**{projectTitle}**

Prepared for {clientName}

Presented by Civic Innovation Consultants

{date}

{clientName}  
{contactName},  
{contactAddress}  
{contactEmail}

Re: {projectTitle}

Selection Committee, {#approach\_strategic\_plan}

We are pleased to submit this proposal with details about how we would guide your {jurisdictionType} to develop and achieve your community’s highest priorities, while building your elected and non-elected leadership team. Our process thoughtfully establishes a framework to focus your entire organization’s time and energy, and every taxpayer dollar on strategic goals, high value results*,* and actionable steps.

As you consider your partner for your upcoming strategic planning work, we want to share what differentiates our team from other proposers.

|  |  |
| --- | --- |
| **Extensive Government Experience** | Members of our proposed team are a former local government employee with experience as former city manager, economic and community development director, organizational development director, and human resources manager. |
| **Experienced Facilitators** | Your team is made up of experienced facilitators with eyes on action and results. We have successfully led many large and small public organizations through strategic planning. |
| **Consensus Building** | Our process is designed *specifically* for your elected officials to *all reach agreement* on what’s most important in your community. |
| **Change Management** | Our method builds trust and transparency within your organization as you work together to plan the future of your City. |

{/approach\_strategic\_plan}

{#approach\_system\_selection}

Civic Innovation Consultants (CIC) is excited to help the {jurisdictionType} find, select, and procure software that meets the {jurisdictionType}’s needs. CIC is exclusively a local government consulting firm specializing in public service transformation. Our team, with decades of collective public sector experience, focuses on guiding public organizations through system selection, implementation, and digital transformation. We have successfully led many Enterprise Resource Planning (ERP) and “best of breed” system software selection and implementations. CIC maintains no financial relationships with any ERP vendors and will objectively evaluate all options under the {jurisdictionType}’s procurement rules.

Additionally, we are proud to share that our core team members are former public sector employees with practical experience in planning and development, human resources, administrative services, utilities, and procurement. The proposed team members include a project manager, a procurement subject matter expert, a change management subject matter expert, and a business analyst/technical subject matter expert, utilities subject matter expert, and utilities customer experience subject matter expert, all of whom will be available for the engagement. Our proven enterprise technology expertise will help the {jurisdictionType} meet their goals/objectives.

***We prepare your organization for implementation during the selection process.***

We recognize the {jurisdictionType} has the powerful responsibility to efficiently provide public services. Not only do we help you find software that meets the technical needs of your stakeholders, but we also provide practical guidance and support for the equally critical activities of process improvement, training, and best practice operationalization.

{/approach\_system\_selection}

We have provided a budget estimate based on our experience with similar work. Our key team members are available to deliver this project for the {jurisdictionType}. If our proposal is not aligned with the {jurisdictionType}’s expectations, we are happy to review and modify the budget and scope of work to match and meet your expectations through a best and final offer scenario.

As the managing member of CIC, I am authorized to bind CIC to the commitments made herein. We hope we have a chance to chat with you to answer any of your questions.

Sincerely,



Fred Turnier, AICP, CCP

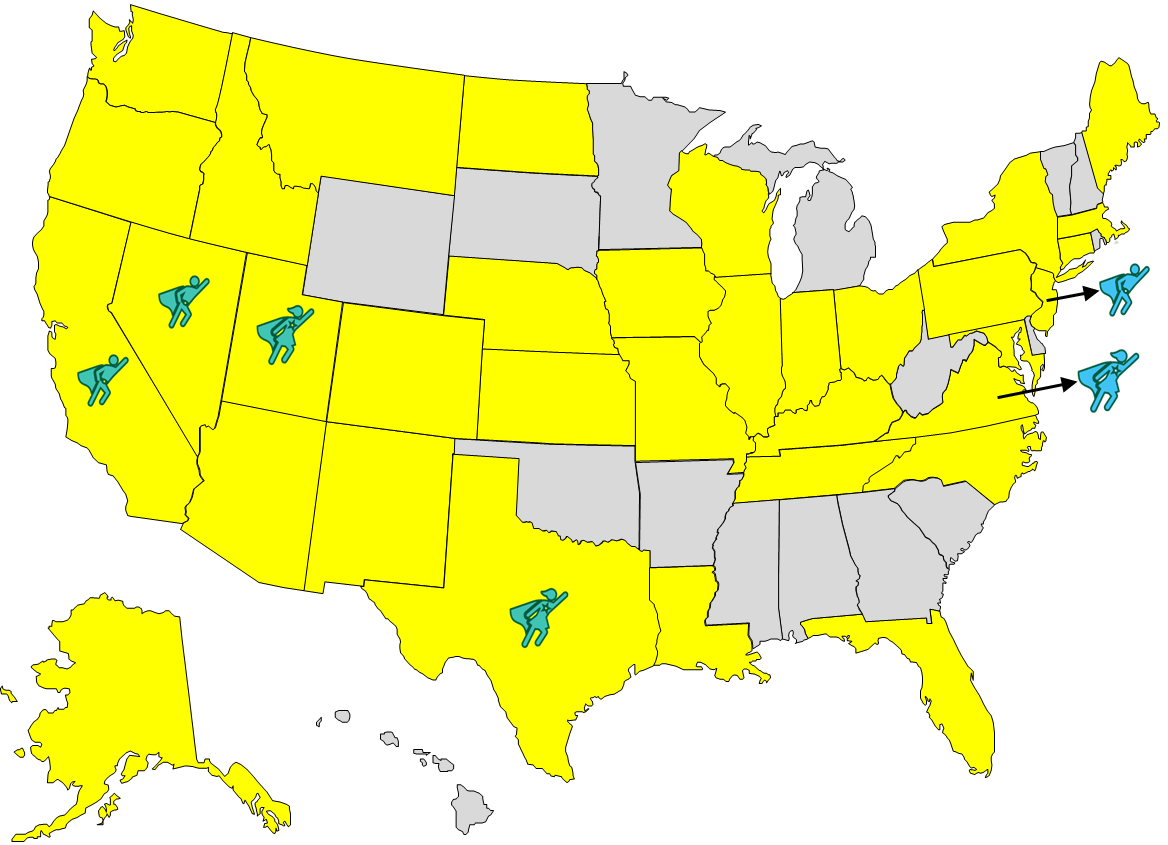
Civic Innovation Consultants

|  |
| --- |
| ***Civic Innovation Consultants exclusively focuses on helping local governments align public resources with what matters most, ensuring every dollar advances meaningful, measurable, and efficient outcomes in your community.*** |

