



City of High Point

Municipal Office Building
211 S. Hamilton Street
High Point, NC 27260

Meeting Agenda

Finance Committee

Britt Moore, Chair

Committee Members:

Monica Peters

Michael Holmes

Tim Andrew

Cyril Jefferson, Mayor (Alternate)

Michael Holmes, Mayor Pro Tem (Alternate)

Thursday, June 13, 2024

4:00 PM

Council Chamber

FINANCE COMMITTEE - Britt W. Moore, Chair

CALL TO ORDER

PRESENTATION OF ITEMS

1. [2024-236](#) Consideration of a Contract with the Bradley Group and Workforce Unlimited, LLC
City Council is requested to consider a contract with the Bradley Group and Workforce Unlimited, LLC in the combined estimated annual amount of \$180,000.00 for temporary workers within the Solid Waste Division, specifically the Material Recycling Facility and Landfill and authorize the appropriate City Official(s) to execute all necessary documents.
Attachments: [Bradley Group & Workforce Unlimited, LLC](#)

2. [2024-237](#) Consideration of a Contract with Harper General Contractors Inc.
City Council is requested to consider a contract with Harper General Contractors Inc. in the amount of \$161,695 for the replacement of the outside chemical feed lines at the Ward Water Treatment Plant and authorize the appropriate City Official(s) to execute all necessary documents.
Attachments: [Ward WTP Chemical Feed Lines- Harper Construction](#)

3. [2024-238](#) Consideration of a Resolution Ratifying and Authorizing the Execution of a Contract with Guilford County Board of Education for the School Safety Resource Officer Program
City Council is requested to consider a resolution ratifying and authorizing the execution of a contract with Guilford County Board of Education for eight School Resource Officers and one Supervisor and authorize the appropriate City Official(s) to execute all necessary documents.
Attachments: [PD Guilford County School Resource Officers Contract](#)

4. [2024-239](#) Consideration of a Resolution to Direct the Expenditure of Opioid Settlement Funds
City Council is requested to consider a Resolution directing the expenditure of Opioid Settlement Funds for the City of High Point and approve a Budget Ordinance Amendment.
Attachments: [Opioid Resolution](#)

5. [2024-242](#) Consideration of a Budget Ordinance Amendment
City Council is requested to consider a Budget Ordinance Amendment to appropriate additional occupancy tax revenues to High Point Convention and Visitor's Bureau, Inc (Visit High Point) and to High Point International Home Furnishings Market Authority Corporation (High Point Market Authority).
Attachments: [Occupancy Taxes - Budget Ordinance Amendment](#)

6. [2024-243](#) Consideration of Agreements Regarding Enterprise Resource Planning System Procurement
City Council is requested to consider an Agreement for Services with Avaap, a Subscription Agreement with Workday, and a Software as a Service Agreement with CanAm to manage day-to-day financial and human resource activities and authorize the appropriate City Official(s) execute all necessary documents pending the final negotiations.
Attachments: [ERP Procurement](#)

7. [2024-244](#) Consideration of a Proposal from ClientFirst Technology Consulting
City Council is requested to consider a proposal from ClientFirst Technology Consulting in the amount of \$432,000 for Implementation Project Management to assist with the Enterprise Resource Planning (ERP) system implementation and authorize the appropriate City Official(s) to execute all necessary documents.
Attachments: [ClientFirst Technology Consulting - Implementation Project Manager](#)

8. [2024-245](#) Consideration of a Contract with Breece Enterprises, Incorporated
City Council is requested to consider at contract with Breece Enterprises, Incorporated in the amount of \$542,600.00 to supplement the Storm Water Services Division in maintenance, repair, and installation of storm water infrastructure and authorize the appropriate City Official(s) to execute all necessary documents.
Attachments: [Breece Enterprises - Storm Water Maintenance 2024-2025](#)

9. [2024-246](#) Consideration of a Contract with Breece Enterprises, Incorporated
City Council is requested to consider a contract with Breece Enterprises, Incorporated in the amount of \$2,256,620.00 to supplement the Water and Sewer Mains Division in maintenance and repair of existing water and sewer utilities and authorize the appropriate City Official(s) to execute all necessary documents.

Attachments: [Breece Enterprises - Water Sewer Maintenance Emergency Contract 2024-202](#)

10. [2024-247](#)

Consideration of a Contract with Oakwood Community Development Corporation

City Council is requested to consider a contract with Oakwood Community Development Corporation in the amount of \$217,556.00 to provide a safe place for individuals and families without permanent living arrangements and authorize the appropriate City Official(s) to execute all necessary documents.

Attachments: [Oakwood CDC Day Center](#)

ADJOURNMENT



City of High Point

Municipal Office Building
211 S. Hamilton Street
High Point, NC 27260

Master

File Number: 2024-236

File ID: 2024-236

Type: Miscellaneous Item

Status: To Be Introduced

Version: 1

Reference:

In Control: City Council

File Created: 06/06/2024

File Name:

Final Action:

Title: Consideration of a Contract with the Bradley Group and Workforce Unlimited, LLC
City Council is requested to consider a contract with the Bradley Group and Workforce Unlimited, LLC in the combined estimated annual amount of \$180,000.00 for temporary workers within the Solid Waste Division, specifically the Material Recycling Facility and Landfill and authorize the appropriate City Official(s) to execute all necessary documents.
(Recommended by the Finance Committee.)

Notes:

Sponsors:

Enactment Date:

Attachments: Bradley Group & Workforce Unlimited, LLC

Enactment Number:

Contact Name:

Hearing Date:

Drafter Name: dona.turner@highpointnc.gov

Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Finance Committee	06/13/2024	Committee Recommended Approval	City Council	06/17/2024		Pass

CITY OF HIGH POINT

AGENDA ITEM



TITLE: Temporary Worker Contract	
FROM: Robby Stone – Public Services Director Melinda King – Asst. Public Services Director	MEETING DATE: June 17, 2024
PUBLIC HEARING: n/a	ADVERTISED DATE/BY: n/a
ATTACHMENTS: Bradley Group and Workforce RFP Submission	

PURPOSE: The City requires the utilization of temporary workers within the solid waste division, specifically the Material Recycling Facility (MRF) and Landfill. This master agreement will allow for the utilization of temporary workers to facilitate the MRF during furniture market and durations with low staffing issues as well as workers to assist in trash collection at the landfill to maintain compliance with NCDEQ.

BACKGROUND: The MRF and Landfill require the assistance of temporary staff during the Furniture Market and to offset low staffing durations. The current contract with The Bradley Group expires July 31, 2024; therefore, proposals were solicited and opened on Thursday, May 16, 2024. Five (5) proposals were received, and two (2) were selected based on the rating matrix evaluation by staff.

BUDGET IMPACT: Funds for this contract are included in the 2024-2025 operating budgets of both the MRF and Landfill.

RECOMMENDATION/ACTION REQUESTED: The Public Services Department recommends approval of the contract, and that the appropriate City official and/or employee be authorized to execute all necessary documents to award unit prices for the temporary services to The Bradley Group and Workforce Unlimited, LLC in the combined estimated annual amount of \$180,000.00.

FINANCIAL SERVICES
Purchasing Division



BID RECOMMENDATION

DEPARTMENT: **Public Services**

COUNCIL AGENDA DATE:

BID NO.: **46-051624**

CONTRACT NO.:

DATE OPEN: **5/16/2024**

DESCRIPTION:

The MRF and Landfill require assistance of temporary staff to offset low staffing durations and high-volume durations such as Furniture Market. The current contract with The Bradley Group expires July 31, 2024; therefore, proposals were solicited and opened on Thursday, May 16, 2024. Five (5) proposals were received, and two (2) were selected based on the rating matrix evaluation by staff.

