CITY OF YUBA CITY
STAFF REPORT

Date:	October 18, 2022
To:	Honorable Mayor & Members of the City Council;
From:	Finance/IT Department
Presentation By:	Brian Hansen, IT Manager

Summary

Subject: Enterprise Resource Planning (ERP) Procurement & Implementation Support

Recommendation: Adopt a Resolution awarding a Professional Services Agreement to SDI Presence LLC of Los Angeles, CA for development of a Request for Proposals (RFP) for the procurement and implementation of an Enterprise Resource Planning (ERP) and Human Resource/Payroll software platform in the amount of $83,990 plus $10,000 contingency for procurement services and an option for implementation support not to exceed $384,800, with the finding that it is in the best interest of the City

Fiscal Impact: $93,990 - Account No. 941292-65501 (Citywide IT System Modernization CIP) with optional $384,800 - Account No. 941292-65501 (Citywide IT System Modernization CIP) for implementation

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Purpose:

To develop a Request for Proposals (RFP) for the purchase and installation of an Enterprise Resource Planning (ERP) system to include financials as well as Human Resources/Payroll functions.

Council's Strategic Goal:

This item addresses City Council's Strategic Goal of fiscal responsibility by modernizing software and operations allowing staff to be more productive and gaining greater insight into our data in order to make better decisions on long-term planning as well as day to day operations.

Background:

In 1997, the City purchased the Automated Information System from Pentamation Software, Inc. for financials, human resources, payroll, community development and utility billing. Over the last 25 years, the system has had several major updates but the functionality and usability has largely remained the same. In 2015, the City Council identified a need to modernize our systems for more efficiency for staff with a friendly user interface for the public. The first product of this modernization was Accela. Accela is used for Business Licences, Permitting and Code Enforcement. These functions were previously handled by the Pentamation system but this system no longer provided what staff and the City Council required.

This transition started staff down the path of looking at our systems and processes to determine where we could improve and gain efficiency, as well as provide a more modern interface that is easier for new employees to learn and use. Staff determined the biggest need for modernization was Human Resources/Payroll followed by Financials. These are core functions within the City and the current system is no longer able to keep up with regulatory changes or the needs of staff. The City Council identified system modernization as a priority during the Goal Setting Workshops and subsequently approved $1.5 million in ARPA money to be placed in a CIP in order to fund these modernization projects.

Analysis:

City staff reached out to government user groups and trade associations and found the most popular and competent specialist for Enterprise Resource Planning (ERP) procurement and implementation support was SDI Presence LLC (SDI) out of Los Angeles, CA. Staff reached out to several references of SDI and found they had a very high satisfaction with the services provided by SDI and that SDI was key to their project success.

Since 1999, SDI's West Coast Division has worked with more than 200 public sector agencies to plan, procure, implement, and operate technology. More specifically to the City's needs, SDI has worked with more than 50 similar-sized public agencies to help them assess, procure, select, and implement their ERP systems. SDI will provide highly qualified consulting resources that will assess the City's business and operational needs and the current and future technology environment to develop a comprehensive Request for Proposal, and then will help guide the City through the proposal evaluation and vendor selection process, after which they will provide contract negotiation support and advisement to ensure the City receives maximum value from the selected vendor. The SDI consulting team consists of highly qualified and experienced professionals with the proven ability to complete projects on time and within budget. SDI resources all have relevant and recent experience with similar projects for California municipalities and include public sector ERP specialists with significant depth and expertise to address all aspects of this important project. We believe the combination of resources and knowledge of local government operations will enable SDI to provide the comprehensive services required to achieve project success.

The total expected cost for development of the RFP, purchase of ERP software and implementation is $1.5M. The timeline for this RFP, purchase of software and implementation is expected to be 3 years. The development of the RFP and purchase of software is expected to take 30 weeks with a 2 year implementation.

Fiscal Impact:

Should the Council decide to award a professional services agreement to SDI Presence LLC , the cost for the RFP services is $83,990 plus $10,000 contingency. Should the City decide to use SDI Presence LLC for implementation support, there would be an additional cost in the amount not to exceed $384,800. As part of the budget adoption, the Council has allocated $1.5M to the Citywide IT System Modernization CIP account for the budget year 2022/2023.

Alternatives:

1. Direct staff to handle procurement and installation internally
2. Do not purchase ERP software

Recommendation:

Adopt a Resolution awarding a Professional Services Agreement to SDI Presence LLC of Los Angeles, CA for development of a Request for Proposals (RFP) for the procurement and implementation of an Enterprise Resource Planning (ERP) and Human Resource/Payroll software platform in the amount of $83,990 plus $10,000 contingency for procurement services and an option for implementation support not to exceed $384,800, with the finding that it is in the best interest of the City

Attachments:

1. Enterprise Resource Planning (ERP) Procurement & Implementation Support - Resolution
2. Professional Services Agreement - SDI
3. Enterprise Resource Planning (ERP) Procurement & Implementation Support - Proposal

Prepared By: Submitted By:
Brian Hansen   Diana Langley
Information Technology Manager   City Manager

ATTACHMENT 1

RESOLUTION NO. _____

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF YUBA CITY
AWARDING A PROFESSIONAL SERVICES AGREEMENT SDI PRESENCE LLC OF LOS
ANGELES, CA FOR DEVELOPMENT OF A REQUEST FOR PROPOSALS (RFP) FOR THE
PROCUREMENT AND IMPLEMENTATION OF AN ENTERPRISE RESOURCE PLANNING
(ERP) AND HUMAN RESOURCE/PAYROLL SOFTWARE PLATFORM IN THE AMOUNT OF
$83,990 PLUS $10,000 CONTINGENCY FOR PROCUREMENT SERVICES AND AN OPTION
FOR IMPLEMENTATION SUPPORT NOT TO EXCEED $384,800**

WHEREAS, the City of Yuba City desires to develop a Request for Proposals (RFP) for the purchase and installation of an Enterprise Resource Planning (ERP) system to include financials as well as Human Resources/Payroll functions; and

WHEREAS, the existing system is over twenty years old and no longer meets the needs of the City; and

WHEREAS, SDI Presence LLC has provided a proposal to develop a Request for Proposals (RFP) for the purchase and installation of an Enterprise Resource Planning (ERP) system; and

WHEREAS, the City desires to award a Professional Services Agreement to SDI Presence LLC of Los Angeles, CA in the amount of $83,990 for development of a Request for Proposals (RFP) for the purchase and installation of an Enterprise Resource Planning (ERP) system.

NOW, THEREFORE, be it resolved by the City Council of Yuba City as follows:

1. The City Council finds that an award to SDI Presence LLC is appropriate on grounds including its demonstrated competences, professional qualifications for the services required, availability, and fair and reasonable costs. As such, the City Council finds that it is in the best interest of the City make a selection of SDI Presence LLC as the City's consultant consistent with section 10-5 of the City's Purchasing Policies and Procedures.

2. The City Council hereby awards, in the amount of $83,990, to SDI Presence LLC of Los Angeles, CA for development of a Request for Proposals (RFP) for the purchase and installation of an Enterprise Resource Planning (ERP) system, and finds that the award is in the best interest of the City. The City Council further authorizes the City Manager, or designee, to enter into an agreement with SDI Presence LLC for development of a Request for Proposals (RFP) for the purchase and installation of an Enterprise Resource Planning (ERP) system consistent with the terms of this Resolution and the material terms of the proposal attached hereto, and subject to approval of the agreement as to legal form by the City Attorney. A $10,000 contingency is hereby also authorized for the agreement, only to be accessed upon written authorization by the City. The City Council further authorizes the City Manager, or designee, to enter into an agreement with SDI Presence LLC for the option of implementation support not to exceed $384,800, only to be accessed upon written authorization by the City.

3. This Resolution shall become effective immediately.

The foregoing resolution was duly and regularly introduced, passed, and adopted by the City Council of the City of Yuba City at a regular meeting thereof held on the 18th day of October, 2022.

