 120 days subsequent to the date of the Cost Proposal opening and thereafter in accordance with any resulting contract between the Proposer and the City.

1. **Cost per phase/time frame**

Phase I	$30,580.00	Estimated Hours & Duration 139 hrs. 8 weeks
Phase II	$22,000.00	Estimated Hours & Duration 100 hrs. 10 weeks
Phase III	$78,980.00	Estimated Hours & Duration 359 hrs. 7 months

TOTAL COST OF ALL PHASES TO COMPLETE THE REQUIREMENTS OF THE RFP

$131,560.00

2. **Firm, Fixed Hourly Fee for Additional Services performed outside the RFP Scope of Work.**

$ 220 /Hr.

3. Proposer agrees to reimbursement for per diem expenses on travel, lodging, and any other travel related expense **outside the Scope of Services**, which are approved in advance by the City of Fort Lauderdale's Project Manager, in accordance with the City policies and limits. A copy of the Travel Policy may be obtained by visiting the City of Fort Lauderdale's web site at:

http://www.fortlauderdale.gov/purchasing/TravelPSM_121002.pdf

Yes X No

Proposer: Plante & Moran, PLLC

Signature: _____ Date: _____

Print Name: _____