

Proposal for Professional Services for Needs Assessment and Procurement of an Enterprise Resource Planning (ERP) System for City of Merced



October 11, 2017



City of Merced
Attn: John Cardoza, IT Manager
Information Technology Department
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1. Letter of Transmittal

October 11, 2017

John Cardoza, IT Manager
Information Technology Department
City of Merced
678 West 18th Street
Merced, CA 95382

REF: Request for Proposals – Needs Assessment and Procurement of an ERP System

Dear Mr. Cardoza:

NexLevel Information Technology, Inc. (NexLevel) respectfully submits this proposal to the City of Merced (City) in response to a Request for Proposal (RFP) to provide Professional Services for Needs Assessment and Procurement of an Enterprise Resource Planning (ERP) System. Per the City's RFP, our professional services are detailed in this document and the "price proposal" is included in a separate envelope

NexLevel has reviewed the City's RFP and understands the work to be performed includes a needs assessment of the City's HTE software and integrated suite of applications, and to prepare an RFP seeking qualified vendors to propose their software. After the RFP is released to the vendors, our professional services will include consulting services to facilitate a selection that will result in a comprehensive agreement with the best fit vendor.

Our proposal is based on the RFP, and our prior experience with the City (e.g. 2016 ERP Business Analysis Report). We understand that the City uses the SunGard HTE system to support many of the financial, operations, and administrative functions. More specifically, the HTE system supports key functions such as finance, purchasing, asset management, payroll, land management, utility billing, business license, work orders, code enforcement, and community development. The HTE system was implemented in 1990 and upgraded to Version 9 (including a move to the SunGard Cloud Solution) in April 2014. We recognize that the City is looking to leverage a modern ERP system to streamline business processes, improve information access and reporting, and improve customer service.

In completing our work in 2016 for the City, NexLevel interviewed more than 30 staff across the City departments to assess the current ERP environment. Our working papers and deliverables provide a foundation that allows us to maximize our time with staff to quickly confirm the existing environment and focus on gathering required and desired functionality for a new system.

NexLevel's track record includes supporting over 110 California public agencies. As it relates specifically to the City's needs, we have provided ERP consulting services to many similar-sized California public agencies who also were using HTE as their current ERP solution (e.g. City of San Ramon, City of Carson City NV, City of Indio, and Cucamonga Valley Water District). NexLevel is

currently providing ERP consulting services at the following public agencies: City of Burlingame, City of Carson, City of Carson City NV, City of Chino Hills, City of Fremont, City of Glendale, City of Half Moon Bay, City of Poway, City of Manhattan Beach, City of Redwood City, City of San Ramon, Silicon Valley Clean Water, South Tahoe Public Utility District, and Cosumnes Community Services District. In addition, in the past five years we have also provided ERP consulting services to many other public agencies including City of Chino, City of La Quinta, City of Millbrae, City of Sunnyvale, City of Walnut Creek, Moulton Niguel Water District, Camrosa Water District, Lake Arrowhead Community Services District, San Joaquin Council of Governments, Chino Valley Independent Fire District, Douglas County NV, Placer County, Sonoma County, and San Benito County. ***All this experience benefits the City as we bring hands-on experience with the solutions that are commonly offered to California public agencies, as well as proven methods, processes, and tools that lead to project success.***

NexLevel proposes a team with extensive experience in supporting municipal ERP projects and a familiarity with the HTE system. This team brings the expertise necessary to ensure a quality procurement and selection of the best fit solution.

NexLevel maintains software vendor independence to ensure an unbiased ERP RFP selection process and will not profit from one vendor selection over another. Our team is experienced at discussing the different options available to help the City meet its goals.

As a Founder and Managing Principal of NexLevel, I am authorized to bind and negotiate an agreement between NexLevel and the City of Merced. Our proposal pricing is valid for 180 days and we have no exceptions to the City's "Agreement for Professional Services" (RFP Appendix A). NexLevel has never had an agreement terminated for default or failure to perform.

I can be contacted at (916) 692-2000, ext. 201, or via email at terry.hackelman@nexlevelit.com.

Our proven ERP procurement and selection methodology and tools as employed by our experienced team will ensure that the City of Merced selects the best solution to achieve your short-term and long-term goals.

Sincerely,



Terry Hackelman, Managing Principal
NexLevel Information Technology, Inc.

2. Proposal Checklist and Signature Page/Requirements

City of Merced Proposal Checklist/Signature Page

4.0 Proposal Checklist

The following checklist is offered as a guide to assist you in ensuring that your proposal addresses the major requirements of this (RFP. However, it is not intended as a complete list of all proposal requirements. Proposers are cautioned to review the requirements of each and every section of the RFP to ensure their proposals are totally responsive.

Task	RFP Ref. Page	Proposal Ref. Page
Proposal Checklist	4	4
Signature Page/Requirements	4, 10	4
Understanding of Project Goals and Expectations	5	5-6
Information about Your Company	5	7-11
Information about Your Proposed Project Team	5	13-15, Appendix A
Consultant Contact Information	6	17
Client References Information	7	19
Payment/Delivery & Implementation Schedule	8	21
Project Implementation Assistance (Optional add-on)	9, 10, 15	23
On-Site Travel Costs	10	25
Proposal Pricing Form	10	27
Proposal Timeline/Submission	11	29
Number of Proposal & Documentation Copies	11, 16	31
Scope of Work/Background	12	33-41
Insurance Requirements	13	43
Business License	13	45
Bond	13, 28	47
Interfaces	14, 29-35	49
Proposal Completeness	16	51
Exceptions, Clarifications, Amendments Page	18	51
Attachment A: Agreement for Professional Services	19-27	Reviewed & Acknowledged
Attachment B: Faithful Performance Bond Contract	28	Reviewed & Acknowledged

4.1 Signature Page

BY:  10/10/2017
(Signature) (Date)

Terry Hackelman
(Typed Name)

Its: Managing Principal
(Title)

NexLevel Information Technology, Inc.
(Company)

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3. Understanding of Project Goals and Expectations

NexLevel understands the City is seeking qualified professional consultants to assist in the scope and procurement of an Enterprise Resource Planning (ERP) System that will replace the existing HTE system. The City currently relies on a legacy ERP solution (SunGard Navaline/HTE) that fails to take advantage of modern technologies to streamline processes, improve staff efficiency, improve decision making through easy information access, and provide improved customer service to citizens and businesses. The City is further challenged as the quality of the current system support is lacking and the availability of quality resources is limited. In addition, the system enhancements and improvements are minimal and not keeping pace with the market leading ERP systems.

Based on our prior experience working with the City of Merced (in 2016, interviewed >30 staff), we believe there are significant opportunities and benefits for the City by moving to a modern ERP system. We understand that some of the City's current pain points with the HTE system include:

- ◆ There is a heavy reliance on manual processes or outside systems (e.g. MS Access, Excel, etc.) due to the lack of functionality or the lack of intuitive and user friendly interfaces with the current system. This has resulted in information silos that fragment information making it more difficult to support efficient decision making.
- ◆ Staff must reconcile the HTE General Ledger with informal subsidiary ledgers which is time consuming and creates the potential for errors.
- ◆ The reporting functionality does not meet user needs and requires support from outside consultant. Staff would like easy to use reporting tools and dashboards to allow them to self-serve and not have to rely on outside resources.
- ◆ The current system's user interfaces are inconsistent across the system, and at times are not integrated, which results in user frustration and duplicate data entry.
- ◆ There is a lack of integration with other City systems which results in double entry of information.
- ◆ The existing Chart of Accounts (COA) has been "re-shuffled" over the years and there is an opportunity to clean up and simplify the COA to improve reporting and overall usability.
- ◆ There is limited workflow within the current system and there is an opportunity to streamline processes through a more comprehensive and robust workflow engine.
- ◆ There is a lack of available training and training materials (e.g. new employees)

NexLevel will leverage our experience with the City that includes interviews of more than 30 staff who use HTE to support functions like finance, payroll, HR, code enforcement, engineering, inspection and permitting, planning, facility maintenance, Fire plan review, fleet management, GIS, work orders, utility billing, and business license. The knowledge gained from these interviews, and subsequent analysis and deliverables, will significantly reduce the time for staff to educate a consultant on the current environment. This will allow NexLevel to quickly confirm our prior knowledge and focus on identifying requirements to meet the City's current and future business and operational needs, as well as to eliminate today's pain points.

NexLevel's experience with HTE goes far beyond our work with the City of Merced. NexLevel has worked with many HTE municipal clients. As a result, we understand the strengths, weaknesses, opportunities, and threats associated with replacing HTE. We will bring this knowledge to the

project from the beginning. Our proposed services were tailored to meet the City's RFP stated needs, along with additional tasks that we feel are necessary based on our experience.