AYES:

NOES:

ABSENT:

_____
Dave Shaw, Mayor

ATTEST:

_____
Ciara Wakefield, Deputy City Clerk

APPROVED AS TO FORM
COUNSEL FOR YUBA CITY:

_____
Shannon Chaffin, City Attorney
Aleshire & Wynder, LLP

Exhibit(s):

A.   Proposal from SDI Presence LLC

AGREEMENT FOR PROFESSIONAL SERVICES

This Agreement is made and entered into as of October 18, 2022, by and between the City of Yuba City, a municipal corporation ("City") and SDI Presence LLC ("Consultant").

RECITALS

A. Consultant is specially trained, experienced and competent to perform the special services which will be required by this Agreement; and

B. Consultant possesses the skill, experience, ability, background, certification and knowledge to provide the services described in this Agreement on the terms and conditions described herein; and

C. City desires to retain Consultant to render professional services as set forth in this Agreement.

AGREEMENT

1. <u>Scope of Services</u>. The Consultant shall furnish the following services in a professional manner.

See Attached Scope of Services
(Exhibit A)

2. <u>Time of Performance</u>. The services of Consultant are to commence upon execution of this Agreement and shall continue until all authorized work is completed and approved by the City. Finalization shall be completed at the direction of the City of Yuba City.

3. <u>Compensation</u>. Compensation to be paid to Consultant shall be in accordance with the Schedule of Charges set forth in Exhibit A, which is attached hereto and incorporated herein by reference. In no event shall Consultant's compensation exceed $83,990 without additional written authorization from the City. Payment by City under this Agreement shall not be deemed a waiver of defects, even if such defects were known to the City at the time of payment.

4. <u>Method of Payment</u>. Consultant shall submit monthly billings to City describing the work performed during the preceding month. Consultant's invoices shall include a brief description of the services performed, the date the services were performed, the number of hours spent and by whom, and a description of any reimbursable expenses. City shall pay Consultant not later than 30 days after approval of the monthly invoice by City staff. When payments made by the City equal 90% of the maximum fee provided for in this Agreement, no further

payments shall be made until the final work under this Agreement has been accepted by City.

5. <u>Extra Work</u>. At any time during the term of this Agreement, City may request that Consultant perform Extra Work. As used herein, "Extra Work" means any work which is determined by City to be necessary for the proper completion of the Project, but which the parties did not reasonably anticipate would be necessary at the execution of this Agreement. Consultant shall not perform, nor be compensated for, Extra Work without written authorization from City.

6. <u>Termination</u>. This Agreement may be terminated by the City immediately for cause or by either party without cause upon fifteen days written notice of termination. Upon termination, Consultant shall be entitled to compensation for services performed up to the effective date of termination. Such compensation is subject to the conditions of Section 4 of this agreement.

7. <u>Ownership of Documents</u>. All plans, studies, documents and other writings prepared by and for Consultant, its officers, employees, agents and subcontractors in the course of implementing this Agreement, except working notes and internal documents, shall become the property of the City upon payment to Consultant for such work, and the City shall have the sole right to use such materials in its discretion without further compensation to Consultant or to any other party. Consultant shall, at Consultant's expense, provide such reports, plans, studies, documents and other writings to City upon request.

* <u>Licensing of Intellectual Property</u>. This Agreement creates a nonexclusive and perpetual license for City to copy, use, modify, reuse, or sublicense any and all copyrights, designs, and other intellectual property embodied in plans, specifications, studies, drawings, estimates, and other documents or works of authorship fixed in any tangible medium of expression, including but limited to, physical drawings or data magnetically or otherwise recorded on computer diskettes, which are prepared or caused to be prepared by Consultant under this Agreement ("Documents & Data"). Consultant shall require all subcontractors to agree in writing that City is granted a non-exclusive and perpetual license for any Documents & Data the subcontractor prepares under this Agreement. Consultant represents and warrants that Consultant has the legal right to license any and all Documents & Data. Consultant makes no such representation and warranty in regards to Documents & Data which were prepared by design professionals other than Consultant or provided to Consultant by the City. City shall not be limited in any way in its use of the Documents & Data at any time, provided that any such use not within the purposes intended by this Agreement shall be at City's sole risk.

<u>Confidentiality</u>. All ideas, memoranda, specifications, plans, procedures, drawings, descriptions, computer program data, input record data, written information, and other Documents & Data either created by or provided to Consultant in connection with the performance of this Agreement shall be held confidential by Consultant. Such materials shall not, without the prior written

consent of City, be used by Consultant for any purposes other than the performance of the services under this Agreement. Nor shall such materials be disclosed to any person or entity not connected with the performance of the services under this Agreement. Nothing furnished to Consultant, which is otherwise known to Consultant or is generally known, or has become known, to the related industry shall be deemed confidential. Consultant shall not use City's name or insignia, photographs relating to project for which Consultant's services are rendered, or any publicity pertaining to the Consultant's services under this Agreement in any magazine, trade paper, newspaper, television or radio production or other similar medium without the prior written consent of City.

8. <u>Consultant's Books and Records</u>:

   a. Consultant shall maintain any and all ledgers, books of accounts, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services, or expenditures and disbursements charged to City for a minimum period of three (3) years, or for any longer period required by law, from the date of final payment to Consultant to this Agreement.

   b. Consultant shall maintain all documents and records which demonstrated performance under this Agreement for a minimum period of three (3) years, or for any longer period required by law, from the date of termination or completion of this Agreement.

   c. Any records or documents required to be maintained pursuant to this Agreement shall be made available for inspection or audit, at any time during regular business hours, upon written request by the City Administrator, City Attorney, City Auditor or a designated representative of these officers. Copies of such documents shall be provided to the City for inspection at City Hall when it is practical to do so. Otherwise, unless an alternative is mutually agreed upon, the records shall be available at Consultant's address indicated for receipt of notices in this Agreement.

   d. Where City has reason to believe that such records or documents may be lost or discarded due to dissolution, disbandment or termination of Consultant's business, City may, by written request by any of the above named officers, require that custody of the records be given to the City and that the records and documents be maintained in City Hall. Access to such records and documents shall be granted to any party authorized by Consultant, Consultant's representatives, or Consultant's successor-in-interest.

9. <u>Independent Contractor</u>. It is understood that Consultant, in the performance of the work and services agreed to be performed, shall act as and be an independent contractor and shall not act as an agent or employee of the City. Consultant shall obtain no rights to retirement benefits or other benefits which

accrue to City's employees, and Consultant hereby expressly waives any claim it may have to any such rights.

Consultant is not a designated employee within the meaning of the Political Reform Act because Consultant:

  a. Will conduct research and arrive at conclusions with respect to his/her rendition of information, advice, recommendation or counsel independent of the control and direction of the City or of any City official, other than normal agreement monitoring; and

  b. Possesses no authority with respect to any City decision beyond rendition of information, advice, recommendation or counsel. (FPPC Reg. 18700(B)(2).)

10. <u>Interest of Consultant</u>. Consultant (including principals, associates and professional employees) covenants and represents that it does not now have any investment or interest in real property and shall not acquire any interest, direct or indirect, in the area covered by this Agreement or any other source of income, interest in real property or investment which would be affected in any manner or degree by the performance of Consultant's services hereunder. Consultant further covenants and represents that in the performance of its duties hereunder no person having any such interest shall perform any services under this Agreement.

11. <u>Professional Ability of Consultant</u>. City has relied upon the professional training and ability of Consultant to perform the services hereunder as a material inducement to enter into this Agreement. Consultant shall therefore provide properly skilled professional and technical personnel to perform all services under this Agreement. All work performed by Consultant under this Agreement shall be in accordance with applicable legal requirements and shall meet the standard of quality ordinarily to be expected of competent professionals in Consultant's field of expertise.

13. <u>Compliance with Laws</u>. Consultant shall use the standard of care in its profession to comply with all applicable federal, state and local laws, codes, ordinances and regulations.

14. <u>Licenses</u>. Consultant represents and warrants to City that it has all licenses, permits, qualifications, insurance and approvals of whatsoever nature, which are legally required of Consultant to practice its profession. Consultant represents and warrants to City that Consultant shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement, any licenses, permits, insurance and approvals which are legally required of Consultant to practice its profession. Consultant shall maintain a City of Yuba City business license.