PURPOSE:

The City requires the utilization of temporary workers within the solid waste division specifically the Material Recycling Facility (MRF) and Landfill. This master agreement will allow for the utilization of temporary workers to facilitate the MRF during furniture market and durations with low staffing issues as well as workers to assist in trash collection at the landfill to maintain compliance with NCDEQ.

COMMENTS:

RECOMMEND AWARD TO: **Bradley Group/Workforce**

AMOUNT: **180,000.00**

JUSTIFICATION:

ACCOUNTING UNIT	ACCOUNT	ACTIVITY	CATEGORY	BUDGETED AMOUNT
661742	527202			120,000.00
661741	527202			60,000.00
TOTAL BUDGETED AMOUNT				180,000.00

DEPARTMENT HEAD:

Robby Stone

Digitally signed by Robby Stone
Date: 2024.06.06 13:01:55 -04'00'

DATE: **6-6-2024**

The Purchasing Division concurs with recommendation submitted by the **Public Services** and recommends award to the lowest responsible, responsive bidder **Bradley Group and Workforce** in the amount of **\$180,000.00**.

PURCHASING
MANAGER:

Candy E. Harmon

Digitally signed by Candy E. Harmon
Date: 2024.06.06 21:38:39 -04'00'

DATE: **6/6/24**

Approved for Submission to
Council

FINANCIAL SERVICES DIRECTOR:

Bobby Fitzjohn

Digitally signed by Bobby Fitzjohn
Date: 2024.06.13 09:16:52 -04'00'

DATE: **6/13/24**

CITY MANAGER:

(For City Council Approval Only)

DATE:



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Type: Miscellaneous Item

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Version: 1

Reference:

In Control: City Council

File Created: 06/06/2024

File Name:

Final Action:

Title: Consideration of a Contract with Harper General Contractors Inc.
City Council is requested to consider a contract with Harper General Contractors Inc. in the amount of \$161,695 for the replacement of the outside chemical feed lines at the Ward Water Treatment Plant and authorize the appropriate City Official(s) to execute all necessary documents. (Recommended by the Finance Committee.)

Notes:

Sponsors:

Enactment Date:

Attachments: Ward WTP Chemical Feed Lines- Harper Construction

Enactment Number:

Contact Name:

Hearing Date:

Drafter Name: dona.turner@highpointnc.gov

Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Finance Committee	06/13/2024	Committee Recommended Approval	City Council	06/17/2024		Pass

CITY OF HIGH POINT

AGENDA ITEM



TITLE: Ward Water Treatment Plant (WTP) Chemical Feed Line Replacement Project - Harper General Contractors Inc	
FROM: Robby Stone – Public Services Director Derrick Boone – Asst. Public Services Director	MEETING DATE: June 17, 2024
PUBLIC HEARING: n/a	ADVERTISED DATE/BY: April 26, 2024
ATTACHMENTS: Certified Bid Tabulation	

PURPOSE: To contract with Harper General Contractors Inc. for the replacement of the outside chemical feed lines at the Ward Water Treatment Plant (WTP).

BACKGROUND: There are 13 chemical feed lines that run along the chemical containment wall and the side of the building at the Ward WTP. The lines are in poor condition. The scope of the project will consist of demolition and replacing the lines. To limit disruption to the WTP, each line must be demolished and replaced one at a time. There were two (2) contractors who submitted bids and Harper General Contractors Inc. was the lowest responsive and responsible bidder.

BUDGET IMPACT: Funds for this project are available in the 2024-2025 Budget.

RECOMMENDATION/ACTION REQUESTED: The Public Services Department recommends approval of the contract, and that the appropriate City official and/or employee be authorized to execute all necessary documents to award the project to Harper General Contractors Inc. in the amount of \$161,695.



Chemical feed lines along the bulk chemical containment wall



Chemical feed lines along chemical containment wall and water plant building

Bid Tabulation
City of High Point, North Carolina
Ward Water Treatment Plant Chemical Feeds
Bid 1115-060424

Contractor	Bid Bond	MWBE	Addendum 1	Total Bid
Harper General Contractors	Yes	Yes	Yes	\$161,695.00
Laughlin-Sutton Construction Co	Yes	Yes	Yes	\$322,000.00



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Version: 1

Reference:

In Control: City Council

File Created: 06/06/2024

File Name:

Final Action:

Title: Consideration of a Resolution Ratifying and Authorizing the Execution of a Contract with Guilford County Board of Education for the School Safety Resource Officer Program
City Council is requested to consider a resolution ratifying and authorizing the execution of a contract with Guilford County Board of Education for eight School Resource Officers and one Supervisor and authorize the appropriate City Official(s) to execute all necessary documents. (Recommended by the Finance Committee.)

Notes:

Sponsors:

Enactment Date:

Attachments: PD Guilford County School Resource Officers Contract

Enactment Number:

Contact Name:

Hearing Date:

Drafter Name: sandra.keeney@highpointnc.gov

Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Finance Committee	06/13/2024	Committee Recommended Approval	City Council	06/17/2024		Pass

CITY OF HIGH POINT

AGENDA ITEM



TITLE: Interlocal Agreement Between the City of High Point and the Guilford County Board of Education for the Provision of School Resource Officers

FROM: C. H. Cheeks, III, Interim Chief of Police

MEETING DATE: June 17, 2024

PUBLIC HEARING: n/a

ADVERTISED DATE/BY: n/a

ATTACHMENTS: Resolution
Contract

PURPOSE: To request approval to execute an Interlocal Agreement between the City of High Point and the Guilford County Board of Education for the provision of School Resource Officers for the 2024-25 school year.

BACKGROUND: The Guilford County Board of Education contracts with the City of High Point for SRO coverage at the four high schools and four middle schools which are located within High Point. The proposed contract for 8 officers and 1 supervisor is being requested to cover school year 2024/2025.

BUDGET IMPACT: The funding for salary and equipment expenses was considered/calculated into our proposed budget for Fiscal Year 2024.

RECOMMENDATION/ACTION REQUESTED: The Police Department is requesting that City Council approve this request to contract with the Guilford County Board of Education for eight School Resource Officers and 1 Supervisor.

**RESOLUTION RATIFYING AND AUTHORIZING THE EXECUTION OF CONTRACT WITH
GUILFORD COUNTY BOARD OF EDUCATION FOR THE SCHOOL SAFETY RESOURCE
OFFICER PROGRAM**

WHEREAS, the Guilford County Board of Education (“the Board”) desires assistance of the City of High Point (“City”) in providing School Safety Resource Officers (“SROs) for additional police services to create safe and crime free educational campuses; and

WHEREAS, there is a need to maintain the School Safety Resource Officer Program (“SRO Program”) jointly operated by the City and the Board in select public schools; and

WHEREAS, the City and the Board believe that the continued operation of the SRO Program is vital in protecting and safeguarding these campuses and seeks to memorialize the continued operation through a written contract; and

WHEREAS, under this contract, the City agrees to provide eight (8) officers and one (1) supervisor for a period of one year to the SRO Program and the Board shall reimburse the City for \$710,855.00 for the salaries and equipment of the officers assigned to the SRO Program for a period beginning on the date of contract signature through June 30, 2025; and

WHEREAS, the City and the Board shall continue to work together to ensure the successful protection of those educational campuses; and

WHEREAS, the City would like to enter into a contract with the Board for providing SROs.