One of the strengths of NexLevel, and our proposed team, is understanding how an ERP system fits into the complex municipal technology ecosystem. Our approach puts a premium on achieving maximum leverage of current technologies and ensuring automated interfaces to reduce redundant data and improve decision making.

NexLevel is confident we can successfully complete this project for the City on time and on budget, providing professional services to meet all the City's RFP requirements and expectations.

4. Company Information

NexLevel, a Sacramento-area management consulting company, has been providing a wide array of business and technology services since 1999. Our team offers proven expertise across all types of business environments and has a great deal of experience with the technologies utilized by city, county, and state government agencies, as well as special districts and private sector clients.

Our business philosophy can be summed up in three simple words:

LISTEN. PLAN. DELIVER.

NexLevel's approach is simple and straightforward. First, we LISTEN to understand a client's situation and needs. Next, we develop a PLAN to address the client's needs within the boundaries of their situation. Then we DELIVER services that not only meets the client's needs, but does so on time and within budget.

NexLevel focuses exclusively on helping public sector clients plan, implement, and manage complex business technology. NexLevel has a strong track record of success in helping public sector clients:

- ◆ Manage Application Technology Procurements
- ◆ Implement Technology Projects
- ◆ Complete Technology and Needs Assessments
- ◆ Create Technology Plans

NexLevel has worked with more than 110 public agencies to complete Application Procurement and Selection, Project Assessments, IT Assessments, IT Strategic Plans, GIS Strategic Plans, Network Assessments, Policy / Procedure Development, Project Management, and Feasibility Studies.

NexLevel is the best choice for organizations looking to reduce the time, cost, and risk of transforming their business using technology. NexLevel consultants offer the experience and expertise required to assist clients in every aspect of IT planning, procurement, implementation, and operations as shown in Figure 2.

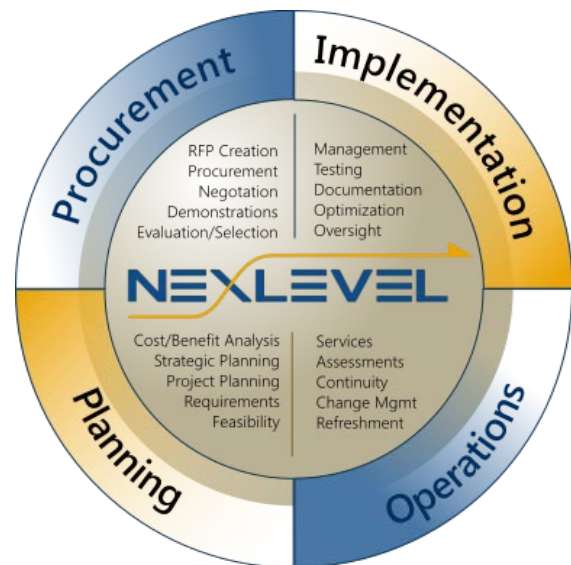


Figure 2 - NexLevel Capabilities

The following information is provided per the RFP (6.0, Page 5).

- ◆ Audited Financial Statements - NexLevel is a privately held business; as such we do not possess audited financial statements. NexLevel has been in business since 1999, and since our founding we have maintained a positive cash flow and profitability. NexLevel has no debt. We would be happy to provide the name and contact of our external CPA and/or banker to validate our good financial standing.
- ◆ Ownership – NexLevel is owned by Mr. Frank Otto and Mr. Terry Hackelman
- ◆ Years in Business – NexLevel has been in business for over 17 years (since 1999)
- ◆ Number of Employees - NexLevel has 23 employees located in California.

Company Experience

As shown in Table 1, NexLevel has a strong record of accomplishment in providing technology consulting services for California public sector clients. Please note that our experience includes over 50 projects working with system selection and procurements (the next to the last column).

Table 1 - NexLevel Local Government Experience

	IT Strategic Plans	IT Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
Municipalities								
Alameda, CA		✓					✓	✓
Anaheim, CA	✓							✓
Avondale, AZ								✓
Belmont, CA	✓							
Benicia, CA							✓	
Beverly Hills, CA	✓	✓						✓
Bothell, WA								✓
Branson, MO	✓	✓						✓
Burbank, CA	✓	✓						
Burlingame, CA				✓			✓	
Carrollton, TX								✓
Carson, CA				✓				
Carson City, NV	✓	✓					✓	✓
Chino, CA				✓			✓	✓
Chino Hills, CA				✓			✓	✓
Clovis, CA		✓			✓			
Coronado, CA				✓			✓	✓
Costa Mesa, CA								✓
Cupertino, CA	✓	✓						
Daly City, CA		✓						
El Segundo, CA	✓	✓						
Fairfield, CA	✓	✓	✓		✓	✓	✓	✓
Folsom, CA	✓	✓	✓	✓	✓		✓	✓
Fremont, CA				✓			✓	
Fresno, CA	✓	✓					✓	✓
Galt, CA	✓	✓	✓	✓	✓	✓	✓	✓
Glendale, CA	✓	✓		✓			✓	✓
Half Moon Bay, CA							✓	
Hayward, CA								✓
Huntington Beach, CA	✓	✓			✓			✓
Indio, CA							✓	
Irvine, CA		✓		✓	✓	✓		✓
Ketchum, ID	✓	✓						
Kirkland, WA								✓
La Quinta, CA				✓			✓	✓
Lake Forest, CA	✓	✓	✓					

	IT Strategic Plans	IT Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
Lakewood, CA	✓	✓			✓			✓
Long Beach, CA				✓			✓	✓
Los Altos, CA	✓	✓						
Los Angeles, CA				✓				✓
Manhattan Beach, CA	✓	✓			✓		✓	✓
Memphis, TN				✓				✓
Menlo Park, CA		✓						
Merced, CA			✓				✓	✓
Millbrae, CA							✓	
Monrovia, CA		✓						
Moreno Valley, CA							✓	✓
Mountain View, CA	✓	✓						
Napa, CA	✓	✓			✓			✓
Newport Beach, CA					✓		✓	✓
Novato, CA	✓	✓			✓			✓
Oceanside, CA								✓
Ontario, CA		✓						
Orange, CA	✓	✓			✓		✓	✓
Oxnard, CA	✓	✓						
Palmdale, CA	✓	✓						
Palo Alto, CA			✓				✓	✓
Pasadena, CA							✓	✓
Paso Robles, CA				✓			✓	✓
Pico Rivera, CA	✓	✓			✓			✓
Pismo Beach, CA	✓	✓					✓	
Pomona, CA	✓	✓						
Port Angeles, WA	✓							
Poway, CA							✓	
Rancho Cordova, CA	✓	✓						✓
Rancho Palos Verdes, CA		✓					✓	✓
Redwood City, CA	✓	✓		✓			✓	
Ridgecrest, CA	✓	✓					✓	
Riverside, CA				✓	✓			✓
Rocklin, CA		✓						
Sacramento, CA								✓
San Bernardino, CA		✓						
San Clemente, CA		✓						
San Luis Obispo, CA	✓	✓					✓	✓
San Rafael, CA	✓	✓			✓		✓	✓
San Ramon, CA							✓	
Santa Clara, CA	✓	✓	✓	✓	✓		✓	✓
Santa Cruz, CA	✓	✓	✓		✓			✓
Santa Rosa, CA								✓
Stockton, CA	✓	✓			✓			✓
Sunnyvale, CA							✓	

	IT Strategic Plans	IT Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
Truckee, CA		✓						
Ventura, CA	✓	✓			✓			✓
Visalia, CA	✓	✓			✓			
Walnut Creek, CA	✓	✓			✓			✓
Watsonville, CA	✓	✓						✓
Westminster, CA		✓						
Counties								
Douglas County, Nevada		✓						✓
Lane County, Oregon	✓	✓						
Orange County, CA								✓
Placer County, CA							✓	✓
Riverside County, CA								✓
San Benito County, CA				✓				✓
San Diego County, CA				✓				✓
Sonoma County, CA				✓				✓
Tulare County, CA								✓
Special Districts								
Alameda Municipal Power							✓	✓
Camrosa Water District							✓	
Central Contra Costa Sanitation District	✓	✓	✓	✓	✓		✓	✓
Chino Valley Independent Fire District				✓			✓	✓
Cosumnes Community Services District				✓			✓	
Cucamonga Valley Water District							✓	
Delta Diablo Sanitation District	✓	✓						✓
East Valley Water District		✓						
Eastern Municipal Water District							✓	✓
Encina Wastewater Authority			✓		✓			
Inland Empire Utility Agency	✓	✓						
Irvine Ranch Water District		✓						
Lake Arrowhead C.S.D.							✓	
Lakeside Fire Protection District							✓	
Las Virgenes Municipal Water District	✓	✓				✓		
Metropolitan Transportation Commission		✓			✓			✓
Monterey Regional Water P.C.A.	✓	✓						
Moraga-Orinda Fire District								✓
Moulton Niguel Water District	✓	✓	✓	✓	✓		✓	✓
North Tahoe Public Utilities District	✓	✓						
Port of Los Angeles	✓	✓						
Rancho California Water District	✓	✓			✓			✓
Sacramento Area Sewer District								✓
Sacramento Metropolitan Fire District		✓					✓	
Sacramento Municipal Utility District								✓
San Joaquin Council of Governments							✓	
Santa Clara County Fire Department		✓						✓
Silicon Valley Clean Water							✓	