14. <u>Indemnity</u>. Consultant agrees to defend, indemnify and hold harmless the City, its officers, officials, agents, employees and volunteers from and against any and all claims, demands, actions, losses, damages, injuries, and liability, direct or indirect (including any and all costs, including attorney fees and expenses in connection therein), arising out of the performance of this Agreement in whole or in part by any negligent act or omission of the Consultant, or anyone directly or indirectly employed by the Consultant or anyone for whose acts the Consultant may be liable, or its failure to comply with any of its obligations contained in this Agreement, except for any such claim arising out of the sole negligence or willful misconduct of the City, its officers, agents, employees or volunteers.

15. <u>Insurance Requirements</u>. Consultant, at Consultant's own cost and expense, shall procure and maintain, for the duration of the contract, necessary insurance policies as described in Exhibit B.

16. <u>Notices</u>. Any notice required to be given under this Agreement shall be in writing and either served personally or sent prepaid, first class mail. Any such notice shall be addressed to the other party at the address set forth below. Notice shall be deemed communicated within 48 hours from the time of mailing if mailed as provided in this section.

> If to City   Diana Langley
> City Manager
> City of Yuba City
> 1201 Civic Center Blvd
> Yuba City, CA 95993
> (530) 822-4602
>
> If to Consultant: David Gupta
> Chief Executive Officer
> SDI Presence LLC
> 200 E. Randolph Street, Suite 3550
> Chicago, IL 60601
> (312) 580-7500

17. <u>Entire Agreement</u>. This Agreement constitutes the complete and exclusive statement of Agreement between the City and Consultant. All prior written and oral communications, including correspondence, drafts, memoranda, and representations, are superseded in total by this Agreement.

18. <u>Amendments</u>. This Agreement may be modified or amended only by a written document executed by both Consultant and City and approved as to form by the City Attorney.

19. <u>Assignment and Subcontracting</u>. The parties recognize that a substantial inducement to City for entering into this Agreement is the professional reputation, experience and competence of Consultant. Assignments of any or all rights, duties or obligations of the Consultant under this Agreement will be permitted only with the express consent of the City. Consultant shall not subcontract any portion of the work to be performed under the Agreement without the written authorization of the City. If City consents to such subcontract, Consultant shall be fully responsible to City for all acts or omissions of the subcontractor. Nothing in this Agreement shall create any contractual relationship between City and subcontractor nor shall it create any obligation on the part of the City to pay or to see to the payment of any monies due to any such subcontractor other than as otherwise is required by law.

20. <u>Waiver</u>. Waiver of a breach or default under this Agreement shall not constitute a continuing waiver of a subsequent breach of the same or any other provision under this Agreement.

21. <u>Severability</u>. If any term or portion of this Agreement is held to be invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions of this Agreement shall continue in full force and effect.

22. <u>Controlling Law Venue</u>. This Agreement and all matters relating to it shall be governed by the laws of the State of California and any action brought relating to this Agreement shall be held exclusively in a state court in the County of Sutter.

23. <u>Litigation Expenses and Attorneys' Fees</u>. If either party to this Agreement commences any legal action against the other party arising out of this Agreement, the prevailing party shall be entitled to recover its reasonable litigation expenses, including court costs, expert witness fees, discovery expenses, and attorneys' fees.

24. <u>Mediation</u>. The parties agree to make a good faith attempt to resolve any disputes arising out of this Agreement through mediation prior to commencing litigation. The parties shall mutually agree upon the mediator and shall divide the costs of mediation equally. If the parties are unable to agree upon a mediator, the dispute shall be submitted to JAMS/ENDISPUTE ("JAMS") or its successor in interest. JAMS shall provide the parties with the names of five qualified mediators. Each party shall have the option to strike two of the five mediators selected by JAMS and thereafter the mediator remaining shall hear the dispute. If the dispute remains unresolved after mediation, either party may commence litigation.

25. <u>Execution</u>. This Agreement may be executed in several counterparts, each of which shall constitute one and the same instrument and shall become binding upon the parties when at least one copy hereof shall have been signed by both

parties hereto. In approving this Agreement, it shall not be necessary to produce or account for more than one such counterpart.

26. Authority to Enter Agreement. Consultant has all requisite power and authority to conduct its business and to execute, deliver, and perform the Agreement. Each party warrants that the individuals who have signed this Agreement have the legal power, right, and authority to make this Agreement and to bind each respective party.

27. Prohibited Interest. Consultant maintains and warrants that it has not employed nor retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement. Further, Consultant warrants that it has not paid nor has it agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, City shall have the right to rescind this Agreement without liability. For the term of this Agreement, no member, officer or employee of City, during the term of his or her service with City, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising there from.

28. Equal Opportunity Employment. Consultant represents that it is an equal opportunity employer and it shall not discriminate against any subcontractor, employee or applicant for employment because of race, religion, color, national origin, handicap, ancestry, sex or age. Such non- discrimination shall include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination. Consultant shall also comply with all relevant provisions of City's Affirmative Action Plan or other related programs or guidelines currently in effect or hereinafter enacted.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the date first written above.

CITY OF YUBA CITY: **CONSULTANT:**

Sharee L Wolff

By:_____   By Sharee L Wolff (Oct 10, 2022 11:35 CDT)
_____

Oct 10, 2022

    Diana Langley   **Sharee Wolff**
    City Manager   **Chief Financial Officer**

Attachments: Exhibit A – Scope of Services
                    Exhibit B - Insurance Requirements
                    Exhibit C - Workers' Compensation Exemption

A proposal to the

City of Yuba City

Enterprise Resource Planning (ERP) Procurement & Implementation Support

September 27, 2022

Respectfully submitted by

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September 27, 2022

Mr. Brian Hansen, IT Manager
City of Yuba City
1201 Civic Center Blvd.
Yuba City, CA 95993

RE: Proposal for Enterprise Resource Planning (ERP) Procurement & Implementation Support

Dear Mr. Hansen:

SDI Presence LLC (SDI) respectfully submits this proposal to the City of Yuba City (City) for professional services to assist with the procurement of a replacement ERP solution. Based on our past discussions, we understand that you are interested in a proposal for procurement and implementation for the replacement of the City's SunGard Pentamation ERP system, including core Financials and HR/Payroll modules.

In the ***Project Approach and Methodology*** section of our proposal, we provide a detailed discussion of our approach, activities, deliverables, and timeline. SDI will provide highly qualified consulting resources that will assess the City's business and operational needs and the current and future technology environment to develop a comprehensive Request for Proposal, and then will help guide the City through the proposal evaluation and vendor selection process, after which we will provide contract negotiation support and advisement to ensure the City receives maximum value from the selected vendor.

Since 1999, SDI's West Coast Division (formerly ***NexLevel Information Technology***) has worked with more than 200 public sector agencies to plan, procure, implement, and operate technology. More specifically to the City's needs, SDI has worked with more than 50 similar-sized public agencies to help them assess, procure, select, and implement their ERP systems. As an example, SDI is currently providing, or recently completed, ERP projects at the following municipalities:

- City of Gilroy
- City of Fresno
- City of San Ramon
- City of Redwood City
- City of Fremont
- City of Redlands
- City of Half Moon Bay

- City of Rohnert Park
- City of Merced
- City of Sunnyvale
- City of Ontario
- City of Carson
- City of Manhattan Beach
- City of Glendale

- City of Alameda
- City of Vacaville
- City of Burlingame
- City of Walnut Creek
- City of Davis
- City of Dublin
- City of Chino Hills

The SDI consulting team consists of highly qualified and experienced professionals with the proven ability to complete projects on time and within budget. Our resources all have relevant and recent experience with similar projects for California municipalities and include public sector ERP specialists with significant depth and expertise to address all aspects of this important project. We believe the combination of resources and knowledge of local government operations will enable SDI to provide the comprehensive services required to achieve project success.

One of the critical factors setting us apart from our competitors is the fact that the services we will be providing to the City are the ***core focus of our business.*** New system procurement and implementation projects are our primary offerings. We are confident that when you review our proposal you will agree that SDI brings the experience, expertise, resources, and tools to assist the City on this important project. If you have any questions or require additional information, please feel free to email me at pgriffin@sdipresence.com or call me at 714-975-4150.