NOW THEREFORE, BE IT RESOLVED by the High Point City Council that the attached contract between the City and the Board for the SRO Program in the amount of \$710,855.00 is hereby ratified as required by N.C.G.S. 160A-461, and the City Manager is hereby authorized to execute the attached contract on behalf of the City, and that this resolution ratifying the interlocal cooperation between the City and the Board is hereby spread upon the minutes of the High Point City Council.

Adopted this the ____ day of _____, 2024.

Cyril Jefferson, Mayor

ATTEST

Sandra Keeney, City Clerk

STATE OF NORTH CAROLINA

CITY OF HIGH POINT

CONTRACT – SRO Program

THIS CONTRACT, entered into this 1st day of August, 2024, by and between the CITY OF HIGH POINT, hereinafter referred to as “City”; and the GUILFORD COUNTY BOARD OF EDUCATION, hereinafter referred to as “Board”;

WITNESSETH:

THAT WHEREAS, the Board desires special law enforcement services to be rendered by the City of HIGH POINT, namely the providing of School Safety Resource Officers (SROs) and

WHEREAS, the City of HIGH POINT has agreed to provide such special law enforcement services to the Board upon certain terms and conditions provided hereinafter; and

NOW, THEREFORE, in consideration of the mutual promises contained herein and pursuant to the authority of the General Statutes of the State of North Carolina, and the acts and things done and performed, and to be done and performed by the parties hereto, one with the other, the parties mutually agree as follows:

SECTION 1. DUTIES AND RESPONSIBILITIES OF THE CITY

1.01 The City shall provide eight (8) sworn police officers to be assigned to specific middle/high schools as School Safety Resource Officers (SROs) by the Chief of Police. The City shall also provide one (1) supervisor for the SRO unit. The selection of the individual officers shall be at the discretion of the Chief of Police. During the term of this agreement, the primary duty and responsibility of the SROs shall be to the schools. The SROs are expected to be on duty at school on regular school days and available for special assignments during the weeks when school is not in session. SRO assignments may be adjusted based on needs identified by the Chief of Police or the Police Department’s SRO Supervising Officer upon consultation with the Board’s Administrator for School Safety. The normal duty hours for SROs at their school(s) are 8:00 a.m. to 4:00 p.m. Changes to these hours can be made by agreement with the Program

Administrators for School Safety, the principal of the school, and the Chief of Police or the Police Department's SRO Supervising Officer.

- 1.02 It is understood that, in the event of Police Department emergencies, the School Safety Resource Officers may be required, for short periods of time, to attend such emergencies in lieu of their duties under this Contract. In the event that such a need arises, the Chief of Police or his designee may notify the Board's Program Administrator for School Safety as soon as practical. For purposes of this Contract, "emergency" is defined as an event that involves an imminent threat of death or serious bodily injury or a threat to the wellbeing and safety of the citizens of High Point which requires immediate action. The emergency assignment shall be completed in a timely manner so as not to create unnecessary jeopardy to school safety.
- 1.03 It is understood that the School Safety Resource Officers are employees of the High Point Police Department and will be subject to the vacation and holiday schedule of the department. In the event an SRO is absent from work, the SRO shall notify both their police department supervisor and the principal of the school to which the SRO is assigned. It is understood and agreed that time spent by SROs attending court for juvenile and/or criminal cases arising from or out of their assignment as an SRO shall be considered as hours worked under this Contract.
- 1.04 The City shall ensure that the exercise of any law enforcement powers by the SROs is in compliance with the authority granted by law and that they receive basic and in-service training necessary to properly maintain their law enforcement certification.
- 1.05 SROs shall coordinate and communicate with the principal or his or her designee as necessary to effectively perform their duties.

- 1.06 The City agrees to provide each SRO with the necessary law enforcement supplies and forms required in the performance of their duties.

SECTION 2. DUTIES AND RESPONSIBILITIES OF THE BOARD

- 2.01 The Superintendent of the Board has designated the Board's Program Administrator for School Safety as the person to work with, coordinate activities of, and otherwise communicate with the School Safety Resource Coordinator and the City on behalf of the Board.
- 2.02 For the fiscal year covered by this agreement (FY 2024-2025), the Board shall pay to the City the amount needed to pay 75% of the actual salaries and benefits for the eight SROs and one supervisor plus \$2,000.00 per officer and supervisor for equipment, vehicle, and other expenses as set out in the attached cost sheet incorporated herein by reference.
- 2.03 The Board shall also reimburse the City for the amount paid for SROs and the SRO supervisor to attend the annual SRO Training Conference.
- 2.04 The Board shall make biannual (twice a year) payments to the City to cover the costs set out in 2.02 and 2.03 above. Invoices shall be sent to the Board in January and June and Board shall have thirty (30) days from the invoice date to make payment. Payments to the City should be sent to the City of High Point Finance Department.
- 2.06 The Board through its principals or their designees shall provide and maintain, to the extent resources are available, office space, furniture and/or telephone to SROs through the duration of this contract.

SECTION 3. SCHOOL RESOURCE OFFICER PROGRAM

- 3.01 The general outline of the Program shall be as provided in the previously executed agreement entitled "School Resource Officer Program Memorandum of Understanding (MOU)," which is incorporated herein by reference.
- 3.02 School officials shall allow SROs to inspect and copy any public records maintained by the school including student directory information such as yearbooks. However, law enforcement officials may not inspect and/or copy confidential student education records except in emergency situations. If some information in a student's cumulative record is needed in an emergency situation to protect the health and/or safety of the student or other individuals, school officials may disclose to the SRO the information that is needed to respond to the emergency situation based on the seriousness of the threat to someone's health and/or safety. This disclosure is based upon the immediacy of the need and the impact of the delay in obtaining said information from other sources. If confidential student records information is needed, but no emergency situation exists, the information may be released only upon a signed notarized consent of a parent or guardian, the issuance of a search warrant or a subpoena to produce the records.

SECTION 4. TERM OF AGREEMENT

- 4.01 This Agreement shall be made for a one-year period beginning on the date of signature, and ending on June 30, 2025, with the intent to renew the Agreement, contingent upon the availability of the necessary funding through the appropriation of state and/or local funding or designated grants for SROs, for successive terms beginning on August 1.
- 4.02 Upon expiration, this Agreement shall continue from year to year without re-execution subject to the amount budgeted by the Board each year and the right of either party to terminate as set out below.

SECTION 5. TERMINATION

5.01 Either party may terminate this Agreement early by serving written notice upon the other party at least thirty (30) days in advance of such termination.

SECTION 6. INVALID PROVISION

6.01 Should any part of this Agreement be declared invalid by a court of law, such decision shall not affect the validity of any remaining portion, which shall remain in full force and effect as if the invalid portion was never a part of this Agreement when it was executed.

6.02 Should the severance of any part of this Agreement materially affect any other rights or obligations of the parties hereunder, the parties hereto will negotiate in good faith to amend this Agreement in a manner satisfactory to the parties. Failing agreement on such amendment, either party may, by notice in writing, terminate this Agreement forthwith, subject to the provisions of this Agreement relating to termination.

SECTION 7. ASSIGNMENT

7.01 Neither party to this Agreement shall, directly or indirectly, assign or propose to assign this Agreement or any of its rights or obligations in whole or in part to any third party without the prior written consent of the other party.