# About CIC

|  |  |
| --- | --- |
| **CIC is exclusively a local government** consulting firm specializing in serving communities with governmental service transformation. CIC was established in 2015 as Land People Place but rebranded as Civic Innovation Consultants in 2024. Our team specializes in technological assessment, digital transformation, performance assessment and benchmarking, policy challenges, public finance and forecasting, cost recovery and fee studies, facility financing, and long-term facility reinvestment funding.  CIC evaluates management approaches and practices to help your public agency improve its effectiveness and efficiency. Our consultants are skilled in helping agencies outline goals and objectives for improving performance and developing recommendations and solutions. We also objectively analyze your existing processes, practices, and systems and determine which, if any, best practice models can be applied to improve them. CIC services fall under the following North American Industry Classification System (NAICS) codes:  541219 – Fiscal/fee studies and financial consulting  541512 – Software/IT system evaluation and consulting  541611 – Administrative Management/General Management Consulting Services  541618 – Specialized local government consulting  561320 – Staff augmentation | Business Name: LPP, LLC DBA, Civic Innovation Consultants, LLC  Business Address: 450 N Arlington Ave, Ste. 511 Reno, NV 89503  Contact: Fred Turnier [fred@theinnovators.me](mailto:fred@theinnovators.me) 682-717-4710  HUB Zone Designation: Qualified Census Tract  Business Size: Small Business  Structure: Limited Liability Company (LLC)  CAGE Code: In-Process |

Our leader’s vision has moved CIC from a smaller owner/operator to a premier firm of seasoned members with over 100 years of municipal government consulting experience. Additionally, our team members have prior experience serving state and local government agencies, providing them with an in-depth understanding of government operations, which leads to better plans and implementation strategies.



Our headquarters are in Reno/Lake Tahoe, Nevada with members located in California, Texas, Virginia, Utah, and New Jersey. This map depicts states in which we have provided local government consulting services.

# Experience{#approach\_strategic\_plan}

We are very proud to have led, facilitated, and contributed to dozens of strategic plans across the United States including the following organizations:

[South Lake Tahoe, California](https://www.cityofslt.us/DocumentCenter/View/23306/SLT-Strategic-Plan-Adopted-5625?bidId=)

The City’s 2025–30 strategic plan clarifies city direction, defines action plans, supports relevant monitoring, and ensures responsiveness to stakeholders.

[Tacoma Parks, Washington](https://www.parkstacoma.gov/about/agency-plans-partnerships/strategic-plan-2024-2030/#:~:text=)

Tacoma’s 2024–2030 Parks and Recreation System and Strategic Plan introduced four strategic directions: People, Programs, Places, and Pathways, to guide facility, program, and capital investment decisions, all grounded in robust community insights and aligned with the city’s comprehensive planning vision.

[Wheat Ridge, Colorado](https://www.rootedinfun.com/DocumentCenter/View/2712/2024-Annual-Report?bidId=)

Wheat Ridge Parks and Recreation’s 2024 Annual Report and Master Plan highlight major progress: over 300 acres of open space maintained, several playground and trail upgrades, clear creek and trail enhancements, improved staff culture, and strengthened inter-department relationships.

[Boulder County, Colorado](https://bouldercolorado.gov/government/departments/human-resources)

The City’s HR strategic planning process clarified their core services: leadership coaching and change management; recruitment and performance systems; labor relations; HR systems and operations (position control, onboarding, benefits management); and total rewards. Including compensation, benefits, and well-being programming

[Creswell, Oregon](https://www.ci.creswell.or.us/page/strategic-plan)

Creswell’s strategic plan outlines long-term goals reviewed every five years, with city leadership and council vetting citywide objectives as living guidance.

[Ennis, Texas](https://www.ennistx.gov/media/strat%20plan/Ennis%20Strategic%20Plan%20final.pdf)

Ennis’s 2023–28 strategic plan outlines mission, vision, six principles, five priorities, and guides budget and policy decisions. A related comprehensive plan directs downtown vitality and gateway growth.

[Johnson County Parks and Recreation District, Kansas](https://jcprd.com/1875/Strategic-Plan---2024---Legacy-Plan)

The 2024 Legacy Plan (approved September 2024) builds on the 2015 plan with refreshed goals and strategies that guide decision-making through 2039.

[La Crosse County, Wisconsin](https://www.lacrossecounty.org/plans)

In August 2024, La Crosse County’s Board approved its first ever five-year strategic plan, complete with vision statements, outcome measures, and strategic directions—marking a major milestone in guiding county operations through a focused framework.

[Loudon, Virginia](https://www.loudoun.gov/4849/Board-Vision-and-Strategic-Goals)

In December 2024, the Board reaffirmed its vision and approved strategic focus areas for 2025–27 following a June retreat, updating the county’s vision to guide operational alignment.

[Peoria, Illinois](https://peoriagov.org/DocumentCenter/View/6027/Peoria-Strategic-Plan-Final-2024-2029)

Peoria’s 2024–29 plan formalizes six strategic priorities, including DEI as a key pillar, and emphasizes quality services, safety, infrastructure, and informed decision-making.

{/approach\_strategic\_plan}{#approach\_system\_selection}

CIC members have demonstrated commitment to serving local government clients, particularly in digital transformation engagements, such as ERP consulting services. We have developed a strong understanding of the public sector landscape and have provided a list of recent ERP specific needs assessment, gap analyses, system selection, and system implementation engagements with the following clients listed below:

Existing or Recent Clients

|  |  |  |  |
| --- | --- | --- | --- |
| **Client** | **System Selection** | **Implementation** | **Other1** |
| Calumet County, WI |  |  |  |
| City of Amarillo, TX |  |  |  |
| City of Boca Raton, FL |  |  |  |
| City of Cleveland, OH |  |  |  |
| City of Danville, VA |  |  |  |
| City of Fargo, ND |  |  |  |
| City of Fort Worth, TX |  |  |  |
| City of Frisco, TX |  |  |  |
| City of Galveston, TX |  |  |  |
| City of Hillsboro, OR |  |  |  |
| City of Irvine, CA |  |  |  |
| City of Jacksonville, NC |  |  |  |
| City of Manassas Park, VA |  |  |  |
| City of Puyallup, WA |  |  |  |
| City of Santa Fe, NM |  |  |  |
| City of Scottsdale, AZ |  |  |  |
| City of Tempe, AZ |  |  |  |
| City of Toledo, OH |  |  |  |
| City of Tucson, AZ |  |  |  |
| Development Authority of the North Country, NY |  |  |  |
| Jefferson Parish, LA |  |  |  |
| King George County, VA |  |  |  |
| Louisville Jefferson County Metro Government, KY |  |  |  |
| McLean County, IL |  |  |  |
| Monroe County, FL |  |  |  |
| Nashville Davidson County, TN |  |  |  |
| Pitkin County, CO |  |  |  |
| Scott County, IA |  |  |  |
| Skamania County, WA |  |  |  |
| Town of Front Royal, VA |  |  |  |
| Wake County, NC |  |  |  |
| Williamson County, TX |  |  |  |
| Yamhill County, OR |  |  |  |

{/approach\_system\_selection}

# CIC Qualifications

### About Fred Turnier

**Fred Turnier** offers over 27 years of experience working directly with local governments, including serving as a city manager and community development director. His deep knowledge of public operations, land use, infrastructure planning, and organizational performance makes him exceptionally qualified to guide the City’s strategic planning process. Fred has led high-impact initiatives in community development, utility services, housing, and permitting, managing complex operations and budgets. As a consultant, he has helped jurisdictions across the U.S. conduct business process assessments, policy reviews, and system implementations, all grounded in best practices and tailored to local conditions. His expertise in fee studies, staffing models, and performance measurement ensures the City’s strategy will be data-informed, financially sustainable, and aligned with both internal capacity and community needs.