Sincerely,

Patrick Griffin, Vice President
SDI Presence LLC

Company Experience and Technical Competence

SDI focuses on helping public sector clients assess, plan, implement, and manage complex business technology. Our full range of services are shown in Figure 1 below.
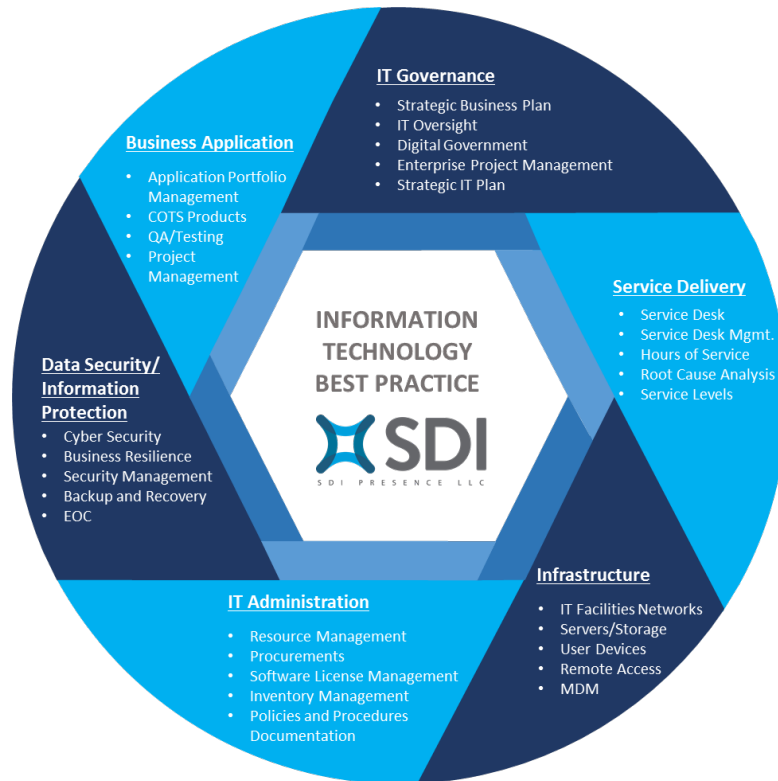
Figure 1: Full Range of Services

Since 1999, SDI's West Coast Division (formerly NexLevel) has worked with more than 200 state and local government agencies across eight states to complete Request for Proposal (RFP) development and Procurement Management efforts, IT Assessments, IT Strategic Plans, GIS Master Plans, Network Assessments, IT Service-Level Assessments, Policy/Procedure Documentation, Project Management Organization implementations, and Feasibility Studies. In addition to our California local government experience identified above, SDI also has significant planning, project management, and procurement experience working with the State of California for agencies such as California Highway Patrol, Department of Justice, Department of Motor Vehicles, Department of Corrections and Rehabilitation, Department of Child Support Services, and more.

SDI brings leadership, executive presence, and diverse perspective to our clients' most complex projects. SDI consultants bring previous experience gained from running large IT operations and multimillion-dollar IT projects, having held prior positions with Tier One consultancies. Our consultants include former CIOs, CFOs, Utility General Managers, Finance Directors, Community Development Directors, and Assistant City Managers. The SDI team builds on these gained insights when working with our clients, taking the time to understand a client's situation and needs, developing robust plans to address those needs within the situational boundaries, and delivering solutions that are on specification, on time, and within budget.

In the remainder of this section of our proposal we provide the City information about our experience and technical competence.

Description of Experience and Skills

SDI has extensive experience working with California local government agencies performing the services the City is seeking. To date, we have worked with over 50 public agencies (e.g. municipalities, counties, fire districts, and utility districts) on ERP projects. The following table identifies our ERP clients, past and present.

- City of Alameda
- Camrose Water District
- City of Chino
- Coachella Valley Water District
- City of Davis
- City of Fremont
- City of Glendale
- City of La Quinta
- City of Manhattan Beach
- Moulton Niguel Water District
- Placer County
- City of Redlands
- City of Rohnert Park
- San Joaquin COG
- Silicon Valley Clean Water
- City of Suisun City
- City of Walnut Creek

- City of Benicia
- City of Carson
- City of Chino Hills
- Consumnes CSD
- Douglas County (NV)
- City of Fresno
- City of Half Moon Bay
- Lakeside Fire Protection District
- City of Merced
- City of Ontario
- City of Pleasant Hill
- City of Redwood City
- Sacramento Metro. Fire District
- City of San Ramon
- Sonoma County
- City of Sunnyvale

- City of Burlingame
- City of Carson City (NV)
- Chino Valley Ind. Fire District
- Cucamonga Valley Water District
- City of Dublin
- City of Gilroy
- City of Indio
- Las Virgenes Water District
- City of Millbrae
- City of Paso Robles
- City of Poway
- Riverside County Trans. Comm.
- San Benito County
- Santa Clara Valley Water District
- South Tahoe PUD
- City of Vacaville

SDI's recent experience includes working with agencies that have chosen to procure SaaS (Cloud) ERP solutions. This experience allows us to bring our clients current and relevant knowledge about these solutions offerings, including critical terms and conditions that should be considered in the negotiated agreements.

It is important to note that SDI has, and will continue to be, ***100% independent from any ERP solution provider***. We pride ourselves on this independence and recognize that it is a critical attribute during the software vendor procurement process.

While we remain independent from any ERP solution provider, we are knowledgeable and current on enterprise software vendors and products in the marketplace. Our consultant team has participated in selection processes that have included Cogsdale, Harris, Tyler Incode, Superion, Accela, Tyler Munis, Oracle, Workday, SAP, Tyler New World, CGI, Agresso, Microsoft Dynamics, Caselle, Infor, PeopleSoft, JD Edwards, and others.

SDI is recognized throughout the State of California for our services supporting public sector agency ERP requirements, procurements, and implementations. This is evident not only by the number of successful projects and client references, but also because we are commonly asked by organizations such as California Society of Municipal Financial Officers (CSMFO) and Municipal Information Systems Association of California (MISAC) to present at their annual conferences and regional chapter groups. As an example, at the 2017 and 2018 CSMFO annual conferences, SDI co-presented a day long pre-conference session dedicated to ERP procurement and implementation. For the 2019 CSMFO conference, SDI co-presented with one of our municipal clients on ERP procurement and implementation. We also presented on the topic of IT sustainability and governance. We were recently asked to lead a CSMFO Webinar to educate finance professionals on Cloud Computing so that they are prepared for the new wave of Software-as-a-Service (SaaS) solutions. In total, the SDI team has presented more than a dozen times to CSMFO and MISAC, with many of the presentations focused on ERP systems. The fact that we are continually invited to present at these important organization's events speaks to our expertise and experience.

Provided in Table 1 on the following page is a comprehensive listing of our past and present clients.

Table 1 – SDI West Coast Client List

	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	✓						✓	✓
Belmont, CA	✓							
Beverly Hills, CA	✓	✓						✓
Branson, MO	✓	✓						✓
Burbank, CA	✓	✓						
Burlingame, CA				✓			✓	
Carson, CA				✓				
Carson City, NV	✓	✓					✓	✓
Chino Hills, CA				✓			✓	
Concord, CA				✓				✓
Coronado, CA			✓	✓			✓	✓
Costa Mesa, CA								✓
Cupertino, CA	✓	✓						
Davis, CA							✓	✓
El Segundo, CA	✓	✓						
Fairfield, CA	✓	✓	✓		✓	✓	✓	✓
Fremont, CA				✓			✓	✓
Fresno, CA	✓	✓					✓	✓
Galt, CA	✓	✓	✓	✓	✓	✓	✓	✓
Gilroy, CA	✓	✓		✓			✓	✓
Glendale, CA	✓	✓		✓			✓	✓
Half Moon Bay, CA				✓			✓	
Huntington Beach, CA	✓	✓			✓			✓
Indio, CA							✓	
Industry, CA				✓				
Irvine, CA		✓		✓	✓	✓		✓
La Quinta, CA				✓			✓	✓
Laguna Beach, CA	✓	✓						
Long Beach, CA				✓			✓	✓
Los Angeles, CA				✓				✓
Los Banos, CA	✓	✓						
Manhattan Beach, CA	✓	✓			✓		✓	✓
Merced, CA			✓				✓	✓
Millbrae, CA							✓	
Napa, CA	✓	✓			✓			✓
Newport Beach, CA					✓		✓	✓
Novato, CA	✓	✓			✓			✓
Ontario, CA		✓		✓			✓	
Orange, CA	✓	✓			✓		✓	✓
Oxnard, CA	✓	✓						
Pasadena, CA							✓	✓