SECTION 8. NO WAIVER

8.01 The failure of either party to enforce at any time any of the provisions, rights or elections shall not in any way affect the validity of this Agreement. The failure to exercise by either part any of its rights herein or any of its elections under the terms and conditions herein contained shall not preclude or prejudice it from exercising the same or any other right it may have under this Agreement, irrespective of any previous action or proceeding taken by it hereunder.

SECTION 9. COMPLETE AGREEMENT

9.01 This Agreement is the complete Agreement of the parties; may be amended or modified only in writing; and supersedes, cancels and terminates any and all prior agreements or understandings of the parties, whether written or oral, concerning the specific subject matter hereof.

IN WITNESS WHEREOF, the parties hereto have duly executed this Agreement as of the day, month, and year first above written.

ATTEST:

CITY OF HIGH POINT

BY: _____
Sandra Keeney, City Clerk

Tasha Logan Ford, City Manager

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

Bobby Fitzjohn, City Finance Office

Approved as to Legality and Form:

Brian T. Beasley
Police Attorney

Approved as to Content:

C. H. Cheeks, III
Interim Chief of Police, City of High Point

ATTEST:

GUILFORD COUNTY
BOARD OF EDUCATION

Clerk to the Board

By:

This instrument has been preaudited in the
Manner required by the School Budget and
Fiscal Control Act.

Approved as to Legality and Form:

Guilford County Board of Education
Chief Financial Officer

Attorney for Guilford County
Board of Education

**City of High Point
High Point Police Department
School Resource Officer Contract**

COST SHEET FOR FISCAL YEAR 2024-2025

75% of Salary and Benefits for 8 Police Officers	\$	587,256.00
75% of Salary and Benefits for 1 Supervisor	\$	95,792.00
\$2,000 per Officer and Supervisor for Equipment:	\$	18,000.00
Cost of SRO Training Conference:	\$	9,807.00
 TOTAL	 \$	 710,855.00



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Type: Miscellaneous Item

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Version: 1

Reference:

In Control: City Council

File Created: 06/06/2024

File Name:

Final Action:

Title: Consideration of a Resolution to Direct the Expenditure of Opioid Settlement Funds
City Council is requested to consider a Resolution directing the expenditure of Opioid Settlement Funds for the City of High Point and approve a Budget Ordinance Amendment.
(Recommended by the Finance Committee.)

Notes:

Sponsors:

Enactment Date:

Attachments: Opioid Resolution

Enactment Number:

Contact Name:

Hearing Date:

Drafter Name: sandra.keeney@highpointnc.gov

Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Finance Committee	06/13/2024	Committee Recommended Approval	City Council	06/17/2024		Pass

CITY OF HIGH POINT

AGENDA ITEM



TITLE: Opioid Funding Resolution for Caring Services, Inc.	
FROM: Eric Olmedo, Assistant City Manager	MEETING DATE: June 17, 2024
PUBLIC HEARING: n/a	ADVERTISED DATE/BY: n/a
ATTACHMENTS: Resolution Budget Amendment	

PURPOSE: Consider approval of a resolution directing the expenditure of Opioid Settlement Funds for the City of High Point.

BACKGROUND: The City of High Point City Council approved a resolution approving the Memorandum of Agreement (MOA) regarding proceeds related to the Settlement of the Opioid Litigation on June 21, 2021. A supplemental resolution and agreement for “Wave Two” settlements was approved on April 3, 2023. The City of High Point has received \$537,293 to date and is expected to receive \$2,404,065 through fiscal year 2039.

These funds can be used to create, expand, or sustain programs or services that serve persons with Opioid Use Disorder (OUD), or any co-occurring substance use disorder (SUD) or mental health conditions. Funded programs or services may include evidence-based addiction treatment, recovery support services, recovery housing support, employment-related services, early intervention, Naloxone distributions, post-overdose response team, syringe service program, criminal justice diversion programs, addiction treatment for incarcerated persons, and/or reentry programs.

Before funds can be disbursed, it is required under the NC Memorandum of Agreement for Opioid Settlement Funds that cities need to approve an authorizing resolution that includes information on the selected strategy.

The selected strategy for the City of High Point is Naloxone distribution, with funds supporting Caring Services, Inc. for \$33,400. The attached resolution authorizes staff to obligate and disburse Opioid Settlement under the NC Memorandum of Agreement.

BUDGET IMPACT: A budget ordinance amendment appropriating \$33,400 from Opioid Settlement Funds is included with this item.

RECOMMENDATION / ACTION REQUESTED: Staff recommends and requests that the City Council approve the resolution and budget ordinance amendment.

**RESOLUTION BY THE CITY OF HIGH POINT
TO DIRECT THE EXPENDITURE OF OPIOID SETTLEMENT FUNDS**

WHEREAS, the City of High Point has joined national settlement agreements with companies engaged in the manufacturing, distribution, and dispensing of opioids; and

WHEREAS, the allocation, use, and reporting of funds stemming from these national settlement agreements and bankruptcy resolutions ("Opioid Settlement Funds") are governed by the Memorandum of Agreement Between the State of North Carolina and Local Governments on Proceeds Relating to the Settlement of Opioid Litigation ("MOA") and the Supplemental Agreement for Additional Funds from Additional Settlements of Opioid Litigation ("SAAF"); and

WHEREAS, the City of High Point has received Opioid Settlement Funds pursuant to these national settlement agreements and deposited the Opioid Settlement Funds in a separate special revenue fund as required by section D of the MOA; and

WHEREAS, section E.6 of the MOA states that, before spending opioid settlement funds, the local government's governing body must adopt a resolution that:

- (i) indicates that it is an authorization for expenditure of opioid settlement funds; and,
- (ii) states the specific strategy or strategies the county or municipality intends to fund pursuant to Option A or Option B, using the item letter and/or number in Exhibit A or Exhibit B to identify each funded strategy; and,
- (iii) states the amount dedicated to each strategy for a specific period of time.

NOW, THEREFORE BE IT RESOLVED, in alignment with the NC MOA and SAAF, the City of High Point authorizes the expenditure of opioid settlement funds as follows:

1. Strategy authorized:

- a. Name of strategy: Naloxone distribution
- b. Strategy is included in Exhibit A
- c. Item letter and/or number in Exhibit A : 7
- d. Amount authorized for this strategy: \$33,400
- e. Period of time during which expenditure may take place:
Start date 6/4/24 through End date 6/30/25
- f. Description of the program, project, or activity: The City of High Point intends to direct the funds to Caring Services, a private, non-profit providing state licensed mental health and outpatient substance use disorder treatment in High Point, NC. The Caring Services clinic will operate by prescribing naloxone products to those participants who are seeking medication to treat an Opioid Use Disorder.
- g. Provider: Caring Services

The total dollar amount of Opioid Settlement Funds appropriated across the above named and authorized strategies is \$33,400.

Adopted by High Point City Council, this the 17th day of June, 2024.

ATTEST

Cyril Jefferson, Mayor

Sandra Keeney, City Clerk

“AN ORDINANCE AMENDING THE 2023-2024 BUDGET ORDINANCE
OF THE CITY OF HIGH POINT, NORTH CAROLINA
TO OPIOID SETTLEMENT FUNDS

Be it ordained by the City Council of the City of High Point, North Carolina, as follows:

Section 1. The proposed amendment appropriates Opioid Settlement Funds totaling \$33,400. The funds will be used for naloxone treatment strategies by Caring Services, Inc.