	IT Strategic Plans	IT Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
Silicon Valley Power	✓			✓			✓	✓
Sonoma-Marín Area Rail Transit		✓						✓
So. Orange Co. Wastewater Authority	✓	✓						
South Tahoe Public Utility District	✓	✓			✓	✓	✓	
Turlock Irrigation District	✓							✓
Zone 7 Water Agency	✓	✓						
State of California								
Assoc of Regional Center Agencies, Inc.				✓			✓	
CA Correctional Health Care Services				✓				✓
California Highway Patrol	✓	✓	✓	✓	✓	✓	✓	✓
CalPERS								✓
Dept of Child Support Services								
Dept of Correction and Rehabilitation				✓				✓
Dept of Fish and Game				✓				✓
Dept of Health Care Services				✓				
Dept of Justice				✓				
Dept of Motor Vehicles				✓				✓
Dept of Public Health				✓				✓

Recognized Expertise

NexLevel is recognized for our expertise and services in supporting California public sector agencies with ERP requirements, procurement, and implementations. This is evident not only by the number of successful projects and client references, but also because we are commonly asked to present at organizations such as California Society of Municipal Financial Offices (CSMFO) and Municipal Information Systems Association of California (MISAC). As an example, in the CSMFO 2016 and 2017 annual conferences, NexLevel co-presented a day long pre-conference session dedicated to ERP procurement and implementation. Because of the success of those sessions, NexLevel has been asked to once again co-present a similar session at the upcoming 2018 annual conference. In addition to the pre-conference sessions, NexLevel has regularly presented at the CSMFO and MISAC annual conferences on topics such as ERP procurement, risk management, requirements, and more.

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5. Proposed Team

NexLevel proposes a consulting team with the experience to meet the needs of this important project. The team approach benefits the City by enabling us to run activities and tasks in parallel under accelerated timelines, as well as provides increased scheduling flexibility when interacting with City staff. In addition, it provides the City with increased depth of knowledge and expertise beyond what a single consultant can provide. Our team does not need any special accommodations when on-site with the City. Figure 3 illustrates the proposed project team.

The following paragraphs provide a bio of the proposed team and full resumes are included in Appendix A of our proposal.

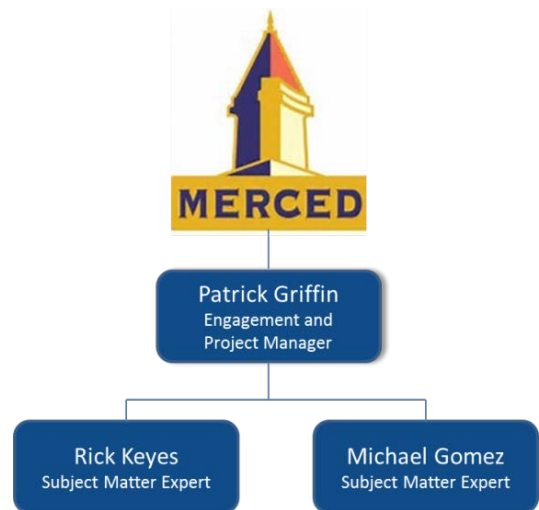


Figure 3 – Project Organization Chart

Patrick Griffin – Engagement and Project Manager

Role: For this project, Mr. Griffin will serve as the Engagement and Project Manager, and will also provide subject matter expertise. Mr. Griffin will be the primary point of contact for the City, and will be responsible for project status updates, quality control, and coordination of all project activities. Mr. Griffin will be involved during all phases of the project, and will take the lead on contract negotiations. Mr. Griffin has experience with needs assessments and procurements to replace SunGard HTE systems for other public agencies.

Background: Mr. Griffin has a 31-year background in local government, including oversight of day-to-day IT operations and general management experience at the Assistant City Manager level. He has managed a variety of IT related projects in full service municipal organizations, and has implemented several ERP applications during his municipal career and his career with NexLevel. Mr. Griffin's participation provides a unique and valuable management perspective to the City's project.

Mr. Griffin's municipal career included positions as City Controller, Finance Director and City Treasurer. In addition, during his time working in the City Manager's office, Mr. Griffin was responsible for the city-wide budget development and activation upon approval. Mr. Griffin was also responsible for the implementation of a new ERP system for the City of Chino, which included all core financial functions along with Human Resources, Payroll, Purchasing, Fixed Assets and Utility Billing modules. Before retiring from local government, Mr. Griffin was directly responsible for all operations of the City's Community Development Department, including Planning, Building, Code Enforcement, and Economic Development.

Since retiring from the public sector and joining NexLevel, Mr. Griffin has managed several significant projects throughout California, including ERP projects for the cities of Fresno and La Quinta, along with the Camrosa Water District, Lake Arrowhead Community Services District, and the Lakeside Fire Protection District in which Mr. Griffin provided management consulting services for the needs assessment, selection, contract negotiations, and subsequent

implementation support for a new ERP system. Mr. Griffin is currently working on ERP projects for the cities of Carson City NV, City of Indio, City of Manhattan Beach, and Cucamonga Valley Water District. Mr. Griffin has actively managed and/or provided subject matter expertise on the following NexLevel engagements:

City of Beverly Hills	City of La Quinta
City of Los Angeles	City of Glendale
City of Pismo Beach	City of Manhattan Beach
City of Ontario	City of Rancho Palos Verdes
City of San Clemente	Inland Empire Utilities Agency
East Valley Water District	City of Moreno Valley
Camrosa Water District	City of San Bernardino
Lake Arrowhead Community Services District	Las Virgenes Municipal Water District

Rick Keyes, PMP – Subject Matter Expert

Role: Mr. Keyes's will provide subject matter expertise. His project participation will include interviews of City personnel, analysis of findings, and assistance in the development of the City's requirements. Mr. Keyes will also lead the development of the comprehensive RFP document, and will participate in vendor evaluation.

Background: Mr. Keyes has over 25 years of extensive information technology experience, including more than ten years in senior management positions in state government, nearly 20 years in program/project management, and vendor management in demanding public sector environments. During his career, Mr. Keyes has been responsible for the development and implementation of enterprise IT architecture, policies and strategies, management of all aspects of application development from conceptualization through implementation, training and support, and for the integration of all business/technology solutions regardless of whether developed in-house or by 3rd-party vendors.

His experience includes serving as interim IT Manager for the City of Irvine where he was responsible for the direct management and oversight of Irvine's IT service provider, including monitoring service delivery, recommending methods to improve service delivery, prioritizing IT activities, and overseeing the service provider's contract. Mr. Keyes worked closely with the City's management team to identify critical technology needs, assist with the advancement of those needs, and serve as a technology advisor to the City.

Mr. Keyes has supported the following local government agencies in ERP analysis, procurement, selection, and/or implementation, three of which were HTE clients: City of Carson City NV, City of Indio, City of Manhattan Beach, and Cucamonga Valley Water District.

Michael Gomez – Subject Matter Expert

Role: For this project, Mr. Gomez will provide subject matter expertise. Mr. Gomez will be responsible for conducting needs assessment interviews and gathering requirements for a new ERP System. Mr. Gomez will lead the development of the POC scripts and POC vendor sessions. Mr. Gomez has experience with needs assessments and procurements to replace SunGard HTE systems.

Mr. Gomez attained a Bachelor of Arts degree in Economics and a Master of Public Administration degree, and has more than 15 years' experience in the finance industry serving both public sector and utility requirements. For this project, Mr. Gomez will provide finance and ERP subject matter expertise.

Mr. Gomez has held many positions in the financial arena including Financial Resources Manager, Director of Finance/Treasurer, Senior Financial Analyst, etc. He previously worked for the City of Riverside, CA, and the Moulton Nigel Water District, CA, and for the latter, served as Sponsor and Lead Project Manager for the procurement and implementation of a new ERP system.

Presently, Mr. Gomez is presently supporting ERP projects with the City of Burlingame, City of Half Moon Bay, City of Manhattan Beach, City of Redwood City, City of San Ramon, Cosumnes Community Services District, and Silicon Valley Clean Water, CA. In addition, Mr. Gomez ensures our baseline ERP requirements and business process templates remain current and up-to-date with evolving technology.

RFP Requested Information

The following information is provided per the RFP (7.0, Page 5).