	IT Strategic Plans	IT Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
Paso Robles, CA				✓			✓	✓
Petaluma, CA							✓	
Pismo Beach, CA	✓	✓					✓	
Pleasant Hill, CA							✓	
Rancho Cordova, CA	✓	✓						✓
Rancho Palos Verdes, CA	✓	✓					✓	✓
Redlands, CA							✓	
Redwood City, CA	✓	✓		✓			✓	
Rohnert Park, CA	✓			✓			✓	✓
San Luis Obispo, CA	✓	✓					✓	✓
San Rafael, CA	✓	✓		✓	✓		✓	✓
San Ramon, CA				✓			✓	
Santa Clara, CA	✓	✓	✓	✓	✓		✓	✓
Santa Cruz, CA	✓	✓	✓		✓			✓
Stockton, CA	✓	✓		✓	✓			✓
Suisun City, CA				✓			✓	
Sunnyvale, CA							✓	
Vacaville, CA							✓	
Ventura, CA	✓	✓			✓			✓
Visalia, CA	✓	✓			✓			
Walnut Creek, CA	✓	✓			✓			✓
Watsonville, CA	✓	✓		✓				✓
Counties								
Douglas County, Nevada		✓						✓
El Paso County, Texas	✓	✓						
Lane County, Oregon	✓	✓						
Placer County, CA							✓	✓
Riverside County, CA								✓
San Benito County, CA				✓				✓
San Diego County, CA				✓				✓
Santa Clara County, CA				✓				✓
Sonoma County, CA				✓				✓
Special Districts								
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	✓	✓						
Lake Arrowhead Community Services							✓	
Las Virgenes Municipal Water District	✓	✓				✓	✓	
Monterey Regional Water P.C.A.	✓	✓						
Moulton Niguel Water District	✓	✓	✓	✓	✓		✓	✓
North Tahoe Public Utilities District	✓	✓						

	IT Strategic Plans	IT Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
Port of Los Angeles	✓	✓						
Rancho California Water District	✓	✓			✓			✓
Riverside Co. Trans. Commission				✓				
Sacramento Area Sewer District								✓
Sacramento Metropolitan Fire District		✓					✓	
Sacramento Municipal Utility District								✓
San Joaquin Council of Governments							✓	
San Bernardino County Fire								✓
Santa Clara County Fire Department		✓						✓
Santa Clara County Housing Authority	✓	✓						
Santa Clara Valley Water District							✓	
Silicon Valley Clean Water							✓	
Silicon Valley Power	✓			✓			✓	✓
South Tahoe Public Utility District	✓	✓			✓	✓	✓	
West Basin Municipal Water District	✓	✓			✓			
Zone 7 Water Agency	✓	✓						
State of California								
Assoc. of Regional Center Agencies				✓			✓	
CA Correctional Health Care Services				✓				✓
California Highway Patrol	✓	✓	✓	✓	✓	✓	✓	✓

References

Provided below is contact information for three recent ERP projects:

City of Rohnert Park
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707-318-7748

City of Merced
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City of Ontario
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aharkalyan@OntarioCa.gov
909-395-2355

Project Approach and Methodology - PROCUREMENT

In this section of our proposal, we describe our project approach and methodology for the procurement of the new ERP system. This includes a description of each phase and the associated tasks and activities. We also identify the deliverables for this project.

SDI 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. SDI constantly reviews and updates the knowledge base included in these toolkits based on experience with our clients. SDI's five-phased approach includes:

♦ The **"Initiate"** phase which establishes the foundation for effective communication and the successful completion of the project.

♦ The **"Requirements"** phase which encompasses 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.

♦ The **"RFP"** phase wherein the Request for Proposal is developed to meet the procurement requirements of the City.

♦ The **"Select"** phase which provides the structure for a fair and organized means to complete the review and decision process to select the best solution presented.

♦ The **"Negotiate"** phase which results in formal completion of agreements with the selected ERP solution vendor and the City.

Figure 2 provides an overview of the phases, activities, and deliverables for our proposed methodology.

PHASES	TASKS	DELIVERABLES
PHASE 1 INITIATE	1.1 – Project Sponsor Planning Meeting 1.2 – Work Plan Development 1.3 – Kickoff Meeting	• Work Plan • Kickoff Meeting Presentation
PHASE 2 REQUIREMENTS	2.1 – Request and Review Documentation 2.2 – Conduct System Requirements Workshops 2.3 – Document Functional Requirements 2.4 – Document Interfaces/Technical Requirements 2.5 – Document Data Conversion Requirements 2.6 – Complete ERP Needs Assessment Report	• Documentation Request Listing • Functional and Operational Requirements • Interface and Technical Requirements • Data Conversion Requirements • ERP Needs Assessment Report
PHASE 3 RFP	3.1 – Prepare Draft Request For Proposal (RFP) 3.2 – Review Draft RFP With Stakeholders 3.3 – Identify and Notify Potential Bidders 3.4 – Release RFP	• Draft RFP • Final RFP • Vendor Listing
PHASE 4 SELECT	4.1 – Address Vendor Questions 4.2 – Prepare Evaluation Committee 4.3 – Conduct Initial Screening of Proposals 4.4 – Assist with Review and Scoring of Proposals 4.5 – Prepare for Proof of Capabilities (POC) 4.6 – Facilitate POC Sessions 4.7 – Assist with Due Diligence 4.8 – Prepare Vendor Selection Report	• Vendor Question Responses • Evaluation Scoring Methodology and Matrix Template • Evaluation Scoring Matrix Summary • POC Session Agenda and Scripts • Vendor Selection Report
PHASE 5 NEGOTIATE	5.1 – Research Prior Vendor Agreements 5.2 – Conduct Initial Agreement Review 5.3 – Facilitate Negotiation Strategy Workshop 5.4 – Conduct Negotiation Meetings 5.5 – Obtain City Council Approval	• Final Agreement with Vendor • City Council Meeting Participation

Figure 2 – Methodology Overview

In the following pages, we provide a detailed discussion of each phase and an estimated project timeline.

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.

PHASES	TASKS	DELIVERABLES
PHASE 1 **INITIATE**	1.1 – Project Sponsor Planning Meeting 1.2 – Work Plan Development 1.3 – Kickoff Meeting	• Work Plan • Kickoff Meeting Presentation

Task 1.1 - Project Sponsor Planning Meeting

Task Description

SDI will meet 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, SDI will discuss the tools and templates that will be leveraged.

Task 1.2 – Work Plan Development

Task Description

SDI will develop a Work Plan that identifies the project approach, methods, tasks, activities, resources, schedule, budget, deliverables, issue and risk management, and major milestones.

Deliverables

SDI will deliver a draft Work Plan for review by the City. Once the City has completed its review, SDI will update for any changes and distribute a final Work Plan. On a periodic basis (as determined by the City project sponsor and SDI project manager), SDI will update and distribute the Work Plan to the project sponsor to help ensure the project stays on schedule and budget.

Task 1.3 – Kickoff Meeting

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 SDI team to City staff and should involve senior level management and project sponsors to provide introduction of this City-wide endeavor. It is important that all City staff that will be involved in the project, regardless of their role, participates in a project kickoff.

Deliverables

SDI will deliver a draft of the Kickoff Meeting Presentation in PowerPoint for the City's review. Once the City has completed its review, SDI will update for any changes and finalize the Kickoff Meeting Presentation that will be presented to the City staff attending the Kickoff Meeting.

Phase 2 - REQUIREMENTS

This phase will allow SDI 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.

PHASES	TASKS	DELIVERABLES
PHASE 2 REQUIREMENTS	2.1 – Request and Review Documentation 2.2 – Conduct System Requirements Workshops 2.3 – Document Functional Requirements 2.4 – Document Interfaces/Technical Requirements 2.5 – Document Data Conversion Requirements 2.6 – Complete ERP Needs Assessment Report	• Documentation Request Listing • Functional and Operational Requirements • Interface and Technical Requirements • Data Conversion Requirements • ERP Needs Assessment Report

Task 2.1 – Request and Review Documentation

Task Description

SDI 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, SDI will request documentation to familiarize ourselves with the current environment, processes, procedures, policies, transaction levels, organizational responsibilities, reports, technical documentation, etc. It is not SDI's intent to create work for the staff with this task - if requested documentation does not exist, then it should not be created now.