### About Hibah Salah

**Hibah Salah** is a certified Project Management Professional (PMP®) with over 12 years of experience leading projects across the public sector, specializing in stakeholder engagement, organizational planning, and strategic communications. She has worked extensively with local governments on initiatives related to parks and recreation, public health, and community development. Hibah brings a deep understanding of how to navigate complex systems, build consensus, and drive results through collaborative, data-informed approaches. She is fluent in Arabic and passionate about serving diverse communities through inclusive, equitable practices.

### About Joshua Hathaway

**Joshua Hathaway** brings 20 years of public sector experience focused on reducing operational risk, ensuring regulatory compliance, and driving measurable efficiency gains. His legal background (JD, LSU Law) and certifications in ISO management systems, LEAN, and Six Sigma enable him to combine policy insight with technical rigor. As Environmental Compliance Manager at North Texas Municipal Water District, Joshua has led complex regulatory programs across water, wastewater, and solid waste operations, experience that equips him to anticipate risks and integrate compliance into long-term planning. His prior roles with the City of Dallas, including leading LEAN teams and citywide efficiency initiatives, resulted in multimillion-dollar savings and improved operational outcomes. Joshua’s expertise will help the City embed performance, accountability, and regulatory foresight into every aspect of its strategic planning process.

### About Mike Fuess

A Licensed Professional Civil Engineer, **Mike** **Fuess** has 30+ years of post-university experience in public and private sector administration, planning, program management, project management, design, and construction for roadway infrastructure and related efforts. Most recently he was the Nevada Department of Transportation District Engineer or regional administrator for the northwestern third of the state leading a team of roughly 350 team members responsible for the roughly $40M Management, Maintenance & Operation effort for the roadway infrastructure and related appurtenances; management of the roughly $500M biennial Roadway Construction Management program; management of the Permit Administration program for roughly 1000 roadway encroachment permits per year; management of the District Engineering effort responsible for external customer service, internal client support, and project development for Betterment projects; management of the District Fleet Maintenance effort; management of the District Safety and Training effort; management of the District Emergency Response effort; management of the District Field Technology maintenance and operation effort; management of the Building Facilities effort for roughly 200 structures; and management of the District Administrative effort.

### About Sachin Goradia

**Sachin Goradia** brings valuable expertise in local government system modernization, with a focus on utility, financial, and permitting operations. As a Certified Associate in Project Management (CAPM) and Lean Six Sigma Green Belt, he has led municipal transformation initiatives for more than 20 local governments. Sachin has experience assessing critical infrastructure for cities planning future-state operations. He’s skilled at assessing current operations, mapping future-state processes, and identifying system and process improvements that enhance service delivery, transparency, and efficiency. His structured, analytical approach ensures the City’s strategic plan is grounded in data, aligned with operational realities, and designed to support long-term organizational growth and adaptability.

# Approach{#approach\_strategic\_plan}

We have built our approach from direct experience, leading practices in public sector strategic planning, and research from reputable sources. The following section will guide you through our process and describe the milestones we will help your {jurisdictionType} achieve.

**First, we’ll establish a rock-solid foundation for your strategic process.**

|  |  |  |
| --- | --- | --- |
| Your engagement begins with an **orientation** to align your team around goals and intended outcomes of the project. At orientation we will set project team check-in frequency, identify stakeholders, and plan communications.  Throughout our entire engagement with your {jurisdictionType}, we will lead regular project meetings, providing agendas at least one business day before every meeting and meeting notes with action items within one business day after.  After your project team orientation, the {jurisdictionType}’s internal leadership is invited to participate in a formal **kickoff** meeting to get all leaders on the same page about the process, possible organizational impacts, and change management. At the kickoff we also deliver training on how to inventory current resources and priorities. We recommend this inventory starts early so it is ready to be used later in the process. Your leadership will be asked to share relevant materials with our team after the kickoff, such as comprehensive plans, budgets, capital improvement plans, departmental work plans, and community engagement results.  We produce a project **announcement** for the public and staff that details the process and a tentative timeline to invite participation, set expectations, reduce confusion, and minimize potential resistance. | Results | |
| **Orientation** | During orientation, your {jurisdictionType}’s expectations for the process and desired results are established ensuring the best possible results for our engagement. |
| **Kickoff** | Your leadership will be prepared during the kickoff to participate in, and guide staff through, the upcoming process. |
| **Announcement** | The public and staff are informed by the announcement about the process and how they can participate. |
| Milestone 1:  Foundation is Established | |

**Next, we’ll gather everyone on the Same Page™.**

|  |  |  |
| --- | --- | --- |
| After establishing the foundation, we engage stakeholders to collect input and invaluable context around what matters most in your community and earn trust for the process.  CIC will **review** your {jurisdictionType}’s existing plans and work with your {jurisdictionType} to begin an inventory of programs, projects and initiatives.  Our team will confidentially **interview** each of your individual elected officials and top leaders. We will provide access to our **feedback** portal, our customized method to receive input and gauge sentiment on what matters most in your community and what stands in the way.  Next we analyze all input and documents for key themes, assumptions, and strategic issues that consistently appear. We provide results to your organization in a **Current State Report** that objectively synthesizes your community’s strengths, needs, and issues, including an organizational section with important internal-facing items.  In preparation for upcoming public strategic planning, we will facilitate our unique **Same Page session** for leadership. At this session, leaders will build their team while reviewing the current state report and discussing progress toward current goals. This session ensures your leaders are prepared to answer questions from elected officials or the public during strategic planning sessions. | Results | |
| Document Review | As a result of this review, the current efforts at the {jurisdictionType} are ready to be considered during discussions about new directions. |
| Interviews | All elected officials and department heads will have had the opportunity to provide confidential feedback and context about community and organizational priorities, and potential obstacles to success. |
| Feedback | Through access to the feedback portal, the public at large and all employees will have had the opportunity to provide confidential feedback and context. |
| Current State Report | Via the Current State Report, all stakeholders will have access to synthesized feedback and context about community and organizational priorities, and potential obstacles to success. |
| Same Page Session | As a result of the Same Page Session, your leadership is aligned on current activities and prepared for public planning. |
| Milestone 2:  Everyone is on the Same Page | |