- ◆ SunGard Naviline Experience – As noted in the bios above, the proposed staff has hands-on experience with clients that have or are in the process of replacing their HTE systems. This current and past experience with HTE will be of benefit to the City as this experience will be leveraged during all phases of the project.
- ◆ Data Migration/Conversion Experience – The proposed team is experienced in facilitating data conversion requirements to be included in the RFP. In addition, because we have negotiated several agreements with vendors that are replacing HTE systems, we can bring this experience to ensure the proposed solution and agreement accurately captures the conversion requirements and roles and responsibilities. The proposed team also has access to NexLevel ERP project managers that are actively working on projects involved with converting from HTE to new systems. If required, NexLevel is able to provide a hands-on role to support data extraction, data validation, data transformation, and quality assurance.
- ◆ Provide information to evaluate the proposed project team – See above bios and resumes.
- ◆ Estimated Project Participation of key personnel – Our price proposal includes a breakdown of hours by phase by resource.

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6. Consultant Contact Information

City of Merced Consultant Contact Information

8.0 Consultant Contact Information

Company Name NexLevel Information Technology, Inc.

Primary Contact Terry Hackelman, Managing Principal

Primary Contact Phone (916) 692-2000, ext. 201 work _____ cell _____

Primary Contact Email terry.hackelman@nexlevelit.com

Primary Contact Address 6829 Fair Oaks Blvd., Suite 100

City/State/Postal Code Carmichael, CA 94508

Project Related Experience See Proposed Project Team for Listing

Secondary Contact Patrick Griffin, Principal Consultant

Secondary Contact Phone (916) 692-2000, ext. 214 work _____ cell _____

Secondary Contact Email patrick.griffin@nexlevelit.com

Secondary Contact Address 6829 Fair Oaks Blvd., Suite 100

City/State/Postal Code Carmichael, CA 95608

Project Related Experience _____

Third Contact _____

Third Contact Phone _____ work _____ cell _____

Third Contact Email _____

Third Contact Address _____

City/State/Postal Code _____

Project Related Experience _____

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7. Client References

In Section 7 – Client References, we have provided the requested reference information on the form required by the City. If the City would like additional references, we will be happy to provide reference information for any of our clients identified in our proposal.

City of Merced Client References	
9.0 Client References Information	
Please provide a list of at least 3 paying municipal clients utilizing the services being proposed. Please use this form to provide the client information.	
Client #1 Company Name	<u>City of San Ramon</u>
Contact	<u>Eva Phelps, Administrative Services Director</u>
Phone	<u>(925) 973-2514</u> work _____ cell _____
Email	<u>ephelps@sanramon.ca.gov</u>
Address/City/State/Zip Code	<u>7000 Bollinger Canyon Road, San Ramon, CA 94583</u>
Project Related Experience	<u>ERP Software Selection Project - needs assessment, RFP development, vendor selection, and facilitation of negotiations for procurement to replace the City's HTE ERP System.</u>
Client #2 Company Name	<u>City of Glendale</u>
Contact	<u>Jason Bradford, CPA, Financial Applications Administrator</u>
Phone	<u>(818) 548-4093</u> work _____ cell _____
Email	<u>JBradford@glendaleca.gov</u>
Address/City/State/Zip Code	<u>141 North Glendale Ave., Glendale, CA 92106</u>
Client #3 Company Name	<u>City of Fremont</u>
Contact	<u>Mary Bradley, retired from City of Sunnyvale, Director of Finance</u>
Phone	<u>(510) 494-4601</u> work _____ cell _____
Email	<u>mbradley@fremont.gov</u>
Contact Address	<u>3300 Capitol Ave., Bldg. B</u>
Address/City/State/Zip Code	<u>3300 Capitol Ave., Bldg. B, Fremont, CA 94538</u>
7	

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8. Payment/Delivery & Implementation Schedule

NexLevel has reviewed and accepts the payment schedule proposed by the City in the RFP (Section 10.0, Page 8). NexLevel is also open to a more granular approach to billing where we tie payments to specific milestones or deliverables.

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9. Project Implementation Assistance (Optional add-on)

NexLevel is available and prepared to provide ongoing ERP implementation support. Our services include project management, chart of accounts analysis and development, conversion assistance, quality assurance, testing support, and other services that help ensure a successful implementation. NexLevel has a successful history of providing these services to our clients. Some examples include City of Chino, City of Chino Hills, City of Poway, City of Glendale, City of Fremont, Douglas County, Sonoma County, San Benito County, and more.

We have provided pricing for our project implementation assistance in our price proposal.

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10. On-site Travel Costs

NexLevel has identified our estimated on-site travel costs in our price proposal. NexLevel is willing to commit to a fixed, not-to-exceed cost for travel expenses.

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11. Proposal Pricing Form

NexLevel has included the RFP Proposal Price Form in our pricing proposal. NexLevel commits to our pricing for 180 days following the proposal due date.

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12. Proposal Timeline/Submission

NexLevel has reviewed and accepts the proposal timeline and submission requirements on Page 11 of the RFP.

NexLevel is prepared to start the project as of January 2018. If desired, NexLevel is prepared and able to initiate work prior to the January 2018.

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13. Number of Proposal & Documentation Copies

NexLevel has provided 20 hardcopy proposals along with an electronic copy (PDF).

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14. Scope of Work/Background

NexLevel offers our clients proven methodologies and tools designed specifically to meet the unique needs of public sector agencies. Since our inception, we have invested in and developed methodologies, tools, and supporting processes designed specifically for the unique needs and requirements of California local government agencies. NexLevel constantly reviews and updates the knowledge base included in these toolkits based on experience with our clients. Our clients benefit directly from our processes, tools and methodologies, as we share these with our clients and in working collaboratively with our clients are able to leave behind the tools, processes, and methodologies to be used in future projects.

NexLevel understands the City's RFP Scope of Work includes the following;

- ◆ Conduct initial planning including establishing an overall project plan, risk assessment, change management plan and budget
- ◆ Perform needs assessment, process documentation, and system requirements
- ◆ Prepare a Request for Proposal (RFP)
- ◆ Facilitate proposal evaluation activities to include attending evaluation meetings, performing reference checks, facilitating product demonstrations, assisting with contract negotiations, and establishing a document repository

NexLevel has a successful history of providing services to meet all the City's RFP requested services, as well additional processes and deliverables to ensure selection of the best fit solution and a comprehensive agreement that guides a successful implementation.

For this project, NexLevel is proposing the use of our proven five phase procurement and selection methodology. Our methodology provides a comprehensive framework that will address all the City's RFP requirements. The five phases include:

1. The **"Initiate"** phase will establish the foundation for effective communication and the successful completion of the project.
2. The **"Requirements"** phase will be conducted and encompass a thorough discovery of the City's specific objectives and needs to ensure all the features, functions and requirements (e.g. user, interface, conversion, technical, etc.) necessary are defined and documented and communicated through the resulting documents for inclusion in the RFP.
3. The **"RFP"** phase will be managed to meet the procurement requirements of the City.
4. The **"Select"** phase will provide the structure for a fair and organized means to complete the review and decision process to select the best solution presented.
5. The optional **"Negotiate"** phase will result in formal completion of agreements with the selected ERP solution vendor and the City.

Figure 3 on the following page provides an overview of the phases, activities, and deliverables for our proposed methodology.



Figure 3 – Methodology Overview

In the following pages, we provide a detailed discussion of each phase.

Phase 1 - Initiate

The purpose of the Initiate Phase is to prepare for, and initiate, the project under a well-defined work plan. This phase includes confirming our understanding, as well as the understanding of the stakeholders, regarding the scope of work and the process for accomplishing the overall objectives of the project.

The following table provides a detailed discussion of what each task will entail.

Table 3– Initiate Phase Tasks and Deliverables

1.1 Project Sponsor Planning Meeting
<p>TASK DESCRIPTION: NexLevel will meet on-site with the City’s Project Sponsor and other key staff to complete a detailed review the scope of work, project timeline, deliverables, project status methods, project participants (i.e. sponsor, subject matter experts, technical resources, etc.), and other items to ensure a well-planned project. During this meeting, NexLevel will discuss the tools and templates that will be leveraged.</p>
1.2 Work Plan Development
<p>TASK DESCRIPTION: NexLevel will publish a Work Plan that identifies the project approach, methods, tasks, activities, resources, schedule, budget, deliverables, issue and risk management, and major milestones. NexLevel understands that our timeline will be driven by the objective to have a software vendor selected by the summer of 2018.</p> <p>DELIVERABLE: Draft Work Plan</p>
1.3 Work Plan Review with Stakeholders
<p>TASK DESCRIPTION: NexLevel will facilitate an on-site meeting with the Project Stakeholder and key project staff to review and obtain feedback on the proposed Work Plan. The goal of this meeting will be to obtain consensus on the Work plan and a commitment to support the Work Plan.</p> <p>DELIVERABLE: Final Work Plan</p>
1.4 Kickoff Meeting
<p>TASK DESCRIPTION: Since the project will have an enterprise-wide impact, it is important to proactively communicate with all impacted staff to ensure a clear understanding of project goals and objectives, roles and responsibilities, approach, tasks, and timeline. The Kickoff Meeting also provides the opportunity to introduce the NexLevel team to City staff and should involve senior level management and project sponsors to provide introduction of this City-wide endeavor.</p> <p>NexLevel anticipates that scheduling all key City staff to be in a specific location, at a specific time, may be difficult. Therefore, if necessary, NexLevel is prepared to conduct two project kickoff meetings. It is important that all City staff that will be involved in the project, regardless of their role, participates in a project kickoff.</p> <p>DELIVERABLE: Kickoff Meeting Presentation</p>

Phase 2 - Requirements

This phase will allow NexLevel to develop an accurate and clear understanding of the current environment, as this provides the initial baseline from which alternatives will be evaluated. In addition, during this phase it is necessary to identify and prioritize future system features and functions. A key success factor to selecting a best fit solution is having a comprehensive understanding of the City’s true needs and requirements.