Deliverable

SDI will provide the City with a Documentation Request Listing. This listing will provide direction to staff on the desired documentation and will be used to inventory the documentation provided.

Task 2.2 – Conduct System Requirements Workshops

Task Description

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

Outcomes of the workshops will document current processes, practices, polices, 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.

SDI's approach to conducting the systems 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.

Task 2.3 – Document Functional Requirements

Task Description

SDI 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

SDI will summarize our findings from the workshops into a Functional and Operational Requirements document. This information will be incorporated into the ERP Needs Assessment Report and will be available to the City prior to the finalization of the report (Task 2.6 below).

Task 2.4 – Document Interfaces/Technical Requirements

Task Description

During our work efforts in the prior tasks, SDI will identify required or desired interfaces and integration opportunities between the ERP system and other data repositories. This helps ensure that an integration point or interface is not missed. During this task, SDI will perform additional interviews and research to ensure interfaces and technical requirements are fully identified and defined. In addition, SDI will work with City staff to identify any interface standards that should be included in the RFP (i.e. City preferred interface methods).

Deliverable

SDI will summarize our findings into an Interface and Technical Requirements document. This information will be incorporated into the ERP Needs Assessment Report and will be available to the City prior to the finalization of the report (Task 2.6 below).

Task 2.5 – Document Data Conversion Requirements

Task Description

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

Deliverable

SDI will summarize our findings into a Data Conversion Requirements document. This information will be incorporated into the ERP Needs Assessment Report and will be available to the City prior to the finalization of the report (Task 2.6 below).

Task 2.6 – Complete ERP Needs Assessment Report

Task Description

SDI will consolidate our activities and findings into an ERP Needs Assessment Report that will provide the business case for moving forward with the RFP. At a minimum, the ERP Needs Assessment Report will identify the following information:

- ♦ Background and History
- ♦ Problem Statement
- ♦ Current Environment (Strengths, Weaknesses, Opportunities, and Threats)
- ♦ Alternative Analysis
- ♦ ERP Market Scan
- ♦ Recommendations

All the information gathered in the prior tasks will be included within the ERP Needs Assessment Report.

Deliverable

SDI will publish a draft ERP Needs Assessment Report. Once the City has reviewed the report, SDI will hold a meeting to discuss and obtain input. Once we have received City input and direction, we will publish a final ERP Needs Assessment Report.

Phase 3 - RFP

SDI will prepare a comprehensive RFP outlining the business and systems requirements. While SDI 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.

PHASES	TASKS	DELIVERABLES
PHASE 3 **RFP**	3.1 – Prepare Draft Request For Proposal (RFP) 3.2 – Review Draft RFP With Stakeholders 3.3 – Identify and Notify Potential Bidders 3.4 – Release RFP	• Draft RFP • Final RFP • Vendor Listing

Task 3.1 – Prepare Draft RFP

Task Description

SDI will prepare a draft RFP for review by the Project Stakeholders and identified key staff. If the City has an existing preferred RFP template, SDI will conduct a review and compare the City templates to SDI's proven ERP RFP template. In addition, if necessary, SDI will meet with the City's purchasing and/or legal resources to verify RFP terms and conditions.

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.

Deliverable

SDI will publish a draft RFP.

Task 3.2 – Review Draft RFP with Stakeholders

Task Description

SDI recommends that the draft RFP be distributed to the City project team and subject matter experts for careful review. After staff has had the opportunity to review the RFP, SDI will conduct a meeting to address any changes, questions, or concerns.

Deliverable

SDI will publish a Final RFP.

Task 3.3 – Identify and Notify Potential Vendors

Task Description

While online vendor portal sites provide a valuable channel for making an RFP publicly available, SDI believes it is in the City's best interest to alert qualified vendors of the upcoming RFP release. SDI will compile a comprehensive list of public sector ERP solution vendors that provide potential solutions. SDI 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

SDI will provide a Vendor Listing that includes contact information for RFP distribution.

Task 3.4 – Release RFP

Task Description

SDI will assist the City in preparing for and releasing the RFP.

Phase 4 - SELECT

The process for selecting a suitable, best fit ERP solution vendor requires the City to follow a structured methodology. The goal of this phase is to ensure that the vendor that 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.

PHASES	TASKS	DELIVERABLES
PHASE 4 **SELECT**	4.1 – Address Vendor Questions 4.2 – Prepare Evaluation Committee 4.3 – Conduct Initial Screening of Proposals 4.4 – Assist with Review and Scoring of Proposals 4.5 – Prepare for Proof of Capabilities (POC) 4.6 – Facilitate POC Sessions 4.7 – Assist with Due Diligence 4.8 – Prepare Vendor Selection Report	• Vendor Question Responses • Evaluation Scoring Methodology and Matrix Template • Evaluation Scoring Matrix Summary • POC Session Agenda and Scripts • Vendor Selection Report

Task 4.1 – Address Vendor Questions

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, SDI will assist the City in responding to vendor questions.

Deliverable

SDI will assist in providing responses to vendor questions.

Task 4.2 – Prepare Evaluation Committee

Task Description

SDI 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

SDI will prepare draft and final versions of the Evaluation Scoring Methodology and Matrix Templates.

Task 4.3 – Conduct Initial Screening of Proposals

Task Description

SDI will conduct a screening evaluation of all proposals to determine which vendors and proposals meet the mandatory RFP requirements and minimum qualifications. SDI 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.

Deliverable

SDI will present our initial screening results to the City.

Task 4.4 – Assist with Review and Scoring of Proposals

Task Description

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

Deliverable

SDI will assist the City evaluation team with compiling the Evaluation Scoring Matrix.

Task 4.5 – Prepare for Proof of Capabilities (POC)

Task Description

Conducting proof-of-capabilities (POC) sessions with short-listed vendors is 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, SDI will develop the POC meeting agenda, scenarios, and scripts for the City to review. In addition, SDI 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

SDI will prepare POC Session Agenda and Scripts.

Task 4.6 – Facilitate POC Sessions

Task Description

SDI 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, SDI 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 Vendor Selection Report (Task 4.8).

Task 4.7 – Assist with Due Diligence

Task Description

SDI will assist the City in planning for and completing reference checks and site visits. SDI has templates available to the City to complete reference checks and site visits. While SDI 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.

Task 4.8 – Prepare Vendor Selection Report

Task Description

Using all the information and work products created to date, SDI will draft a Vendor Selection Report that outlines the process followed and the results of the evaluation. SDI will provide the City the opportunity to review a draft report and provide feedback. SDI will then publish a final Vendor Selection Report.

Deliverable

SDI will prepare a draft and final Vendor Selection Report.

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. SDI brings significant experience in contract negotiations that will help ensure an agreement that fully protects the City while supporting a successful implementation.

PHASES	TASKS	DELIVERABLES
PHASE 5 NEGOTIATE	5.1 – Research Prior Vendor Agreements 5.2 – Conduct Initial Agreement Review 5.3 – Facilitate Negotiation Strategy Workshop 5.4 – Conduct Negotiation Meetings 5.5 – Obtain City Council Approval	• Final Agreement with Vendor • City Council Meeting Participation

Task 5.1 – Research Prior Vendor Agreements

Task Description

It is 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. SDI 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

Task 5.2 – Conduct Initial Agreement Review

Task Description

SDI 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, 3rd party software, etc.). SDI will provide the City guidance and assistance on the agreement review to help prepare for subsequent negotiations.

Task 5.3 – Facilitate Negotiation Strategy Workshop

Task Description

SDI will facilitate a workshop with key City staff to develop the 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.

Task 5.4 – Conduct Negotiation Meetings

Task Description

SDI will assist the City in preparing for negotiation meetings and will attend to support City staff. If the City desires, SDI is available to facilitate the negotiation meetings. SDI will take the lead in recording the minutes from the meetings to capture outstanding items, next steps, and critical dates.

Deliverable

SDI will assist with the completion of negotiations with the selected vendor and the development of Final Agreement(s). It is likely that the City will be required to enter into multiple agreements for various software licenses, implementation activities, and annual maintenance contracts.