**We will guide your elected officials to define what your community needs and wants.**

|  |  |  |
| --- | --- | --- |
| With the foundation established, and your leaders on the same page, CIC can effectively help your elected officials reach consensus on your community’s highest priorities during **public planning meetings.**  Using a structured and participatory method, we:   * Facilitate public comment * Revisit your mission and vision, if desired * Review and discuss the Current State Report * Organize high volume input into digestible categories * Help elected officials focus on the big picture * Establish targets that define what success will look like   Following public sessions, we compile the results in a graphically designed Strategic Plan document suitable for publication. | Results | |
| Public Planning Meetings | Over three to six sessions, your elected officials will confirm your community’s mission, vision, highest priorities, and define success. |
| Strategic Plan Document | Your community’s highest priorities and success definitions are designed for publication. |
| Milestone 3:  The Direction is Set | |

**We will help your organization get ready for implementation.**

|  |  |  |
| --- | --- | --- |
| Using your community’s set priorities, we help your leadership evaluate alignment of programs, projects, and initiatives, both current and future.  We begin by helping your team establish “crystal clear” criteria that will define progress in strategic areas. These metrics keep everyone’s eye on the same ball. Using the program inventory previously created, we guide leadership in a program evaluation exercise to score existing programs, projects, and initiatives on the {jurisdictionType}’s established criteria. This step surfaces “Continue or Stop” opportunities, highlighting what aligns, or doesn’t, with new strategic priorities and goals. We train your leadership to use this same exercise to evaluate new initiatives (opportunities to “Start”).  Because this evaluation process may lead to shifts in resources and responsibilities, we work with your leadership to maintain morale and support staff through any transition. We provide:   * Manager toolkits with talking points to facilitate empathetic and forward-looking discussions at the department level. The toolkit will include recommendations to honor past efforts and contributions and build energy around future opportunities. It also contains templates and action planning guide to help your leaders effectively implement new programs. * Co-facilitation of strategy conversations that help staff process changes, understand the rationale behind decisions, and rally around a shared sense of purpose. | Results | |
| Program Evaluation Exercise | As a result of this exercise, existing and future programs can be objectively evaluated for strategic alignment which speeds up decision-making. |
| Manager Toolkit | The toolkit ensures a consistent change management approach across the organization. |
| Strategy Conversation Co-Facilitation | Strategy conversations help smooth transitions and help ensure adoption of changes and sustained productivity. |
| Milestone 4:  You Are Ready to Implement | |

{/approach\_strategic\_plan}{#approach\_system\_selection}

CIC has proposed the following tasks and deliverables based on our extensive software system selection and implementation experience. We believe this approach will meet the needs of the Town. Table 3.1 summarizes the seven tasks\* with the corresponding fourteen deliverables.

\*CIC has combined Task 4 – Identify Evaluation Criteria and Task 5 – Selection of Vendor into a single task: **Task 4: Evaluation and Selection of Vendor**. CIC has combined these two tasks due to identified efficiency gains on the delivery of deliverables and project outcomes based on previous ERP system selection experience. CIC intends to provide all requested deliverables from the Town’s RFP.

**Table 3.1: Scope of Work**

| **Tasks** | **Deliverables** |
| --- | --- |
| **Task 1:**  **Project Planning and Management** | * **Deliverable 1:** Project Charter, Project Goals, Project Plan, Project Schedule, MS Teams Collaboration Site, and Communication Plan * **Deliverable 2:** Biweekly Project Status Updates and Status Report Template |
| **Task 2:**  **Develop a Plan of Action (Needs Assessment/Gap Analysis)** | * **Deliverable 3:** Due Diligence and Process Mapping Work Sessions * **Deliverable 4:** Needs Assessment and Business Process Analysis Report * **Deliverable 5:** Preliminary Functional and Technical Requirements * **Deliverable 6:** ERP Strategic Roadmap and Implementation Plan * **Deliverable 7:** Final Functional and Technical Requirements |
| **Task 3:**  **Develop Request for Proposal (RFP) for ERP Software** | * **Deliverable 8:** Complete ERP Software Request for Proposal (RFP) Document |
| **Task 4:**  **Identify Evaluation Criteria and Selection of Vendor (Evaluation and Selection of Vendor)** | * **Deliverable 9:** Evaluation Criteria Matrix (Vendor Proposal Comparison and Shortlist Identification) * **Deliverable 10:** Vendor Evaluation Process (Demonstration Facilitation and Preferred Vendor Identification) * **Deliverable 11:** Vendor Selection Report with Scoring Summary and Recommendations |
| **Task 5:**  **Contract Negotiations with Selected Firm** | * **Deliverable 12:** Final Negotiated Contract and Supporting Documentation |
| **Task 6:**  **Implementation Advisory Services** | * **Deliverable 13:** Implementation Oversight Reports and Post-Implementation Readiness Checklist (Implementation Oversight) * **Deliverable 14:** Implementation Assistance (Optional) |

**Task 1: Project Planning and Management**

CIC will conduct an initial project planning teleconference with the Town’s Project Team and any additional key stakeholders identified for inclusion by the Town. The purpose of this meeting is to review our proposed Project Plan and Project Schedule, clarify goals and objectives, identify known project constraints, and refine dates and/or tasks as appropriate. As part of this meeting, we will discuss our approach for managing communications between CIC and the Town, establish a governance structure between CIC and the Town, and confirm our approach to scope, risk, and resource management. We will also request names and contact information for staff members who will be involved in the project and work collectively to schedule the project kickoff meeting and initial interviews.

Based on the information gathered from our initial project planning teleconference, CIC will develop the Project Charter, Project Goals, Project Plan, Project Schedule, MS Teams Collaboration Site, Communication Plan (which will address our approach for managing communications between CIC and the Town), as well as our approach to scope, risks, and resource management. The Project Plan, Project Schedule, and Communication Plan also address CIC’s approach to providing the exact services requested by the Town and the agreed-upon timeframe for each task. In addition, the Project Plan will identify the Town’s Project Management Team and Subject Matter Experts, the participating CIC team members, define project roles and responsibilities for all project participants, and incorporate agreed-upon procedures between CIC and the Town related to project control, including quality management and deliverable submission/acceptance management.

CIC will provide Biweekly Project Status Updates. These reports will include the following:

* A description of the activities and accomplishments for the reporting period
* Plans for the upcoming weeks
* Current Topics and Description
* Review Risks and Issues
* Review/Discuss Project Schedule

We will deliver each report and hold a teleconference with the Project Management Team to discuss completed and upcoming activities, along with any risks or issues being managed.