Section 2. The 2023-2024 Budget Ordinance of the City of High Point should be amended as follows:

(A) That the following Opioid Settlement Fund revenues be amended as follows:

Opioid Settlement Funds	\$33,400
-------------------------	----------

(B) That the following Opioid Settlement Fund expenditures be amended as follows:

Operating Expenses	\$33,400
--------------------	----------

Section 3. That all ordinances, or parts of ordinances in conflict with this ordinance are hereby repealed to the extent of such conflict.

Section 4. That this ordinance shall be effective from and after its passage."

Adopted by High Point City Council, this the 17th day of June 2024.

Cyril Jefferson, Mayor

ATTEST

Sandra Keeney, City Clerk



City of High Point

Municipal Office Building
211 S. Hamilton Street
High Point, NC 27260

Master

File Number: 2024-242

File ID: 2024-242

Type: Ordinance

Status: To Be Introduced

Version: 1

Reference:

In Control: City Council

File Created: 06/07/2024

File Name:

Final Action: 06/13/2024

Title: Consideration of a Budget Ordinance Amendment
City Council is requested to consider a Budget Ordinance Amendment to appropriate additional occupancy tax revenues to High Point Convention and Visitor's Bureau, Inc (Visit High Point) and to High Point International Home Furnishings Market Authority Corporation (High Point Market Authority). (This item was presented at the Finance Committee.)

Notes:

Sponsors:

Enactment Date:

Attachments: Occupancy Taxes - Budget Ordinance Amendment

Enactment Number:

Contact Name:

Hearing Date:

Drafter Name: sandra.keeney@highpointnc.gov

Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Finance Committee	06/13/2024	For Information Only		06/17/2024		

CITY OF HIGH POINT

AGENDA ITEM



TITLE: Occupancy Taxes – Budget Ordinance Amendment	
FROM: Stephen Hawryluk, Budget and Performance Director	MEETING DATE: June 17, 2024
PUBLIC HEARING: N/A	ADVERTISED DATE/BY: N/A
ATTACHMENTS: Budget Ordinance Amendment	

PURPOSE: To appropriate additional occupancy tax revenues that will be passed along to the High Point Convention and Visitor’s Bureau, Inc. (“Visit High Point”) and the High Point International Home Furnishings Market Authority Corporation (“High Point Market Authority”).

BACKGROUND: The City of High Point passes through occupancy tax revenues to Visit High Point and to the High Point Market Authority. Based on revenues received to date, and projections for the remainder of the year, these revenues are estimated to exceed the budget.

The proposed amendment appropriates the additional projected revenues, which will then be passed along to Visit High Point and to the High Point Market Authority, respectively.

An additional \$50,000 in occupancy tax revenue is projected for Visit High Point. An additional \$75,000 in occupancy tax revenues is projected for the High Point Market Authority.

BUDGET IMPACT: There is no net budget impact. The additional revenue received will be passed through to Visit High Point and the High Point Market Authority.

RECOMMENDATION/ACTION REQUESTED: The Budget and Evaluation Department recommends and requests that the City Council approve the budget ordinance amendment for additional occupancy tax revenues.

“AN ORDINANCE AMENDING THE 2023-2024 BUDGET ORDINANCE
OF THE CITY OF HIGH POINT, NORTH CAROLINA
TO APPROPRIATE ADDITIONAL OCCUPANCY TAX REVENUES

Be it ordained by the City Council of the City of High Point, North Carolina, as follows:

Section 1. The City of High Point passes through occupancy tax revenues to the High Point Convention and Visitor’s Bureau, Inc. (“Visit High Point”) and to High Point International Home Furnishings Market Authority Corporation (“High Point Market Authority”). An additional \$50,000 in occupancy tax revenue is projected for Visit High Point. An additional \$75,000 in occupancy tax is projected for the High Point Market Authority.

Section 2. The 2023-2024 Budget Ordinance of the City of High Point should be amended as follows:

(A) That the following General Fund revenues be amended as follows:

Occupancy Taxes	\$50,000
-----------------	----------

(B) That the following General Fund expenditures be amended as follows:

High Point Convention and Visitor’s Bureau, Inc.	\$50,000
--	----------

(C) That the following Market Authority Fund revenues be amended as follows:

Occupancy Taxes	\$75,000
-----------------	----------

(D) That the following Market Authority Fund expenditures be amended as follows:

High Point International Home Furnishings Market Authority Corporation	\$75,000
--	----------

Section 3. That all ordinances, or parts of ordinances in conflict with this ordinance are hereby repealed to the extent of such conflict.

Section 4. That this ordinance shall be effective from and after its passage."

Adopted by High Point City Council, this the 17th day of June 2024

Cyril Jefferson, Mayor

ATTEST

Sandra Keeney, City Clerk



City of High Point

Municipal Office Building
211 S. Hamilton Street
High Point, NC 27260

Master

File Number: 2024-243

File ID: 2024-243

Type: Miscellaneous Item

Status: To Be Introduced

Version: 1

Reference:

In Control: City Council

File Created: 06/07/2024

File Name:

Final Action:

Title: Consideration of Agreements Regarding Enterprise Resource Planning System Procurement
City Council is requested to consider an Agreement for Services with Avaap, a Subscription Agreement with Workday, and a Software as a Service Agreement with CanAm to manage day-to-day financial and human resource activities and authorize the appropriate City Official(s) execute all necessary documents pending the final negotiations. (Recommended by the Finance Committee.)

Notes:

Sponsors:

Enactment Date:

Attachments: ERP Procurement

Enactment Number:

Contact Name:

Hearing Date:

Drafter Name: sandra.keeney@highpointnc.gov

Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Finance Committee	06/13/2024	Committee Recommended Approval	City Council	06/17/2024		Pass

CITY OF HIGH POINT

AGENDA ITEM



TITLE: Recommendation on Enterprise Resource Planning (ERP) System Procurement	
FROM: Bobby Fitzjohn, Financial Services Director Adam Ward, Information Technology Director Angela Kirkwood, Human Resources Director	MEETING DATE: June 17, 2024
PUBLIC HEARING: n/a	ADVERTISED DATE/BY: n/a
ATTACHMENTS: Recommendation memo	

PURPOSE: The City Council is requested to approve the Steering Committee's recommendation on Enterprise Resource Planning (ERP) System Procurement.

BACKGROUND: The City's ERP system is used to manage day-to-day financial and human resource activities. These activities include but are not limited to accounting, billing, payables, procurement, payroll, onboarding, recruitment, and position control. The current ERP system has been in place for more than 15 years and has exceeded its useful life.

A Request for Proposal (RFP) process was used to solicit proposals for the next generation ERP system. The RFP is documented in the attached memo. Based on the RFP and demonstrations, extensive reference checks, and follow-up discussions the steering committee unanimously recommends the Avaap/Workday solution. The implementation plan for the ERP system will be to implement the financial and human capital modules simultaneously in approximately 12-15 months. Planning will begin upon the execution of the agreements between the City, Avaap, Workday, and CanAm (third-party cashiering system). The Steering Committee also recommends hiring an implementation project manager.

The estimated costs for this project are \$3,288,700 for implementation services with Avaap, \$205,765 for Workday training and delivery assurance, \$168,782 for the CanAm cashiering system, and \$432,000 for implementation project management services from ClientFirst Technology Consulting. The total estimated cost of implementation is \$4,095,247.