Task 5.5 – Obtain City Council Approval

Task Description

SDI will be available to attend and/or participate in the City's presentation of the vendor agreements to the City Council for approval. SDI's level of participation will be at the City's direction.

Procurement Project Timeline

Based on our experience with similar projects, we provide the following proposed project schedule in Figure 3. The ability to achieve this schedule will be dependent upon the availability of City staff throughout the project. SDI can accelerate the proposed schedule if the City wishes to complete specific aspects of the project in a shorter timeframe.
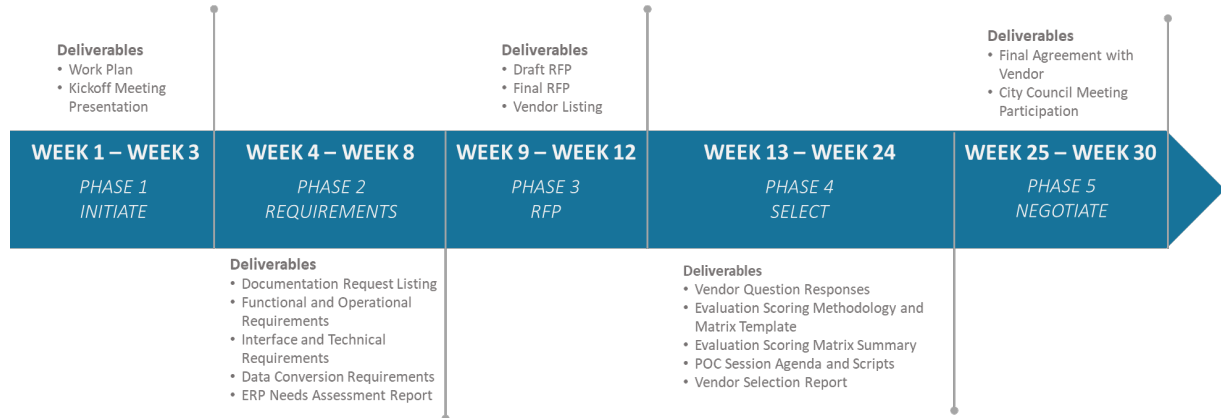
Deliverables
- Work Plan
- Kickoff Meeting Presentation

Deliverables
- Draft RFP
- Final RFP
- Vendor Listing

Deliverables
- Final Agreement with Vendor
- City Council Meeting Participation

WEEK 1 – WEEK 3	WEEK 4 – WEEK 8	WEEK 9 – WEEK 12	WEEK 13 – WEEK 24	WEEK 25 – WEEK 30
PHASE 1 *INITIATE*	*PHASE 2* *REQUIREMENTS*	*PHASE 3* *RFP*	*PHASE 4* *SELECT*	*PHASE 5* *NEGOTIATE*

Deliverables
- Documentation Request Listing
- Functional and Operational Requirements
- Interface and Technical Requirements
- Data Conversion Requirements
- ERP Needs Assessment Report

Deliverables
- Vendor Question Responses
- Evaluation Scoring Methodology and Matrix Template
- Evaluation Scoring Matrix Summary
- POC Session Agenda and Scripts
- Vendor Selection Report

Figure 3 – Proposed Project Schedule

It should be noted that the schedule above does not reflect the time when the RFP has been issued and remains open for responses. This time period is typically four to six weeks and takes place between Phases 3 and 4 above.

Project Approach and Methodology - IMPLEMENTATION

The cornerstone of success for the system implementation portion of the project will be how well it is managed. This will include thorough planning, execution, and monitoring of the plan, corrective action when required, and final close-out of the project. SDI's project management services will enable the City to manage the big picture, keep stakeholders informed, and ensure successful planning, oversight, and completion of the project while mitigating project risk.

In the following pages, SDI presents the activities and deliverables to be completed as part of this phase of the project. It should be noted that many of the steps in Task 6 will be repeated for the individual implementation of specific modules within the software suite (i.e. – Payroll, Accounts Payable, etc.).

TASK	ACTIVITIES	DELIVERABLES
TASK 6 IMPLEMENTATION	6.1 – Update Project Plan 6.2 – Monitor Project Execution and Control 6.3 – Assist with Business Process and Change Management Activities 6.4 – Support Establishment of Optimal Software and Hardware Configuration 6.5 – Assist with System Setup and Configuration 6.6 – Define System Data Conversion and Testing Requirements 6.7 – Assist with Development of Required Integrations Between Software Systems 6.8 – Support User Acceptance Testing 6.9 – Coordinate Training for Users and System Administrators 6.10 - Complete Readiness Assessment and Ensure Operational Readiness 6.11 – Monitor Phased Implementation and Cutover 6.12 – Prepare Post Implementation Evaluation Report	• Updated Project Plan • Project Status Reports, Risk/Issue Tracking Log • Vendor Deliverables Tracking Log/Punch List • Software and Hardware Acquisition & Installation Oversight • System Setup and Configuration Oversight • Data Conversion Requirements and System Testing • System Integrations Support • Independent Verification and Validation • Training Requirements and Schedule • Readiness Assessment Checklist • Oversight of Phased Implementation & Cutover to Production • Post Implementation Evaluation Report

Task 6.1 – Update Project Plan

Task Description

SDI will work with the software vendor's Project Manager to update the Project Plan, including the following basic elements that will be defined for the system implementation activities:

- Tasks and Subtasks
- Milestones and Deliverables
- Detailed Project Schedule

Deliverable

Updated Project Plan

Task 6.2 – Monitor Project Execution and Control

Task Description

Working with the software vendor's Project Manager, SDI will monitor the project execution using all the plans, schedules, procedures, and standards prepared for the project. This will include ensuring that regular status reports are provided and discussed at project review meetings with the Project Sponsor and appropriate participants. These reviews will include performance measures for the completion of tasks and activities in accordance with the project plan, communication plan, risk management plan, and quality assurance plan.

Deliverable

Project Status Reports, Risk / Issue Tracking Log, Vendor Deliverables Tracking Log / Punch List

Task 6.3 – Assist with Business Process and Change Management Activities

Task Description

SDI will assist the City with identification of areas where a business process change may result in improved efficiencies. SDI will provide suggestions and recommendations for business process improvements in conjunction with the City's project team and utilizing the best practices recommendations documented previously.

Task 6.4 – Support Establishment of Optimal Software and Hardware Configuration

Task Description

SDI will assist the City in defining the technical system software and hardware environments required for the new system's operation including licenses for development, testing/training, and production environments. SDI will provide oversight for identifying, procuring, and installing the software and hardware configurations to ensure the system is properly sized to meet the City's requirements. This activity will also include coordinating the installation of required application, database, and web servers as well as necessary network architecture and infrastructure components.

Deliverable

Software and Hardware Acquisition and Installation Oversight

Task 6.5 – Assist with System Setup and Configuration

Task Description

SDI will assist the City to ensure that the new system is set up to support the City's unique operating requirements. This activity will include establishing security protocols for users along with specific workflow processes for the new system and setting configuration options and customizing parameters for system upload/download processes to Microsoft products such as Excel, Word, Access, and Outlook, and to other third-party products.

Deliverable

System Setup and Configuration Oversight

Task 6.6 – Define System Data Conversion and Testing Requirements

Task Description

SDI will assist in defining conversion and testing requirements for items that must be converted into the new system, including financial data from the existing system and in-house developed applications. SDI will work directly with the software vendor's conversion team to ensure that data extracted from the City's existing system is properly mapped to the new system. SDI will also assist the City in developing a test/training environment which will allow for separate testing of release software by City staff prior to production installation.

Deliverable

Data Conversion Requirements and System Testing Support

SDI will assist with the completion of negotiations with the selected vendor and the development of Final Agreement(s). It is likely that the City will be required to enter into multiple agreements for various software licenses, implementation activities, and annual maintenance contracts.

Task 6.7 – Assist with Development of Required Integrations Between Software Systems

Task Description

SDI will work with the various software entities to develop integration points between the various systems. SDI will oversee development of the desired data integration points and will ensure testing is completed to validate the integrations are operating properly and accurately.