* **Deliverable 1:** Project Charter, Project Goals, Project Plan, Project Schedule, MS Teams Collaboration Site, and Communication Plan
* **Deliverable 2:** Biweekly Project Status Updates and Status Report Template

**Task 2: Develop a Plan of Action (Needs Assessment/Gap Analysis)**

To initiate the project, the team will develop and distribute a web-based survey targeted at internal Town staff and external stakeholders. This survey will gather insights into current system usage, pain points, and improvement opportunities. Concurrently, an information request will be submitted to the Town to collect relevant background materials, including system documentation and operational workflows. These inputs will be reviewed to prepare for the on-site kickoff and due diligence work sessions.

The project will formally launch with a kickoff meeting that introduces the CIC team, presents survey findings, and aligns all parties on the project goals, scope, and timeline. Following the kickoff, the team will conduct a series of in-depth due diligence work sessions. These will include interviews with key staff, process observations, field visits, and potentially meetings with customers. The due diligence work sessions will also include process mapping activities. These activities are designed to build a comprehensive understanding of the Town’s current systems, workflows, and challenges.

Based on the information gathered, the team will develop a Needs Assessment and Business Process Analysis Report (report). This report will include a detailed review of business operations, system usage (such as Tyler Technologies New World), data conversion requirements, and identified areas for improvement. It will also include strategic recommendations for future system adoption, process enhancements, and integration opportunities. A collaborative work session with the Town’s project team will be held to review and validate the report’s findings. Once the review has been completed, CIC will finalize the report based on feedback from the Town.

Following report finalization, the project will move onto the development of functional and technical requirements to determine the business and technical needs of Town departments. The CIC team will facilitate collaborative planning sessions to further define and prioritize these requirements. Following Town review and feedback, these functional and technical requirements will be finalized for use in the RFP.

Additionally, while developing functional and technical requirements tailored to the Town, CIC will develop an ERP Strategic Roadmap and Implementation Plan (implementation plan). The implementation plan will highlight key details related to an ERP implementation, including implementation approaches and options, typical project phases and timelines, typical implementation budgets, necessary resources required for implementation, a resource hours assessment via a Responsible Accountable Consulted Informed (RACI) matrix to compare the Town’s current workload to the necessary capacities needed for the implementation, estimated project hours per role for Town staff, the identification of potential outsourcing opportunities to facilitate Town staff’s workload for the implementation, an assessment of integrations to establish, maintain, modify, or discontinue, and organizational readiness and change management recommendations.

* **Deliverable 3:** Due Diligence and Process Mapping Work Sessions
* **Deliverable 4:** Needs Assessment and Business Process Analysis Report
* **Deliverable 5:** Preliminary Functional and Technical Requirements
* **Deliverable 6:** ERP Strategic Roadmap and Implementation Plan
* **Deliverable 7:** Final Functional and Technical Requirements

**Task 3: Develop RFP for ERP Software**

CIC will coordinate a review with Town leadership and a representative from the Town’s Procurement Division to identify required standards for inclusion in an RFP (e.g., standard terms and conditions, required format (i.e. project background, scope, functional and technical requirements, vendor qualifications, implementation requirements, and submission criteria), additional language considerations, etc.) and establish a timeline for the RFP development and procurement process.

We will then develop the RFP using a format approved by the Town (i.e., Town template, modified template, or a template provided by CIC) and ensure compliance with the State of North Carolina public procurement laws and with the Town’s policies. Our team will also work with the Town to develop objective evaluation criteria (functional, technical, and cost-related) to include in the RFP.

CIC will coordinate a work session and teleconference with the Town’s Procurement Division to review the draft RFP, collect any feedback or additional terms for inclusion, update the RFP to “final,” and review prepared scoring matrix to track significant strengths and limitations of each proposal reviewed. In addition, CIC can provide a recent and updated distribution list that includes the major ERP vendors in the market.

* **Deliverable 8**: Complete ERP Software RFP Document

**Task 4: Identify Evaluation Criteria and Selection of Vendor (Evaluation and Selection of Vendor)**

CIC will coordinate, plan, and lead a pre-proposal teleconference for interested vendors, facilitating the question and the answer portion of the meeting. CIC will then compile a list of questions raised during the meeting and will prepare, on behalf of the Town, suggested responses to those questions. These will be provided in a format that the Town Project Team can review, revise, and ultimately publish as an addendum to the RFP, as determined by the Town Purchasing Division.

CIC will facilitate the proposal review process by analyzing vendor proposals to identify issues, risks, exceptions, omissions, and objections, compiling them in a Vendor Proposal Comparison (Comparison). The Comparison will identify key areas for consideration by the Town’s Evaluation Team and are tools that members of the Town’s team can use to focus their review of vendor proposals. The Comparison will also contain a quantitative analysis of each vendor’s responses to the functional and technical requirements, also known as CIC’s **Level-of-Fit Analysis**. Our project work plan assumes that we will be reviewing up to six ERP vendor proposals.

CIC will facilitate an on-site or virtual meeting with the Town’s Evaluation Team to review the proposals, elicit discussion of each proposal received, assist in the scoring process, and collect scores to identify the top three preferred vendors to invite for demonstrations. We will clarify any open items with these short-list vendors before issuing invitations for demonstrations.

The latter portion of the first-round vendor scoring meeting will be dedicated to discussing the format and scripts for vendor demonstrations. We will develop a draft demonstration script template and provide it to the Town for review. After finalizing the Town-approved version, we will provide the appropriate scripts to each vendor in advance of their on-site demonstrations. We will also develop scoring methodology and evaluation criteria that will assist the Town in scoring each demonstration.

CIC offers the Town a unique set of qualifications in preparing the demonstration scripts; our team members have experience in both facilitating demonstrations on behalf of clients and conducting demonstrations with many different ERP vendors. We are well-qualified to assist the Town in developing a demonstration script that incorporates proven techniques to elicit useful information during the demonstration process, helping the Town to better understand the proposed solutions.

Having provided demonstration scripts to each vendor for review, we will conduct a 30-minute teleconference call with each vendor to address any questions or concerns they might have. This will set mutual expectations prior to actual demonstrations so that vendors effectively address key Town items needed to accurately identify finalists’ strengths and weaknesses.

We will coordinate and facilitate demonstrations for a maximum of three vendors over the course of five days, at the Town’s offices. Our project team’s extensive background in the demonstration process provides the Town with a unique perspective on how to score, prepare, evaluate, and participate in vendor demonstrations.

CIC will facilitate the second round of vendor scoring immediately following the final demonstration to identify the vendor or vendors for which the Town should perform its reference checks and site visits. CIC will assist the Town in conducting reference checks and site visits.

We will compile any remaining questions the Town may have for the short-listed vendors and issue a Request for Clarifications to each, collecting the vendors’ responses and documenting them for the Town’s review.

CIC will facilitate the final round of vendor scoring via teleconference. The objective will be to identify a preferred vendor, as well as a second-choice vendor, should contract negotiations with the first be unsuccessful. CIC will then produce a Vendor Selection Report with Scoring Summary and Recommendation.