Staff also recommends entering into a 10-year subscription agreement with Workday for a total of \$8,845,000 and a 10-year subscription agreement with CanAm for approximately \$1,045,972. These long-term agreements allow the City to lock in our subscription rates with an annual increase of 2% and 4% respectively rather than adjusting annually based on CPI. The system will be updated continuously over the 10-year period, allowing us to take advantage of innovations in technology.

BUDGET IMPACT: Funding has been set aside in previous years and in the FY 2024-25 budget.

RECOMMENDATION/ACTION REQUESTED: Council is requested at this time to authorize the appropriate city officials to enter into an Agreement for Services with Avaap, a Subscription Agreement with Workday, and a Software as a Service Agreement with CanAm pending the final negotiations of the ERP Steering Committee and approval of the documents by the City Attorney.

To: Tasha Logan Ford, City Manager
Eric Olmedo, Assistant City Manager

From: Bobby Fitzjohn, Financial Services Director
Adam Ward, Information Technology Director
Angela Kirkwood, Human Resources Director

Date: June 5, 2024

Subject: Recommendation on Enterprise Resource Planning (ERP) System Procurement

The City's ERP system is used to manage day-to-day financial and human resource activities. These activities include but are not limited to accounting, billing, payables, procurement, payroll, onboarding, recruitment, and position control. The current ERP system has been in place for more than 15 years and has exceeded its useful life.

An ERP Steering Committee was formed with senior staff from IT, Finance, HR, and an executive sponsor from the Manager's Office. In December 2019, the city entered into an agreement with ClientFirst Technology Consulting to develop a Request for Proposal (RFP) for a replacement ERP system. The project was delayed due to the COVID-19 pandemic, and the Steering Committee began meeting again in late 2022.

The ERP selection process began with extensive planning sessions with ClientFirst to identify the business requirements of the City which were then used as the backbone of the RFP. An RFP was sent out and proposals were received from ten interested vendors in June 2023. The City narrowed this group to two proposals and had scripted demos over several days with each group in August. These demonstrations were presented to numerous city employees that will be involved in the use and implementation of the new system. Based on the evaluations from these demonstrations, extensive reference checks, and follow-up discussions the steering committee unanimously decided to recommend the Avaap/Workday solution. With the assistance of ClientFirst, the Steering Committee entered into contract negotiations.

The implementation plan for the ERP system will be to implement the financial and human capital modules simultaneously in approximately 12-15 months. Planning will begin upon the execution of the agreements between the City, Avaap, Workday, and CanAm (third-party cashiering system). The Steering Committee also recommends hiring an implementation project manager. The estimated costs for this project are \$3,288,700 for implementation services with Avaap, \$205,765 for Workday training and delivery assurance, \$168,782 for the CanAm cashiering system, and \$432,000 for implementation project management services from ClientFirst Technology Consulting. The total estimated cost of implementation is \$4,095,247.

Staff also recommends entering into a 10-year subscription agreement with Workday for a total of \$8,845,000 and a 10-year subscription agreement with CanAm for approximately \$1,045,972. These long-term agreements allow the City to lock in our subscription rates with an annual increase of 2% and 4% respectively rather than adjusting annually based on CPI. The system will be updated continuously over the 10-year period, allowing us to take advantage of innovations in technology.

The City has over the past several years been setting aside funds for the procurement of an ERP system, budget is available for this contract. Staff will continue to provide updates to Council on the status of this project.

Council is requested at this time to authorize the appropriate city staff to enter into an Agreement for Services with Avaap, a Subscription Agreement with Workday, and a Software as a Service Agreement with CanAm pending the final negotiations of the ERP Steering Committee and approval of the documents by the City Attorney.



City of High Point

Municipal Office Building
211 S. Hamilton Street
High Point, NC 27260

Master

File Number: 2024-244

File ID: 2024-244

Type: Miscellaneous Item

Status: To Be Introduced

Version: 1

Reference:

In Control: City Council

File Created: 06/07/2024

File Name:

Final Action:

Title: Consideration of a Proposal from ClientFirst Technology Consulting
City Council is requested to consider a proposal from ClientFirst Technology Consulting in the amount of \$432,000 for Implementation Project Management to assist with the Enterprise Resource Planning (ERP) system implementation and authorize the appropriate City Official(s) to execute all necessary documents. (Recommended by the Finance Committee.)

Notes:

Sponsors:

Enactment Date:

Attachments: ClientFirst Technology Consulting - Implementation
Project Manager

Enactment Number:

Contact Name:

Hearing Date:

Drafter Name: sandra.keeney@highpointnc.gov

Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Finance Committee	06/13/2024	Committee Recommended Approval	City Council	06/17/2024		Pass

CITY OF HIGH POINT

AGENDA ITEM



TITLE: Recommendation on Enterprise Resource Planning (ERP) Implementation Project Manager	
FROM: Bobby Fitzjohn, Financial Services Director Adam Ward, IT Services Director Angela Kirkwood, Human Resources Director	MEETING DATE: June 17, 2024
PUBLIC HEARING: n/a	ADVERTISED DATE/BY: n/a
ATTACHMENTS: Proposal	

PURPOSE: City Council is requested to approve the Steering Committee's recommendation for an Implementation Project Manager (IPM) to assist with the Enterprise Resource Planning (ERP) system implementation.

BACKGROUND: The City's ERP system is used to manage day-to-day financial and human resource activities. These activities include but are not limited to accounting, billing, payables, procurement, payroll, onboarding, recruitment, and position control. The current ERP system has been in place for more than 15 years and has exceeded its useful life.

The City has decided to move forward with the implementation of a new ERP system. Based on feedback from recent implementations and discussions with city staff and the ERP vendor, the City's ERP Steering Committee has recommended hiring an IPM to assist with the ERP system implementation. The IPM will coordinate the project implementation with City staff and the ERP vendor acting as an extension of the IT Department.

Proposals were solicited from project management firms that are currently engaged in other City projects. Based on their proposal and their experience implementing ERP systems in comparable communities, the Steering Committee recommends contracting with ClientFirst Technology Consulting. They bring expertise and experience to the implementation that cannot be matched by City staff. The team assigned to the project is familiar with the City and its operations and they bring experience working with the ERP vendor on similar implementations. The proposed cost of \$432,000 assumes a 40-hour work week for the year of implementation and will be monitored closely by the Steering Committee.

BUDGET IMPACT: Funding has been set aside in previous years and in the FY 2024-25 budget.

RECOMMENDATION/ACTION REQUESTED: Staff recommends approval of the proposal for Implementation Project Management and that the appropriate City official and/or employee be authorized to execute all necessary documents to award the project to ClientFirst Technology Consulting in the amount of \$432,000.

Proposal for

ERP System Implementation Project Management Oversight

May 20, 2024



Client Locations
Coast-to-Coast

Practice Locations
**North Carolina
Texas
California
Illinois**

800.806.3080
www.clientfirstcg.com

May 20, 2024

Mr. Adam Ward
IT Services Director
City of High Point
211 South Hamilton Street
High Point, NC 27260

Re: Proposal for ERP System Implementation Project Management Oversight

Dear Mr. Ward:

ClientFirst appreciates the opportunity to present the City of High Point with our proposal for *ERP System Implementation Project Management Oversight*. Our consultants have implementation project management and oversight experience, including numerous ERP implementations.