Deliverable

System Integrations Support

Task 6.8 – Support User Acceptance Testing

Task Description

SDI will verify and validate acceptance test results for implementation of the new system that will include:

- System documentation
- Stress tests
- Access control capabilities
- User acceptance test results
- Functional tests
- Security tests
- Backup, restore and restart tests

Deliverable

Independent Verification and Validation

Task 6.9 – Coordinate Training for Users and System Administrators

Task Description

SDI will assist the City in identifying training requirements and creating schedules for both users and technical personnel. Training should be sufficiently detailed and comprehensive to ensure that City staff will be able to effectively use the system and support the system after implementation.

Deliverable

End User and System Administrator Training Support

Task 6.10 – Complete Readiness Assessment and Ensure Optimal Readiness

Task Description

SDI will develop a checklist to be used to assess the City's operational readiness for the new system implementation, including:

- Staffing plan
- Operational procedures
- Change requests
- Refresher training
- Technology refreshment
- Preventive maintenance

- System maintenance procedures
- Disaster backup recovery plan
- Modifications or enhancements
- Software license renewal
- Hardware replacement

Deliverable

Readiness Assessment Checklist

Task 6.11 – Monitor Phased Implementation and Cutover

Task Description

SDI will oversee a phased cut-over where different modules are implemented and moved into production on a staggered schedule. As each module is placed into production, the software vendor will be required to provide assistance for system administration, helpdesk, and on-site user support for each major implementation phase or module.

Deliverable

Oversight of Phased Implementation and Cutover into Production

Task 6.12 – Assist with Post-Implementation Activities

Task Description

SDI will conduct a post-implementation review to provide the City with information to help it evaluate the contribution and measure the value gained by implementing the new system. It will also identify areas the City may wish to revisit in terms of full implementation of all modules, related features, and functionality.

Additional Information About SDI's Approach

Onsite Versus Offsite Efforts

SDI's approach to project management is to maximize client engagement throughout the process, and we believe this is best achieved by being onsite during the majority of the project activities. That being said, during the COVID-19 pandemic SDI has successfully managed projects remotely through the use of collaborative tools including Microsoft Teams, SharePoint sites, and other resources. Since each of our clients has approached work activities differently during the pandemic, SDI remains flexible in our approach to onsite versus offsite project management.

Communication During the Project

SDI prides itself on actively communicating throughout all phases of our projects. Active communication means ensuring that our clients are provided regular project updates utilizing scheduled, written project status reports. Active communication also entails regularly communicating potential project risks, issues, and decision points via telephone, email, and/or in-person discussions with our clients.

Throughout each of the project management activities described in our methodology above, the SDI project manager will be keeping the City team informed on the status of project activities through both oral and written communications. Regular project status reports, along with Risk/Issue logs and project schedules, will be provided periodically (reporting schedule will be established during Project Initiation activities). In addition, the SDI project manager will be engaging (through emails, telephone and in person) with the City team and project participants regularly to ensure project activities are progressing and that potential issues are resolved expeditiously.

We are skilled at managing communication with our clients, and quickly adapt to our clients' desired methods of communication. The key to a successful implementation is open two-way communication with our clients.

Project Roles and Responsibilities

Ensuring clear delineation of roles and responsibilities of the SDI team and the City participants is an essential component to project success. Part of our Phase 1 activities includes a discussion of the various roles and responsibilities of the project team, and who on the team will be responsible for what aspects of the project. Each organization is different, with different skills sets and associated strengths. SDI will work with the City's Project Sponsor to help define roles and responsibilities and will provide focused support in the areas that are identified as needing additional support.

Optimizing Project Success

SDI's approach to project management is to serve as our client's trusted advisor during implementation. We view our presence on the project to be that as an extension of the City team, thus representing the City and acting in the best interests of the organization. Our goal is to minimize disruption to the organization as much as possible and mitigate issues and concerns quickly and efficiently, while ensuring the City's interests are prioritized and addressed.

Maintaining open lines of communication, monitoring risks & providing risk mitigation strategies, and keeping the software vendor team on task are all essential components to help ensure project success. We have a successful track record of working with software vendor project teams and their implementation and data conversion teams; this gives SDI a unique advantage in terms of the City's project. SDI is prepared to provide these services through our professional and dedicated project team.

Approach to Best Practices and Change Management

SDI has been conducting assessments of enterprise systems for over 25 years and have developed a proven methodology for information gathering and identifying organizational needs. We recognize the importance of utilizing a measured approach when introducing an organization to potential change, and we are sensitive to the fact that staff may be averse to such change. Our consultant team consists of professionals who have worked in the public sector, have experienced the changes that come with business process analysis and new system implementations, and are well versed on managing expectations, concerns, and potential roadblocks to the implementation of new business practices.

SDI approaches our business process workshops with an understanding that not all participants may be knowledgeable about the most current software systems available. A key component of our workshops is to help educate City staff on available software systems and functionality, and to explore staff's thoughts regarding potential positive outcomes of implementing this functionality. The goal of our workshops is to gather information about existing processes and functions, introduce staff to the most current software functionality available, and then discuss the potential benefits of adopting the more contemporary functionality. This process serves the function of introducing staff to the latest software features and functions, along with beginning the process of building buy-in to the adoption of new business processes.

In terms of change, a critical component to managing change successfully is to help staff throughout the organization understand the positive outcomes of business process improvements. Helping staff understand these positive outcomes is essential to getting their buy-in to the change, and our consultants are skilled at helping explain the positive outcomes to all levels of staff in the organization. For example, we can help explain to the Buyer how electronic workflow of a purchase requisition reduces paperwork and time to process, and can also explain to a Department Director or the City Manager how a system dashboard can provide immediate access to critical data for decision making. Having worked in all aspects of the public sector environment, our project team is highly qualified to address the topic of change and the requisite benefits of adopting best business practices.

Mapping Business Processes to Best Practices

As a part of this engagement, the City is seeking a comprehensive analysis of current business processes along with receiving recommendations for business process improvements. Having completed numerous similar projects with public sector clients, SDI is prepared to assist the City with this important step. Understanding the City's current business processes helps ensure that adoption of new or modified business processes (to align with best business practices) includes any and all City requirements. In other words, current business processes must be fully understood, analyzed, and cataloged so as not to miss or drop a critical business process when suggesting a new best practice.

SDI utilizes a structured approach to documenting our data gathering activities to ensure that all information shared with the project team is recorded. The information gathered about current business processes will also be reviewed by the City's project team to ensure it is accurate. Subsequent to this, SDI will map current business processes to suggested best business practices. In some cases, existing business processes will be recommended to remain in place, while others may be mapped to a more efficient business process.

Requirements Development

SDI approaches all of our projects with a holistic view of the needs of the organization. When developing requirements for software systems, we ensure that we explore all of the organization's needs, including business processes and practices and data reporting and analytics. Too often, organizations do not focus on the output needs for a new system – i.e. how staff is able to extract data and perform analytics on that data. SDI recognizes the importance of this aspect of our work and places emphasis on the need for data extraction and reporting.

Cost Proposal Estimate

Procurement Project

SDI's cost proposal is based on the estimated amount of time required to complete each phase in our five-phased procurement approach. Based on our knowledge of the City and our past experience with similar projects, we anticipate that the ERP Procurement project will require 454 hours to complete. Applying SDI's all-inclusive hourly rate of $185 results in a project cost estimate of $83,990.

Implementation Project Management

During our discussions with the City, we were asked to provide cost information about project management during implementation of the new ERP system. SDI's rate for project management is $185 per hour, inclusive of all costs. For a client the size of Yuba City, we typically recommend that our clients budget 20 to 25 hours per week for our services throughout the implementation timeline. Based on our experience with implementations, the City can anticipate a minimum 12-month timeline for core financials (ERP) implementation, and an additional 12-month timeline for the HR/Payroll project. Utilizing 20 hours per week yields a yearly cost of $192,400 for project management, or $384,800 to provide two years of part-time project management.

Project Budget Approach

For both procurement and implementation projects, SDI typically suggests that our clients establish a not-to-exceed project budget, then allow SDI to invoice monthly for actual work performed in the previous month, substantiated with detailed information about hours worked and activities undertaken. This arrangement provides our clients with the ability to focus SDI resources on the highest priority activities and utilize the overall project budget for the most benefit to the City, while also ensuring that the City retains any unused funds.