* **Deliverable 9:** Evaluation Criteria Matrix (Vendor Proposal Comparison (Comparison) and Shortlist Identification)
* **Deliverable 10:** Vendor Evaluation Process (Demonstration Facilitation and Preferred Vendor Identification)
* **Deliverable 11:** Vendor Selection Report with Scoring Summary and Recommendation

**Additional Demonstration Facilitation:**

* CIC plans to facilitate three vendor demonstrations. At the Town’s request, CIC will provide additional demonstration facilitation for additional vendors. Assistance will be provided upon a Task Order accepted by the Town.

**Task 5: Contract Negotiations with Selected Firm**

CIC will participate with the Town in the contract negotiations process with the vendor the Town selects. We have been involved in contract negotiations from the clients’ vendors’, and independent consultants’ perspectives, and are knowledgeable about how the contract impacts the implementation process. In conducting contract negotiations between the Town and the preferred vendor, we will draw on our experience to ensure the Town’s best interests are met. As part of that process, we believe it is critical to develop a positive relationship between the Town and the vendor, as this sets the foundation for a collaborative implementation process. We understand the roles of all parties involved in negotiations and will utilize our experience as facilitators to establish clear communication, trust, and goodwill between all involved.

Prior to beginning negotiations, we will discuss the negotiation strategy with the Town and identify key roles for decision-making. We will then draw on the information gathered during our review of the vendors’ proposals, identify any concerns, and provide the vendors with an opportunity to respond with the requested modifications. Following initial conversations with the two vendors, we will confirm the preferred vendor with the Town. While we recommend keeping negotiations and alternatives open with both parties, we expect to proceed with in-depth negotiations with only the preferred vendor at this stage.

We will work with the Town’s project team and legal counsel, as well as the preferred vendor to develop a draft contract, using the Town’s contracting procedures and the vendor’s proposal as starting points. We will review the contract documents in consultation with the Town to ensure that requirements are clearly defined and to establish that the Town agrees to the schedule, implementation process, fee arrangement, licensing model, scope of services, service level agreements, vendor resources, deliverables, costs, acceptance criteria, warranties, penalties, and terms and conditions. In addition, we will be “at the table” in negotiations with the preferred vendor. Should it become clear at any point during negotiations that the preferred vendor’s solution or contract terms will not meet the needs of the Town, we may recommend halting negotiations with that vendor and commencing negotiations with the alternate vendor.

A positive working relationship between the Town and the vendor is integral to the process of finalizing contract negotiations. While contract negotiations can be stressful, we will work with all parties to establish a constructive sense of partnership moving into the implementation phase.

Based on our experience conducting contract negotiations for similar projects, we recognize that the level of effort can vary significantly depending on several factors. We have planned for 15 hours of contract negotiation services (to be billed as used), which we have found is generally appropriate for a project of this scope and size.

* **Deliverable 12:** Final Negotiated Contract and Supporting Documentation

**Task 6: Implementation Advisory Services**

Throughout the implementation, we will bring our prior implementation and local government experience to provide a forward-looking perspective, reduce risk, and promote the achievement of the goals and objectives for the project. We anticipate being involved in key project management activities of the implementation. The following list is not an exhaustive list of key implementation activities:

* Project Management Activities (e.g., status meetings, internal communications, Town project team readiness, risk/issue registry, quality assurance, issue resolution, and change requests)
* Vendor Deliverable Review and Adherence (e.g., end user testing)
* Implementation Activity Participation (e.g., data mapping and migration)
* User Acceptance Testing (UAT) Management
* End User Training Activity Management
* Go-Live and Post Go-Live Planning

A comprehensive list of implementation activities will be detailed in the work plan.

* **Deliverable 13:** Implementation Oversight Reports and Post-Implementation Readiness Checklist (Implementation Oversight)
* **Deliverable 14:** Implementation Assistance (Optional)

{/approach\_system\_selection}

# References{#approach\_strategic\_plan}

**La Crosse County**    
216 6th Street, La Crosse, WI 54601    
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608-785-9635    
klekamp.jane@co.la-crosse.wi.us

**City of South Lake Tahoe**    
1901 Lisa Maloff Way, South Lake Tahoe, CA 96150    
Joe Irvin, City Manager    
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jirvin@cityofslt.us

**City of Peoria**    
419 Fulton Street, Ste. 207, Peoria, IL 61602    
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citymanager@peoriagov.org

**City of Ennis**    
107 N Sherman Street, Ennis, TX 75119    
Stephen Barnes    
972-875-1234

**City of Creswell**    
13 S 1st Street, Creswell, Oregon 97426    
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**Tacoma Parks**   
4702 S 19th Street, Tacoma, Washington 98405   
Shon Sylvia   
253-305-1000   
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To further demonstrate CIC’s relevant experience and the quality of our past work, we have also provided detailed descriptions for our references on the following pages. These projects showcase the expertise, proven methodology, and effective communications our team will bring to the Town’s initiative. The references provided do not have any change orders, except for the City of Jacksonville due to a mutually agreed upon expansion of the scope of work.

**Table 2.1.1: City of Jacksonville, NC ERP System Selection**

|  |  |
| --- | --- |
| **City of Jacksonville, NC ERP System Selection** | |
| **Client Contact Information** | **Terrance Braxton, Director of Information Technology Services**  **P.O. Box 128**  **Jacksonville, NC 28541**  **910-938-5200** |
| **Project Background** | The City had used CentralSquare Naviline on an IBM iSeries/AS400 environment for most finance, accounting, community development, and utility billing functions and recognized the need to replace the aging technology stack. Our team of consultants led the needs assessment and gap analysis activities, developed functional and technical requirements, designed an RFP, assisted with the vendor selection process, and facilitated contract negotiation for a new ERP system, EAM system, and UBCIS. |
| **Project Outcomes** | Our team of consultants assisted in the following:   * Assessment of existing software systems, including the identification of improvement opportunities to current processes and new technology considerations * Development of a resulting Needs Assessment and Gap Analysis Report with recommendations for enabling more robust workflows, role-based security permissions, data and document management practices, and interface and integration considerations. * Development of functional and technical requirements and two RFPs for a new ERP system, EAM system, and UBCIS.   Following demonstrations, the City had selected its preferred vendors, undergone the contract negotiation process, and successfully executed contracts with its preferred vendors. |
| **Project Dates and Budget** | July 2022 – August 2024  ~$110,000 |