The following table provides a detailed discussion of what each task will entail.

Table 4 – Requirements Phase Tasks and Deliverables

2.1 Request and Review Documentation
<p>TASK DESCRIPTION: NexLevel understands that City staff has limited time to dedicate to this project. Consequently, we will make all efforts to be as prepared as possible before asking for staff time. To accomplish this, NexLevel will request documentation to familiarize ourselves with the current</p>

environment, processes, procedures, policies, transaction levels, organizational responsibilities, reports, technical documentation, etc. It is not NexLevel's intent to create work for the staff with this task - if requested documentation doesn't exist, then it should not be created now.

DELIVERABLE: Documentation Request Listing

2.2 Conduct System Requirements Workshops

TASK DESCRIPTION: NexLevel will conduct face-to-face interviews (workshops) with the City's functional subject matter experts in all City departments. For the Finance Division interviews, the workshops will occur at a functional level (i.e. general ledger, budget, fixed assets, accounts receivable, inventory, purchasing, accounts payable, payroll, grant and project accounting, treasury, human resources, etc.). For other City departments, a single workshop per department will provide the information necessary to complete an analysis of potential ERP applicability for those department functions.

In some cases, NexLevel may follow up the workshops requesting that staff demonstrate work practices. The interviews will document current processes, practices, policies, and procedures related to the City's use of the ERP system. The workshops will also explore unmet needs and focus on identifying new features and functions that can improve the existing operations.

NexLevel's approach to conducting the requirements workshops involves more than just gathering information from the City's subject matter experts. It includes educating and/or collaborating with staff on best practices and how evolving technology capabilities (i.e. workflow, reporting, integration, dashboards, document management, etc.) can be applied to the future environment.

DELIVERABLE: Functional Requirements Document

2.3 Document Functional Requirements

TASK DESCRIPTION: NexLevel will utilize the information gathered during Task 2.2 above to document the City's existing and desired functional requirements so that potential vendors have a full understanding of the City's requirements.

DELIVERABLE: Updated Functional Requirements Document

2.4 Document Interfaces and Technical Requirements

TASK DESCRIPTION: NexLevel will identify potential required or desired interfaces or integration opportunities between the ERP system and other data repositories. This helps ensure that an integration point or interface is not missed. As part of this task, NexLevel will work with City staff to identify any interface standards that should be included in the RFP (i.e. City preferred interface methods).

DELIVERABLE: Context Diagrams and Technical Requirements Document

2.5 Document Data Conversion Requirements

TASK DESCRIPTION: NexLevel will document the City's desired data conversion and migration requirements so that potential vendors can include the costs and approach for completing the conversion in their proposals. NexLevel will meet with the City's technical and business subject matter experts to identify and document data migration and conversion requirements. NexLevel will provide consultation with regards to the pros and cons of the possible approaches/strategies and provide recommendations.

DELIVERABLE: Data Conversion Requirements Document

2.6 Develop Change Management Plan

TASK DESCRIPTION: Acknowledging and recognizing that change will be imminent when proceeding with a new ERP implementation, we recommend that the City adopt an OCM (Organizational Change Management) Plan to assist in resolving conflicting goals and objectives in the future. These change requirements may result from the initial discovery and requirements

gathering sessions or be identified further during implementation of the selected solution.

Understanding and agreeing to change is a critical component to the successful implementation of a project of this size, and having a Change Management Plan in place prior to starting prepares the City, departments and individuals for the impending business and process changes associated with the new solution. It will be important for the City to be able to identify and monitor organizational and individual change management needs and address them before they become issues.

DELIVERABLE: Change Management Plan

Phase 3 - RFP

NexLevel will prepare a comprehensive RFP outlining the business and systems requirements. While NexLevel will bring the City proven RFP templates and methods, we will also develop the RFP in accordance with the City's purchasing guidelines and requirements.

The tasks in this phase will consolidate all relevant information gathered in the prior phases to create an RFP that clearly defines the requirements and objectives of the City. The quality and accuracy of vendor responses are significantly improved using a well-organized, accurate, and clear RFP. A strong RFP is critical as it provides the foundation for evaluating vendors and ultimately provides the basis for a solid agreement between the City and the successful vendor.

The following table provides a detailed discussion of what each task will entail.

Table 5 – RFP Phase Tasks and Deliverables

3.1 Prepare Draft RFP
<p>TASK DESCRIPTION: NexLevel will prepare a draft RFP for review by the Project Stakeholders and identified key staff. If the City has an existing preferred RFP template, NexLevel will conduct a review and compare the City templates to NexLevel's proven ERP RFP template. In addition, if necessary, NexLevel will meet with the City's purchasing and/or legal resources to verify RFP terms and conditions.</p> <p>At a minimum, an RFP should include the following components: purpose and objectives, background, evaluation criteria and selection process, timeline, submission requirements (including forms and templates), RFP terms and conditions, current environment descriptions, business and operations metrics (i.e. number of employees, users, vendors, purchase orders, etc.), functional requirements, technical requirements and standards, and pricing proposal submission requirements.</p> <p>NexLevel will provide the City with a draft RFP for review and discussion.</p> <p>DELIVERABLE: Draft RFP</p>
3.2 Review Draft RFP with Stakeholders
<p>TASK DESCRIPTION: NexLevel recommends that the draft RFP be distributed to the Project Stakeholders and subject matter experts for careful review. After the staff has had the opportunity to review the RFP, NexLevel will conduct a workshop to address any changes, questions, or concerns. The workshop will provide an interactive forum to discuss the RFP content and to ensure a common understanding of the RFP content and upcoming procurement processes.</p> <p>DELIVERABLE: Final RFP</p>
3.3 Identify and Notify Potential Vendors
<p>TASK DESCRIPTION: While online vendor portal sites provide a valuable channel for making an RFP publicly available, NexLevel believes it is in the City's best interest to alert qualified vendors of the upcoming RFP release. NexLevel will evaluate and compile a comprehensive list of public sector ERP solution vendors that provide potential solutions. Our list will include key information about each</p>

vendor. NexLevel will review the listing with the City and assist the City in creating a notification message that can be distributed via email. Timely notification of the City's intent to release an RFP will help ensure the City attracts quality solution vendors and allow the vendors to be better prepared to provide a timely response.

DELIVERABLE: Vendor Listing and Contact Information

3.4 Develop Risk Management Plan

TASK DESCRIPTION: NexLevel will develop a Risk Management Plan (RMP) that will describe the methods that the City will use to manage risks. A risk is any potential problem that may interfere with the success of the project. Risks may impact project schedule, cost, scope, and/or quality. The RMP establishes a proactive approach to identifying and mitigating risks to minimize future problems or issues.

While conducting the assessment, and preparing the RFP, NexLevel will likely identify possible risks. Some of the potential risks may be limited to the procurement and selection efforts, while others will be associated with the subsequent implementation. It is important that risks are captured in a format that supports ongoing monitoring and tracking and a means for resolution of the risks if encountered.

DELIVERABLE: Risk Management Plan

3.5 Release RFP

TASK DESCRIPTION: NexLevel will assist the City in preparing for and releasing the RFP. As part of this task, NexLevel will create a tracking log of who has received the RFP.

Phase 4 - Select

The process for selecting the most appropriate, or best fit, ERP solution vendor requires the City to follow a structured methodology. The goal of this project is to ensure that the vendor who is the "best fit" for the City is selected. Up to this point in the project, the City will have invested heavily in establishing the foundation upon which a best fit selection will be made. The tasks in this phase are focused on ensuring a careful and detailed review of information provided in response to the RFP are conducted, as well as independent research, validation and verification of content.

The following table provides a detailed discussion of what each task will entail.