We believe the primary differentiators between ClientFirst and other similar firms include the following:

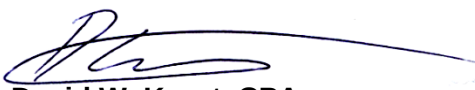
- **Experience** – ClientFirst’s professional consultants are experienced in local government systems implementation projects. We do not use trainees or unqualified consultants to support our clients.
- **Adaptable Methodology** – Our implementation methodology is proven, thorough, and adaptable to help us better meet our clients’ needs. We tailor our method to meet the implementation situation without sacrificing quality, increasing risk, or incurring unnecessary costs.
- **Track Record of Success** – While a third of systems implementation projects reportedly fail, and another third produce disappointing results, our success rate is high. We help our clients achieve the results they expect.

Our clients say we excel in these areas:

- Client Satisfaction
- Value for Services
- Risk Mitigation
- Communication and Visibility
- Thoroughness of Methodology
- Quality of Results
- Experienced Consultants

If you have any questions, feel free to contact us at 951.739.7989 or via email at dkrout@clientfirstcsg.com for additional information. We appreciate the continued opportunity of serving the City of High Point.

Sincerely,

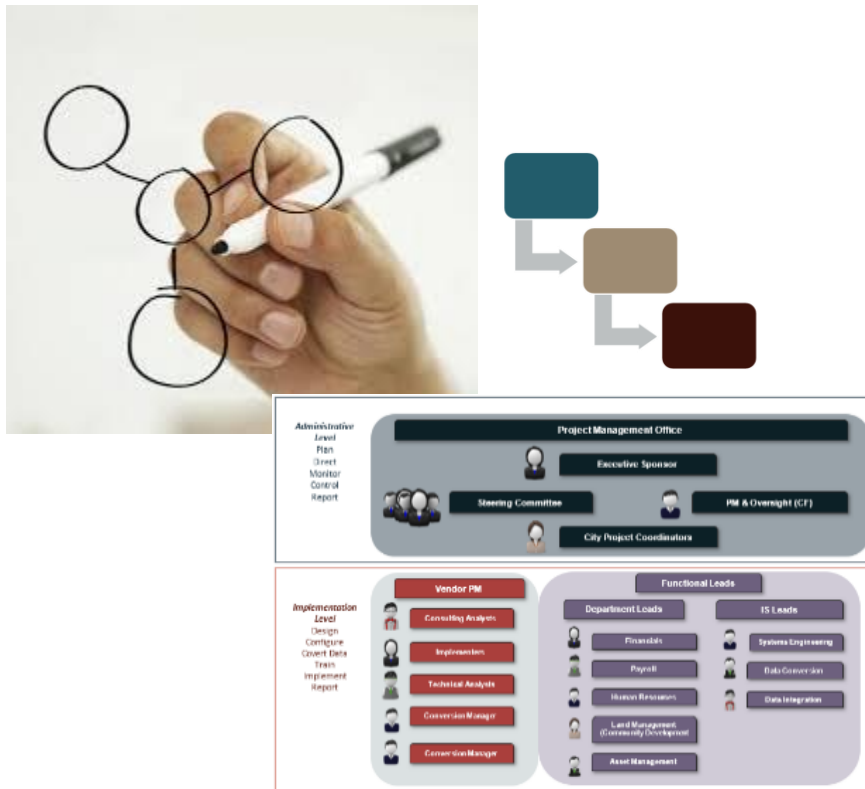


David W. Krout, CPA (inactive)
Partner
Management Consulting Practice Leader

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The following section describes project organization, roles and responsibilities, and escalation issue processes. Our methodology is designed to keep the project on track, with a best practices approach that helps assure a successful implementation that mitigates risk.



Industry Implementation Background and Risk Issues

Enterprise Systems Implementation Findings – Independent Sources

A recent customer survey shows that Enterprise Implementation Projects:^[1]

- Have only a 7% chance of on-time implementation
- Will likely cost more than estimated
- Will likely deliver unsatisfying results (only 21% will realize half or more of expected benefits)
- Have a 50% chance that users will use the applications

Another recent customer survey shows that:^[2]

- Only 32% of projects are on time and budget, deliver all required features and functions, and achieve measurable business and stakeholder benefits.
- Approximately 44% of projects are “challenged” (late, over budget, and/or with less than the required features and functions).
- 24% of these projects failed (were canceled before completion or were delivered and never used).

Reasons for the problems:^[1]

- Nearly 40% of those surveyed said that a “*lack of employee buy-in and executive support*” was the biggest challenge.
- One-third identified “*lack of internal expertise*” as a problem.

A recent KPMG survey of 252 organizations found that:

- 69% of project failures are due to a lack of and/or improper implementation of project management methodologies, including:
 - ♦ Inadequate project management: 32%
 - ♦ Lack of communication: 20%
 - ♦ Lack of familiarity with the scope and complexity of project management: 17%

The Gartner Group

- “... more than 80 percent of IT projects are conceived of and funded in a fragmented manner, with little in the way of overall planning.”

CFO Magazine

- “Perhaps an even more serious problem [than troubled IT projects] — and one that is even more impossible to measure — involves IT projects misaligned with organizational strategy. Even if these projects succeed ... they can be fiascos that consume massive quantities of money, talent, and time unless they truly help the organization.”

¹ Panorama Group, Based on a survey of more than 1,300 online respondents and focus group participants who had implemented ERP within the last three years.

² Standish Group, CHAOS Summary.

Our Experience

We have provided project management and implementation assistance for many projects throughout our careers. Some of the issues we have encountered include:

- People Issues
 - ♦ Executive and/or user commitment and support
 - ♦ Resistance to change (e.g., process changes, new ways of doing things, etc.)
 - ♦ Providing the *right* people with enough *time* when needed
 - ♦ Overestimation of people's abilities, availability, and/or support needs
 - ♦ "Challenged" third-party support (i.e., under-qualified, "compromised" agendas, availability, conflicting commitments, "Go-Live" syndrome, etc.)
- Project Management Issues
 - ♦ Under-qualified PM resources (i.e., knowledge, experience, etc.)
 - ♦ Inadequate planning (i.e., project requirements, bad estimates of time, people, and budget)
 - ♦ Poor communication (i.e., unclear goals and objectives, improper expectations, timely project information, etc.)
 - ♦ Poor project monitoring and controlling (i.e., scope, production, cost, and velocity)
 - ♦ Inadequate product training and knowledge transfer
 - ♦ Inadequate product testing
 - ♦ Conflicting duties and reports (i.e., objectivity, loyalty, etc.)
 - ♦ Lack of time (i.e., regular job vs. project duties — the focus should be on Enterprise project responsibilities)
- Systems Issues
 - ♦ Software functionality (i.e., wrong system, missing components, etc.)
 - ♦ Systems performance (e.g., undersized servers, communications equipment, etc.)
 - ♦ Infrastructure issues and failures (i.e., incompatibility with other systems components)

Approach

Project Management Office Defined

Project Management Office (PMO), as defined by the Project Management Institute (PMI), is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Project management is accomplished through the appropriate application and integration of 42 project-related processes comprising the five process groups of (1) initiating, (2) planning, (3) executing, (4) monitoring and controlling, and (5) closing.

PMO typically includes:

- Identifying and documenting project requirements
- Addressing the needs, concerns, and expectations of the stakeholders
- Balancing competing project constraints, including scope, quality, schedule, budget, resources, and risk

To be successful, tasks must be done in the proper order, as skipping steps, re-sequencing, or lack of focus all reduce the chances of success. Creativity may be allowed within the general structure but is based on specific circumstances.

Organization Structure

The following PMO information is a *guide*. Every project is unique, and the method must be tailored to the situation, people, time, money, scope, and other constraints.