**Table 2.1.2: Wake County, NC ERP System Selection**

|  |  |
| --- | --- |
| **Wake County, NC ERP System Selection** | |
| **Client Contact Information** | **Cathie Dillon, ERP Program Manager**  **Waverly F. Akins Building**  **337 S. Salisbury St.**  **Raleigh, NC 27601**  **919-856-5800** |
| **Project Background** | Wake County had used a legacy ERP for most finance, accounting, and human resources functions and recognized the need to replace the aging technology stack. Our team of consultants led the needs assessment and gap analysis activities, developed functional and technical requirements, designed an RFP, assisted with the vendor selection process, and facilitated contract negotiation for a new ERP system. |
| **Project Outcomes** | Our team of consultants assisted in the following:   * Assessment of existing software systems, including the identification of improvement opportunities to current processes and new technology considerations * Development of a resulting Needs Assessment and Gap Analysis Report with recommendations for enabling more robust workflows, role-based security permissions, data and document management practices, and interface and integration considerations. * Development of functional and technical requirements and an RFP for a new ERP system.   Following demonstrations, the County had selected its preferred vendor, undergone the contract negotiation process, and successfully executed a contract with its preferred vendor. |
| **Project Dates and Budget** | September 2023 – October 2024  ~$80,000 |

**Table 2.1.3: Jefferson Parish, LA ERP System Selection**

|  |  |
| --- | --- |
| **Jefferson Parish, LA ERP System Selection** | |
| **Client Contact Information** | **Maria Rose, Applications Program Manager**  **Joseph S. Yenni Building**  **1221 Elmwood Park**  **Boulevard, Suite 403**  **Jefferson, LA 70123**  **504-736-6101** |
| **Project Background** | Jefferson Parish used an AS400 for most finance, accounting, and human resources functions and recognized the need to replace the aging technology stack. Our team of consultants led the needs assessment and gap analysis activities, developed functional and technical requirements, designed an RFP, assisted with the vendor selection process, and facilitated contract negotiation for a new ERP system. |
| **Project Outcomes** | Our team of consultants assisted in the following:   * Assessment of existing software systems, including the identification of improvement opportunities to current processes and new technology considerations * Development of a resulting Needs Assessment and Gap Analysis Report with recommendations for enabling more robust workflows, role-based security permissions, data and document management practices, and interface and integration considerations. * Development of functional and technical requirements and an RFP for a new ERP system.   Following demonstrations, the Parish had selected its preferred vendor, undergone the contract negotiation process, and successfully executed a contract with its preferred vendor. |
| **Project Dates and Budget** | October 2022 – September 2024  ~$80,000 |

{/approach\_system\_selection}

{#includeCost}Cost{#approach\_strategic\_plan}

CIC hourly rate is $200 for our principal consultants. Travel costs are expensed as incurred.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Hours  Facilitation | Hours Preparation | Total | |
| Orientation and Kickoff | 6 | 4 | $2,000.00 | |
| Bi-weekly Project Meetings | 20 | 5 | $5,000.00 | |
| Interviews | 10 | 5 | $3,000.00 | |
| Same Page™ Session | 2 | 8 | $2,000.00 | |
| Current State Report |  | 18 | $3,600.00 | |
| Online Feedback |  | 18 | $3,600.00 | |
| Public Planning Meetings  (Up to 6 meetings at 4-hours each) | 24 | 6 | $6,000.00 | |
| Strategic Plan Document |  | 16 | $3,200.00 | |
| Program Evaluation Exercise | 8 | 8 | $3,200.00 | |
| Manager Toolkit and Strategy Conversation Cofacilitation | 8 | 6 | $2,800.00 | |
|  | *78* | *94* | *$34,400.00* | |
| Travel and Expenses |  |  | $5,000.00  $2,400.00 | |
|  | Total Not to Exceed: | | | $41,800.00 | |

{/approach\_strategic\_plan}{#approach\_system\_selection}

**Table 6.0.2: Personnel Cost by Task**

| **Team Member** | **Position** | **Involved Tasks** | **Hours per Task** | **Hourly Rate** | **Total Cost** |
| --- | --- | --- | --- | --- | --- |
| Fred Turnier | PM | Task 1 – Project Planning and Management | 29 | $225 | $6,525 |
| Task 2 –Develop a Plan of Action (Needs Assessment/Gap Analysis) | 58 | $225 | $13,050 |
| Task 3 – Develop RFP for ERP Software | 5 | $225 | $1,125 |
| Task 4 – Identify Evaluation Criteria and Selection of Vendor (Evaluation and Selection of Vendor) | 10 | $225 | $2,250 |
| Task 5 – Contract Negotiations with Selected Firm | 5 | $225 | $1,125 |
| Task 6 – Implementation Oversight Reports and Post-Implementation Readiness Checklist (Implementation Oversight) | 45 | $210 | $9,450 |
| Task 6 – Implementation Advisory Services (Optional) | 945 | $210 | $198,450 |
| Joshua Hathaway | SME | Task 3 – Develop RFP for ERP Software | 13 | $200 | $2,600 |
| Task 4 – Identify Evaluation Criteria and Selection of Vendor (Evaluation and Selection of Vendor) | 2 | $200 | $400 |
| Task 5 – Contract Negotiations with Selected Firm | 15 | $200 | $3,000 |
| Sachin Goradia | SME/BA | Task 1 – Project Planning and Management | 19 | $200 | $3,800 |
| Task 2 – Develop a Plan of Action (Needs Assessment/Gap Analysis) | 77 | $200 | $15,400 |
| Task 3 – Develop RFP for ERP Software | 6 | $200 | $1,200 |
| Task 4 – Identify Evaluation Criteria and Selection of Vendor (Evaluation and Selection of Vendor) | 28 | $200 | $5,600 |
| Shailesh Jain | SME | Task 1 – Project Planning and Management | 3 | $200 | $600 |
| Task 2 – Develop a Plan of Action (Needs Assessment/Gap Analysis) | 38 | $200 | $7,600 |
| Task 4 – Identify Evaluation Criteria and Selection of Vendor (Evaluation and Selection of Vendor) | 3 | $200 | $600 |
| Todd Ohman | SME | Task 1 – Project Planning and Management | 3 | $200 | $600 |
| Task 2 – Develop a Plan of Action (Needs Assessment/Gap Analysis) | 38 | $200 | $7,600 |
| Task 4 – Identify Evaluation Criteria and Selection of Vendor (Evaluation and Selection of Vendor) | 3 | $200 | $600 |
| Sondra Hathaway | SME | Task 1 – Project Planning and Management | 13 | $200 | $2,600 |
| Task 2 – Develop a Plan of Action (Needs Assessment/Gap Analysis) | 49 | $200 | $9,800 |
| Task 4 – Identify Evaluation Criteria and Selection of Vendor (Evaluation and Selection of Vendor) | 13 | $200 | $2,600 |
| Task 6 – Implementation Oversight Reports and Post-Implementation Readiness Checklist (Implementation Oversight) | 45 | $210 | $9,450 |
| Task 6 – Implementation Advisory Services (Optional) | 945 | $210 | $198,450 |