Table 6 – Select Phase Tasks and Deliverables

4.1 Address Vendor Questions
<p>TASK DESCRIPTION: Release of a clear and well-structured RFP will dramatically reduce the number of vendor questions. However, due to the complex nature of ERP procurements, the City should anticipate that vendors will submit questions that must be addressed to ensure quality proposals are received. In this task, NexLevel will assist the City in responding to vendor questions.</p> <p>DELIVERABLE: Vendor Question Responses</p>
4.2 Facilitate Bidder's Conference
<p>TASK DESCRIPTION: If the City desires to hold a bidder's conference, NexLevel will assist the City in preparing for and holding the conference. However, based on NexLevel's experience, a bidder's conference may not be necessary if a high-quality RFP is released and if the vendor community is made aware of the RFP prior to release.</p> <p>DELIVERABLE: Agenda for Bidder Conference</p>
4.3 Prepare Evaluation Committee

TASK DESCRIPTION: NexLevel will work with the City to identify the evaluation team and prepare an evaluator's packet that includes clear descriptions and direction of the evaluation methodology. The packet will also include a scoring template to assist the evaluator in tabulating their results.

DELIVERABLE: Evaluation Scoring Methodology and Matrix Template

4.4 Screen Proposals

TASK DESCRIPTION: NexLevel will conduct a screening evaluation of all proposals to determine which vendors and proposals meet the mandatory RFP requirements and minimum qualifications. NexLevel will present the results of our screening evaluation to the City. The City can use this information as a guide to determine which proposals require a detailed review.

4.5 Review and Score Proposals

TASK DESCRIPTION: The evaluation team will review and rate the proposals per the evaluation criteria. In addition, NexLevel will review proposals to identify issues, concerns, questions, or clarifications that should be addressed, will provide this information to the evaluation team, and be available to the evaluators for consultation. NexLevel will assist the City in arriving at a preliminary evaluation scoring matrix that identifies a short list of preferred vendors.

DELIVERABLE: Evaluation Scoring Matrix

4.6 Conduct Selection Workshop

TASK DESCRIPTION: NexLevel will facilitate a selection workshop with the City's proposal evaluation committee. NexLevel will use a multi-step facilitation process that encourages evaluator participation and helps drive a consensus on the vendors that appear to be the best fit for the City.

DELIVERABLE: Updated Evaluation Scoring Matrix

4.7 Prepare for Proof-of-Capabilities (POC)

TASK DESCRIPTION: Conducting proof-of-capabilities (POC) sessions with short-listed vendors are a key component of the selection process. This provides the vendors with the opportunity to fully demonstrate their solutions using City provided demonstration scenarios and scripts. As part of this task, NexLevel will develop the POC meeting agenda, scenarios, and scripts for the City to review. In addition, NexLevel can facilitate interaction between the City and the vendors to help ensure the vendor is adequately prepared to complete the POC. The POC provides valuable input into contract negotiations and helps clarify risk areas for special consideration.

DELIVERABLE: POC Meeting Agenda and Scripts

4.8 Facilitate POC Meetings

TASK DESCRIPTION: NexLevel will facilitate the POC sessions to keep vendors on schedule and ensure all POC scripts are completed. At the conclusion of each vendor POC session, NexLevel will facilitate a debrief meeting with the evaluators to capture feedback and update the evaluation scoring matrix accordingly. This information will be used in the final selection report.

4.9 Complete Finalist(s) Due Diligence

TASK DESCRIPTION: NexLevel will assist the City in planning for and completing reference checks and site visits. NexLevel has templates available to the City to complete reference checks and site visits. While NexLevel is available to conduct the reference checks, it has been our experience that these are best performed by City staff because of the information exchange and opportunity to further network.

Deliverable: Reference Check and Site Visit Guideline

Phase 5 – Negotiate

Key terms, conditions, scope, and pricing terms must be fully resolved before concluding a final agreement. We have found that many clients prefer utilizing outside resources for contract negotiations. The purpose of Phase 5 is to formalize and implement a negotiation strategy to ensure the City obtains a favorable contract and all outstanding issues are resolved. NexLevel brings significant experience in contract negotiations that will help ensure an agreement that fully protects the City while supporting a successful implementation.

The following table provides a detailed discussion of what each task will entail.

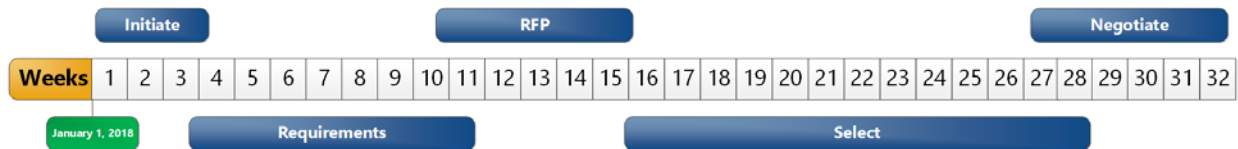
Table 7 – Negotiate Phase Tasks and Deliverables

5.1 Research Prior Vendor Agreements
TASK DESCRIPTION: It is highly likely that the City will select a vendor that has recently implemented their solution with other public agencies. This task focuses on identifying signed agreements with agencies that are of a similar size and complexity as they can provide a valuable source of information to help a City prepare for negotiations. NexLevel will seek out and review available agreements. The review will include evaluating terms and conditions, pricing, payment terms, milestones, and more. The information gathered will be compared to that which was submitted with the RFP with the goal of identifying any gaps or more favorable terms and conditions.
5.2 Conduct Initial Agreement Review
TASK DESCRIPTION: NexLevel will perform a review and provide feedback of the proposed agreement templates. Based on our experience, the City should expect multiple agreements (i.e. software licensing, maintenance and support, professional services, 3 rd party software, etc.). NexLevel will provide the City guidance and assistance on the agreement review to help prepare for subsequent negotiations.
5.3 Facilitate Negotiation Strategy Workshop
TASK DESCRIPTION: NexLevel will facilitate a workshop with key City staff to develop negotiation strategy. The workshop will focus on outstanding issues and questions, as well as areas of high risk that need to be addressed. A well planned negotiation strategy reduces the negotiation timeline, reduces frustration among the parties, ensures the City presents a unified front, and reduces the risk that items will be overlooked. DELIVERABLE: Negotiation Strategy Document
5.4 Conduct Negotiation Meetings
TASK DESCRIPTION: NexLevel will assist the City in preparing for negotiation meetings and will attend to support the City staff. If the City desires, NexLevel is available to facilitate the negotiation meetings. NexLevel will take the lead in recording the minutes from the meetings to capture outstanding items, next steps, and critical dates. DELIVERABLE: Draft and Final Agreement Comments
5.5 Assist in Council Approval
TASK DESCRIPTION: NexLevel will be available to attend or participate in the City's presentation of the vendor agreements to the City Council for approval.

Work Plan

Based on our experience with similar projects, and utilizing the City's specific RFP requirements, we provide the following proposed project schedule. The ability to achieve this schedule will be dependent upon the availability of City staff throughout the project. NexLevel may be able to accelerate the proposed schedule if the City wishes to complete specific aspects of the project in a shorter timeframe.

Figure 4 - Project Timeline



NexLevel is prepared to begin the project once the City has selected and executed an agreement.

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15. Insurance Requirements

NexLevel will obtain a Certificate of Insurance for the City of Merced if selected as the consultant to provide professional services for the City's project. Since NexLevel has provided services to the City of Merced recently, we are confident that our insurance coverages meet the City's requirements.

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16. Business License

NexLevel will obtain a business license with the City of Merced if selected as the consultant to provide professional services for the City's project. Since NexLevel has provided services to the City in the past, we are familiar with obtaining a business license.

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17. Bond

NexLevel will obtain a bond of performance for the City of Merced if selected as the consultant to provide professional services for the City's project, and will include the costs for obtaining the bond on the "Pricing Proposal."

NexLevel believes that the 30% hold back of the final project payment is adequate incentive to complete the project. If the City agrees, we can reduce our price for the cost of the bond.

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18. Interfaces

As part of the proven NexLevel Methodology, NexLevel proposes under Phase 2 – Requirements, Task 2.4 – Document Interfaces and Technical Requirements which will encompass the gathering and documentation of interface and technical requirements information from City staff. In turn, the Context Diagrams and Technical Requirements document will be used in the development of the RFP to be released for vendor response.

NexLevel’s experience in assessing, procuring, and implementing complex municipal applications provides the City assurance that we understand the importance of integration to other key City systems.

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19. Proposal Completeness

NexLevel has put forth a good faith effort to comply with the format specified in the City's RFP to ensure we have a compliant bid.

28.0 Exceptions, Clarifications, Amendments

EXCEPTIONS, CLARIFICATIONS, AMENDMENTS

REQUEST FOR PROPOSAL (RFP) FOR PROFESSIONAL SERVICES FOR SCOPING AND PROCUREMENT OF AN ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM

List requests for proposal clarifications and exceptions below, if any, sign and submit with your proposal response.