**Table 6.0.3: System Selection and Implementation Oversight Costs**

| **Scope of Services** | **Total Cost (Not to Exceed)** |
| --- | --- |
| Task 1 – Project Planning and Management   * + Deliverable 1: Project Charter, Project Goals, Project Plan, Project Schedule, MS Teams Collaboration Site, and Communication Plan   + Deliverable 2: Biweekly Project Status Updates and Status Report Template   Task 2 – Develop a Plan of Action (Needs Assessment/Gap Analysis)   * + Deliverable 3: Due Diligence and Process Mapping Work Sessions   + Deliverable 4: Needs Assessment and Business Process Analysis Report   + Deliverable 5: Preliminary Functional and Technical Requirements   + Deliverable 6: ERP Strategic Roadmap and Implementation Plan   + Deliverable 7: Final Functional and Technical Requirements   Task 3 – Develop RFP for ERP Software   * Deliverable 8: Complete ERP Software Request for Proposal (RFP) Document   Task 4 – Identify Evaluation Criteria and Selection of Vendor (Evaluation and Selection of Vendor)   * Deliverable 9: Evaluation Criteria Matrix (Vendor Proposal Comparison and Shortlist Identification) * Deliverable 10: Vendor Evaluation Process (Demonstration Facilitation and Preferred Vendor Identification) * Deliverable 11: Vendor Selection Report with Scoring Summary and Recommendation   Task 5 – Contract Negotiations with Selected Firm   * Deliverable 12: Final Negotiated Contract and Supporting Documentation   Task 6 – Implementation Advisory Services   * Deliverable 13: Implementation Oversight Reports and Post-Implementation Readiness Checklist (Implementation Oversight) | $112,825 |

Our implementation approach and estimated costs are highly dependent on the vendor selected by the Town. Based on recent experience and lessons learned we have provided an estimation of Task 6: Estimated Implementation Assistance (Optional) in Table 6.0.4.

The time and cost estimates below are based on an average 18-month implementation from vendor selection with a blended hourly rate of **$210**. We bill monthly for the hours we spend working on your implementation project.

**Table 6.0.4: Task 6: Estimated Implementation Assistance (Optional)**

|  |  |
| --- | --- |
| **Scope of Service** | **Total Cost (Not to Exceed)** |
| Task 6 - Implementation Advisory Services (Optional: 1,980 hours – average of 110 hours per month for 18 months)   * Deliverable 14: Implementation Assistance (Optional):   + Project Management Activities (e.g., status meetings, risk/issue registry, quality assurance)   + Vendor Deliverable Review (e.g., end user testing)   + Implementation Activity Participation (e.g., data mapping and migration)   + User Acceptance Testing (UAT) Management   + End User Training Activity Management   + Go-Live Planning   + Project Closeout and Lessons Learned | $396,900 |

**Table 6.0.5: Tasks 1 – 6 (System Selection and Implementation Oversight) Total Fixed Costs**

|  |  |  |
| --- | --- | --- |
| **Scope of Services** | **Total Costs** | **Optional Costs** |
| Tasks 1 – 5:   * Project Planning and Management * Develop a Plan of Action (Needs Assessment/Gap Analysis) * Develop RFP for ERP Software * Identify Evaluation Criteria and Selection of Vendor (Evaluation and Selection of Vendor) * Contract Negotiations with Selected Firm | $93,925 | - |
| Task 6:   * Implementation Oversight Reports and Post-Implementation Readiness Checklist (Implementation Oversight) | $18,900 | - |
| **Total 1 - 6:**   * System Selection (Tasks 1 – 5) and Implementation Oversight Reports and Post-Implementation Readiness Checklist (Implementation Oversight) | **$112,825** | - |
| Task 6 (Optional Additional Implementation Services):  Implementation Advisory Services (Optional) | - | $396,900 |
| **Grand Total with Implementation Advisory Services (Optional):** | **$509,725** | |

*Travel*

Our team believes in-person interactions between CIC and the {jurisdictionType} help boost {jurisdictionType} team member engagement and ultimately lead to better project results; however, we defer to the {jurisdictionType}’s preferences for travel and in-person sessions. We estimate the {jurisdictionType} reimbursement for travel expenses at approximately $500 airfare per person per trip plus $250 hotel, meals, incidental expenses and ground transportation per day, which would be billed as incurred. {/approach\_system\_selection}{/includeCost}

{#timeline}

# Timeline

{#approach\_system\_selection}

The project schedule and work plan will be reviewed and confirmed with the Town during project initiation and updated accordingly to reflect the needs of the Town. CIC will work closely with the Town throughout the engagement to help ensure that all tasks are fulfilled, and deliverables are submitted within the required schedule without compromising quality. Table 4.0.1 depicts a proposed twelve-month system selection process. Depending on the readiness of the Town, this timeline for the system selection could be reduced to 6-9-months. The implementation schedule will depend on the software vendor(s) selected by the Town, but an average implementation timeline is estimated at 18 to 24-months from the selected vendor.

**Table 4.0.1: Proposed Project Schedule**

| **Tasks/Deliverables** | **Schedule** |
| --- | --- |
| **Task 1: Project Planning and Management**   * **Deliverable 1:** Project Charter, Project Goals, Project Plan, Project Schedule, MS Teams Collaboration Site, and Communication Plan * **Deliverable 2:** Biweekly Project Status Updates and Status Report Template | Aug. 2025 – Jul. 2026 |
| **Task 2: Develop a Plan of Action (Needs Assessment/Gap Analysis)**   * **Deliverable 3:** Due Diligence and Process Mapping Work Sessions * **Deliverable 4:** Needs Assessment and Business Process Analysis Report * **Deliverable 5:** Preliminary Functional and Technical Requirements * **Deliverable 6:** ERP Strategic Roadmap and Implementation Plan * **Deliverable 7:** Final Functional and Technical Requirements | Aug. 2025 – Nov. 2025 |
| **Task 3: Develop RFP for ERP Software**   * **Deliverable 8:** Complete ERP Software Request for Proposal (RFP) Document | Oct. 2025 – Mar. 2026 |
| **Task 4: Identify Evaluation Criteria and Selection of Vendor (Evaluation and Selection of Vendor)**   * **Deliverable 9:** Evaluation Criteria Matrix (VendorProposal Comparison and Shortlist Identification) * **Deliverable 10:** Vendor Evaluation Process (Demonstration Facilitation and Preferred Vendor Identification) * **Deliverable 11:** Vendor Selection Report with Scoring Summary and Recommendation | Mar. 2026 – May 2026 |
| **Task 5: Contract Negotiations with Selected Firm**   * **Deliverable 12:** Final Negotiated Contract and Supporting Documentation | May 2026 – Jul. 2026 |
| **Task 6: Implementation Advisory Services**   * **Deliverable 13:** Implementation Oversight Reports and Post-Implementation Readiness Checklist (Implementation Oversight) * **Deliverable 14:** Implementation Assistance (Optional) | Estimated up to 18-months from vendor selection |

{/approach\_system\_selection}

{/timeline}