Item No.	Reference To:		Description
	Page No.	Paragraph No.	
13.	32	Bond	NexLevel will include the cost to purchase the 10% performance bond in the "Proposal Pricing." Our exception to the Bond requirement is that the City is holding back 30% of the project costs until the project is complete. NexLevel feels the 30% hold back is adequate for vendor incentive to complete the City's project.

Terry Hackelman, Managing Principal

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20. Appendix A – Consultant Resumes



Patrick Griffin, Principal Consultant Engagement and Project Manager

Consulting Expertise

Project Management:

Project Management,
Requirements Definition,
Business Process Analysis,
Project Plan Development

Technology Planning and Assessments:

Strategic Plans, Initiative
Development, Operational
Assessments, Prioritization
Workshop Facilitation, IT
Outsourcing Evaluations,
Feasibility Studies

Other Technical Areas:

RFP Development, Proposal
Writing, Contract Negotiations

Education

Master of Arts, Public Administration

Cal State Long Beach – 1993

Bachelor of Arts, Psychology

Cal State Fullerton - 1980

Professional Experience

Mr. Griffin is a senior level executive with over 31 years' experience in public sector local agency management. During his career in local government, Mr. Griffin was responsible for every aspect of municipal management, including responsibility for annual budgets, public information dissemination, elected official support, and information technology. Mr. Griffin held a variety of positions including Finance Director, City Treasurer, and Assistant City Manager during his municipal career. Mr. Griffin's knowledge and understanding of local government operations brings NexLevel clients a resource that is aware of, and sensitive to, the unique requirements of public agencies.

NexLevel Project Accomplishments

ERP and Land Management System Procurements

Mr. Griffin has led efforts toward major software system procurements for both Enterprise Resource Planning (ERP) and Land Management System (LMS) projects for the following agencies:

- ◆ City of Manhattan Beach
- ◆ City of Indio
- ◆ Cucamonga Valley Water District
- ◆ Carson City, NV
- ◆ City of Poway
- ◆ City of Newport Beach
- ◆ City of Fresno
- ◆ City of La Quinta
- ◆ City of Paso Robles
- ◆ Camrosa Water District
- ◆ Lake Arrowhead Community Services District

Assessments and Strategic Planning Projects

Mr. Griffin has led or participated in technology service delivery assessments and strategic planning projects for numerous public agencies. All of the projects involved a

detailed review of technology operations, identification of customer needs, prioritization of projects, and/or development of a strategic implementation plan.

- ◆ City of Beverly Hills
- ◆ City of Fresno
- ◆ East Valley Water District
- ◆ City of El Segundo
- ◆ City of Glendale
- ◆ Inland Empire Utilities Agency
- ◆ City of La Quinta
- ◆ Las Virgenes Municipal Water District
- ◆ City of Los Angeles
- ◆ City of Manhattan Beach
- ◆ City of Ontario
- ◆ City of Pismo Beach
- ◆ City of Rancho Palos Verdes
- ◆ City of San Bernardino
- ◆ City of Oxnard
- ◆ City of Huntington Beach
- ◆ City of Ventura
- ◆ Irvine Ranch Water District
- ◆ City of Port Angeles, WA

Mr. Griffin has also served in the role of project manager for the following implementation projects:

- ◆ City of La Quinta ERP implementation
- ◆ City of La Quinta Land Management System implementation
- ◆ City of Chino ERP implementation

Additional Qualifications

Mr. Griffin's public sector experience included responsibility for the day to day operations of Finance, Information Technology, and Community Development Departments for a full service city. These responsibilities encompassed the management of staff, development of strategic planning activities, annual budget development for operations and capital budgets, and oversight of these functions for the organization.

Mr. Griffin served on the Fullerton Planning Commission for four years. He remains active in a variety of professional organizations including CSMFO, MISAC, and the League of California Cities.



Rick Keyes, PMP, Subject Matter Expert

Consulting Expertise

Program/Project Management:

Program/Project Management,
Project Prioritization,
Requirements Definition,
Business Process Analysis,
Project
Plan Development and Updates,
IT Governance, Program
Management Office, Staff
Planning and Management,
Talent Development, Vendor /
Contract Management, End-User
Training

Technology Planning and Assessments

Information Technology
Strategic Plans, Initiative
Development,
Operational Assessments,
Policy/Procedure Development,
IT Portfolio Management, Best
Practices

Other Technical Areas

IT Strategies, Technology and
System Development Standards,
IT Policies and Procedures

Education

Master of Science, Business Management

University of Wisconsin –
Milwaukee (1991)

Bachelor of Science, Economics

University of Wisconsin –
Madison (1985)

Professional Experience

Mr. Keyes is an information technology management professional with more than 25 years of experience in State and Local government. He has a proven success working with clients in the completion of Information Technology Strategic Plans and enterprise system procurements, including requirements definition, business process analysis, research of technical options, and successful delivery of innovative solutions to support the goals of the organization. Mr. Keyes is extremely effective at building delivery teams to achieve organizational objectives and implement effective technology solutions.

NexLevel Project Accomplishments

Enterprise Resource Planning (ERP), Land Management (LMS) and Utility Billing (UB) System Procurement, City of Carson City, NV

Currently providing consulting services for the procurement of ERP, LMS and UB replacement systems for the City's SunGard (Superion) Naviline system; the project scope includes RFP development, proposal analysis, vendor demonstrations and vendor selection.

Enterprise Resource Planning (ERP), Land Management (LMS) System Procurement, City of Indio, CA

Currently providing consulting services for the procurement of ERP and LMS replacement systems for the City's SunGard (Superion) Naviline system; the project scope includes RFP development, proposal analysis, vendor demonstrations and vendor selection.

Enterprise Resource Planning (ERP), Utility Billing (UB) System Procurement, Cucamonga Valley Water District, Rancho Cucamonga, CA

Currently providing consulting services related to the procurement of ERP and UB replacement systems for the District's SunGard (Superion) Naviline; the project scope includes completion of a needs assessment, RFP development, proposal analysis, vendor demonstrations and vendor selection.

Land Management System Procurement, City of Newport Beach, CA

Provided consulting services for the procurement of a new Land Management System for the City; the project scope included completion of a needs assessment, RFP development, proposal analysis, vendor demonstrations and vendor selection.

IT Assessment, City of Watsonville, CA

Provided consulting services in support of an Information Technology Assessment for the City.

Interim IT Officer, City of Irvine, CA

Mr. Keyes served as the Interim Information Technology Manager following the resignation of the previous IT Manager. The City's IT team provides support Citywide to department end-user including Administrative Services, Community Development, Community Services, Public Works, Police, City Clerk and City Manager. Accomplishments included engagement of IT with the departments and improvement of customer service, updating of the City's IT Strategy and Plan, engagement with multiple departments on initiation of long-deferred projects, oversight of improvements to both internal network and public facing infrastructure and the hiring of a permanent IT Manager for the City.

IT Assessment, City of Burbank, CA

Provided consulting services for the completion of an Information Technology Assessment for the City.

IT Assessment, City of Fresno, CA

Provided consulting services for the completion of an Information Technology Assessment for the City.

Land Management System Procurement, City of Fresno, CA

Provided consulting services for the procurement of a new Land Management System for the City; the project scope included completion of a needs assessment, RFP development, proposal analysis, vendor demonstrations and vendor selection.

Patient Health Information Portal Project, California Correctional Health Care Services (CCHCS), Sacramento, CA

Project Manager. As a NexLevel consultant, managed a project which culminated in the implementation of a new healthcare portal including links to all CCHCS healthcare applications as well as the first enterprise-wide electronic, interactive medical form. Also assisted in the procurement of a planned Electronic Health Record (EHR) project, another multi-year, multi-million dollar project that resulted in the implementation of a full electronic health record for the California Correctional Health Care system. [July 2012 – September 2013]

Unit Health Record (eUHR) Project, California Correctional Health Care Services (CCHCS), Sacramento, CA

Project Manager. As a NexLevel consultant, responsible for managing a multi-year, multi-million-dollar project to convert the 33 California state prisons from paper health records to scanned images of those records. Managed solution vendor during application development effort and during setup of necessary infrastructure to ensure that specifications were met for both infrastructure and application performance. Managed the project to successful implementation

in a first-in-the-United States “big bang” implementation for this type of project – all sites on the same day. Within the first year, more than 20 million health records had been scanned into the new system. [November 2010 – June 2012]

Prior Project Accomplishments

Pursuit Manager / Operations Manager, CGI, Los Angeles, CA

Led organizational efforts to win new projects and clients by drafting and reviewing proposal documents, developing project management and staffing plans and executing scenario-based financial analysis. Coordinated organization level operations for all projects owned by the LA Metro, including financial reporting, project oversight, staff planning and management, talent development and training. Responsible for ensuring compliance with organizational standards and practices in project execution. [December 2014 – January 2016]

Replacement of Legacy Budget Development System, City of Los Angeles, CA

Project Manager. Managed a project effort that culminated in the replacement of a legacy budget development system with CGI’s Advantage Performance Budgeting application. Replacing the system aligned the City’s budget development process with the Mayor’s outcome-based budgeting initiative. Managed all aspects of project from project and resource planning to team coordination and financial control. [October 2013 – November 2014]

Information Technology Consultant, Keyes Consulting LLC, Boston, MA & Sacramento, CA

Owner/Principal. Performed high-level assessment of the state of IT infrastructure for the New York highway department for newly-appointed Director; screened Chief Information Officer candidate prior to hiring by Department. As program/project manager, managed end-to-end application development efforts for the Massachusetts School Building Authority for both large-scale projects and smaller application enhancements. Worked with Deputy Executive Director and departmental executives to conceptualize applications and identify requirements. Worked with the IT and project teams to design application functionality, develop project schedules and create project deliverables. Lead application integration efforts, provided all project management. [May 2007 – November 2010]

Massachusetts School Building Authority (MSBA), Commonwealth of Massachusetts, Boston, MA

Chief Information Officer. Appointed as first CIO, responsible for all aspects of information technology and IP telephony for a newly-created \$10 billion state authority, including design and implementation of IT architecture, strategies, technology and system development standards, IT policies and procedures. [June 2005 – May 2008]

Commonwealth Information Warehouse (CIW), Information Technology Division, Commonwealth of Massachusetts, Boston, MA

Director. Responsible for managing the business and technical teams and directed their efforts in the development and support of the CIW (the state’s repository for enterprise accounting and human resources data). [November 2000 - June 2005]

House Legislative Committee on Ways and Means, Commonwealth of Massachusetts, Boston, MA

Director of Information Systems. Responsible for all aspects of IT policy and procurement, end-user support and application development. [November 1996 – November 2000]

Commonwealth Information Warehouse (CIW), Information Technology Division and Office of the State Comptroller, Commonwealth of Massachusetts, Boston, MA

System Analyst. Provided training and support to end-users of the CIW; evaluated third-party software applications and assessed their suitability for use by the state's more than 500 end-users; analyzed legacy payroll systems and developed functional specifications for the migration of the source systems into the CIW. [April 1995 – November 1996]



Michael Gomez Subject Matter Expert

Consulting Expertise

Finance

Budget Planning, Implementation, and Administration; Revenue and Expenditure Projection Expertise, Fiscal Impact Analysis, Employee Listing and Costing Budgeting, Lease/Purchase Financing, Budget and General Ledger Adjustments.

Education

Master of Public Administration

California State University – San Bernardino - April 2009

Bachelor of Arts, Economics

Chapman University - January 2002

Associate of Arts

San Bernardino Valley College - June 2000

Professional Associations

California Society of Municipal Financial Officers

Senior Advisor – Professional Standards and Recognition Committee (February 2016 to 2017)

Chair – Professional Standards and Recognition Committee (February 2014 to February 2016)

Vice Chair – Professional Standards and Recognition Committee (2012 to February 2014)

Professional Experience

Mr. Gomez has over 15 years of experience in the finance industry, serving both public sector and utility clients. With this unique background, Mr. Gomez is well qualified to address customer needs by providing deep municipal and utility finance, payroll, and HR functional subject matter expertise coupled with hands-on project implementation experience. Mr. Gomez offers NexLevel clients strong decision support, analytical, technical, facilitation, project management, communications and program management skills, and with these skills has established a successful track record in supporting public agencies.

NexLevel Project Accomplishments

Enterprise Resource Planning (ERP), Silicon Valley Clean Water

Provided consulting services for the procurement of a new ERP for the District's Rocket Software; the project scope included needs assessment, RFP development, proposal analysis, vendor demonstrations and vendor selection.

Enterprise Resources Planning (ERP), Placer County

Provided consulting services for the procurement of a new ERP for the County's Performance Services and Peoplesoft Software; the project scope included needs assessment, RFP development, proposal analysis, vendor demonstrations and vendor selection.

Application Assessment and Recommendation, City of Merced

Provided consulting services to evaluate the HTE applications in use and provide a business case and alternative analysis report.

Enterprise Resource Planning (ERP), City of Manhattan Beach

Currently providing consulting services for the procurement of an ERP (including utility billing) replacement systems for the City's Tyler Eden system. The project scope includes RFP development, proposal analysis, vendor demonstrations and vendor selection.

Enterprise Resource Planning (ERP), City of Half Moon Bay

Currently providing consulting services for the procurement of an ERP (including land management) replacement systems for the City's Harris system. The project scope includes needs assessment, RFP development, proposal analysis, vendor demonstrations and vendor selection.

Enterprise Resource Planning (ERP), City of San Ramon

Currently providing consulting services for the procurement of an ERP (including land management) replacement systems for the City's SunGard Public Sector HTE system. The project scope includes RFP development, proposal analysis, vendor demonstrations and vendor selection.

Enterprise Resource Planning (ERP), Sacramento Metropolitan Fire District

Currently providing consulting services for the procurement of an ERP replacement system for the City's Tyler Incode system. The project scope includes business case, RFP development, proposal analysis, vendor demonstration and vendor selection.

Enterprise Resource Planning (ERP), City of Redwood City

Currently providing consulting services for the procurement of an ERP (including utility billing) replacement system for the City's Rocket Software system. The project scope includes RFP development, proposal analysis, vendor demonstration and vendor selection.

Enterprise Resource Planning (ERP), City of Burlingame

Currently providing consulting services for the procurement of an ERP (including utility billing) replacement system for the City's Rocket Software system. The project scope includes RFP development, proposal analysis, vendor demonstration and vendor selection.

Project Accomplishments**Financial Resources Manager, City of Riverside, Riverside, CA**

Responsible for planning, implementing and administering the City's budget. This includes oversight and assistance with revenue and expenditure projections, review of fiscal impact of Council reports, and coordination of special studies, such as the user fee study and cost allocation plan. Responsibilities also include overseeing debt and special district compliance, overseeing business tax, and assisting all City Departments with their financial services questions, as well as developing memos, agenda items, staff reports and resolutions.

Director of Finance/Treasurer, Moulton Niguel Water District, Laguna Niguel, CA

After starting as a Senior Financial Analyst, became Director of Finance within 18 months. Responsible for planning, implementing and administering the District's budget, which included developing revenue and expenditure projections, developing employee listing and costing, and coordinating and updating the District's 10-year cash flow model. **During his time at the District, he was the lead project manager and sponsor for implementation of new Enterprise Resource Planning (ERP) software (i.e. Finance, Payroll, Human Resources, and Utility Billing).** Responsible for preparing and presenting staff reports, memos and presentations to the Finance Committee and Board of Directors. Served as District labor negotiations committee member, as well as assisting with Water Rate Analysis, and overseeing

the District's cash investments. Finally, assisted with GFOA CAFR Award submittal, and reviewed and recommended financial actions, such as bond refunding and SRF loan participation.

Financial Analyst, City of San Bernardino, San Bernardino, CA

Responsible for assisting with planning, implementation and administration of City's budget. Coordinated the implementation of the City's Program Budget, developed expenditure projections, and coordinated completion of various financial studies with consultants. Developed budgeted employee listing and costing, procured lease/purchase financing for capital equipment, and prepared and processed budget and general ledger adjustments. He also provided assistance with and reviewed the following: department budget submissions, department mid-year expenditure projections, and encumbrance carryover and continuing appropriation process. Also, responsible for assist the Purchasing division with completing bids, bid openings and purchase orders. Assisted all City Departments with their financial services questions, as well as developing memos, agenda items, staff reports and resolutions.

Administrative Analyst II, City of San Bernardino, San Bernardino, CA

Responsible for developed department expenditure and revenue budgets consisting of an internal service fund, enterprise fund and general fund. Assisted Street Maintenance division to implement and complete CIP projects. Evaluated staff, selected staff for hire, trained staff and disciplined staff, as well as overseeing department payroll process. Served as the departments contact for administrative questions from other departments. Assisted in development of collection policies and procedures for Integrated Waste Management Division. Assisted in the implementation of Regional Water Quality Control Board's Waste Discharge Rules. Developed memos, agenda items, staff reports and resolutions. Drafted and assisted in request for proposal, contracts and agreements.

Management Analyst, Public Works Department – Water Services Division, City of Tustin, Tustin, CA

Responsible for developing department expenditure budgets, in addition to purchasing equipment, vehicles and supplies for Water Services Division through either a formal bid process, an informal bid process, or a state contract. Responded to state, county, local government and other regulatory/governing agencies request for information. Assisted management team and other city departments as requested, as well as oversight and update of the Vehicle Replacement Fund. Completed various monthly reports for governing agencies, as well as developing memos, agenda items, staff reports and resolutions. Provided management with water production projections and cost analysis, assisted with various meeting presentations including neighborhood and facility dedications. Provided public outreach, including presenting at the Orange County Water District's Blue Planet Foundation Children's Drinking Water Festival.