An Enterprise implementation is **not a technology project**. It is an investment in an “organizational transformation and process improvement” project.

Technology can help **enable and accelerate** the transformation, but it cannot **cause** a transformation.

Project Initiation

The components of Project Initiation are outlined below:

- Project Organization
- Stakeholder Identification
- Develop Project Charter
 - ♦ The Project Charter is a clear and shared understanding and authorization to complete the project. It includes:
 - A statement of business needs and objectives
 - An agreement on the deliverables
 - An overview of the plan to accomplish the project on time and within budget
 - Clear accountability for realizing the benefits
 - Relevant metrics
 - An effective benefits realization process
 - Project Kick-Off Meeting
 - Defined PMO Roles

Project Planning

- Confirm Project Scope, Deliverables, Work Plan, Resources, and Budget
- Plan for:
 - ♦ Project Governance
 - ♦ Quality Assurance
 - ♦ Risk Mitigation
 - ♦ Project Communication and Information Management
 - ♦ Project Reporting
 - ♦ Project Document
 - ♦ Project Team
 - ♦ Organizational Change Management
 - ♦ Post-Implementation Support

Project Monitoring, Controlling, and Reporting

- Scope Management
- Work Plan and Production Monitoring and Management
- Budget Monitoring
- Quality Assurance Management
- Application Design and Configuration
- Infrastructure Deployment
- Training and Knowledge Transfer
- Data Conversion
- Reports, Queries, Forms, and Analytics

- Interfaces and Integrations
- Modifications and Enhancements
- Testing and Systems Validation
- Documentation Production
- Deliverables Assurance

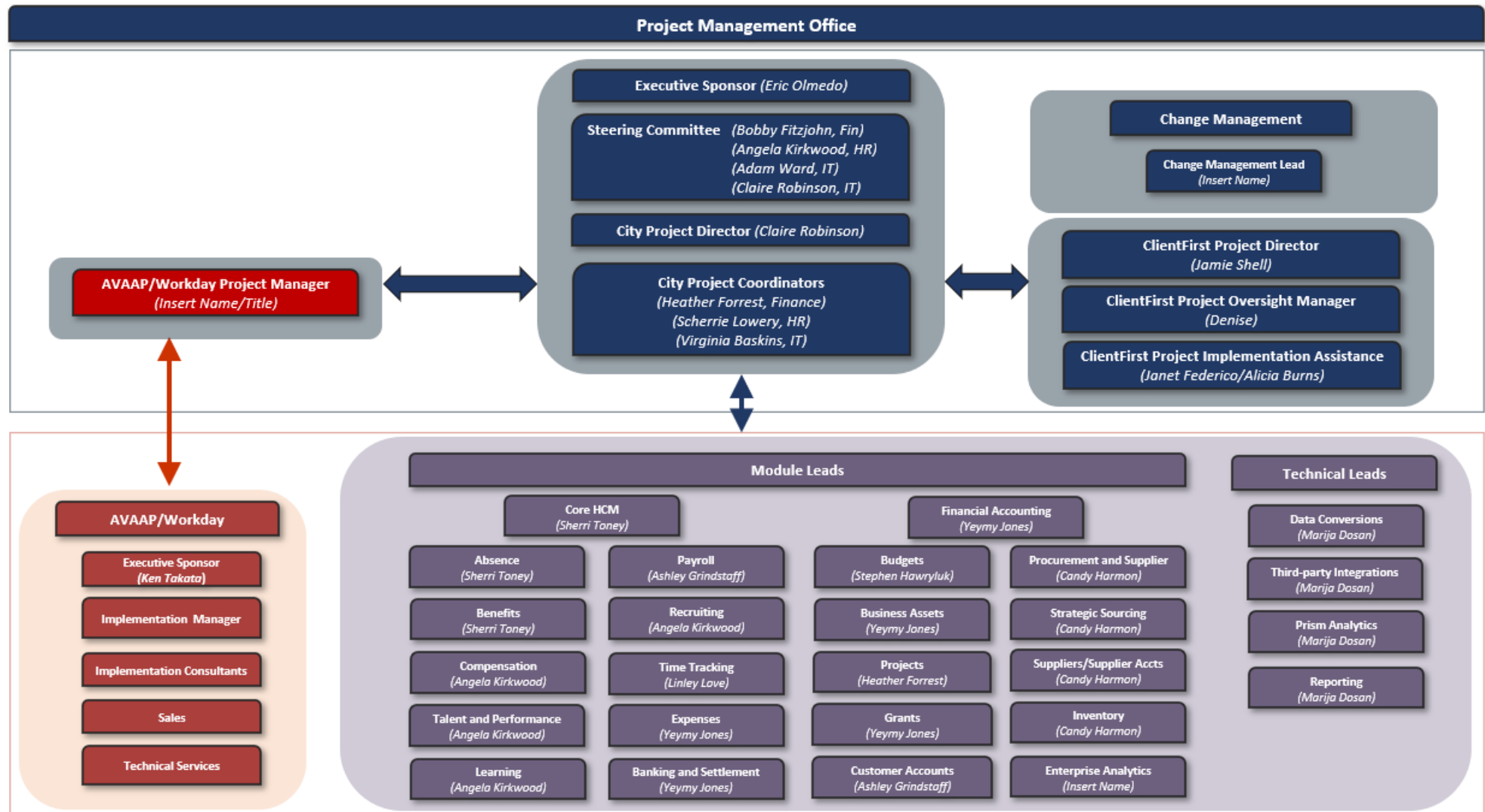
Additional Project Monitoring, Controlling, and Reporting Responsibilities

- Risk Management and Mitigation
- Project Communication and Information Management
- Status Reporting
- Status Meetings
- Information Repository and Sharing
- Project Team Management
- Change and Issue Management
- Post-Implementation Support Readiness
- Organizational Change Management

Project Completion and Assessment

- Post-Implementation Assessment (optional)
- Support, Growth, and Maintenance Planning

SAMPLE: Project Management and Oversight Organization Chart



Methodology for Decision-Making

Below, we have included the methodology that we use for escalation. Change orders can present challenges, so we have included a brief overview of our recommended approach.

Escalation Process

The escalation chain below allows sufficient time (given the specific circumstances) at each level for the individual(s) designated to determine a resolution before escalating an issue to the next level. Our firm also assists at these levels, including background and, in some cases, potential resolution options.

- Level 1 – Implementation Functional Area Leads
- Level 2 – Project Management Team (Vendor, City Project Manager, ClientFirst Project Technical Advisor)
- Level 3 – Project Executive Sponsor

The City must document the specific issue escalating in the form of an email message, written memo, or a letter if it is a matter to be addressed by a third party or the vendor. The email message, memo, or written letter should be addressed and directed to the individual at the next level. Following this protocol will help ensure that the communication is effectively received and that no time is lost due to misunderstanding what issue is being escalated.

Change Order Process

The process to evaluate and approve a proposed change will require the final review and approval of the Project Sponsor, Executive Sponsor, and/or the Project Committee (or all of the above, based on City policy) for final review and approval. Such changes will likely significantly impact project scope, time, and/or cost.

Conceptual Plan and Approach

Project Background

The City requires assistance with project implementation services, project coordination, communication, and advisory tasks for the implementation of the new ERP system. In this role, ClientFirst will perform project implementation assistance services as an extension of the IT division.

The system implementation is expected to take 12 months and include multiple financial modules and professional services performed by the vendor project team. At a high level, for each module, the following steps will be required: design, design documentation, setup, configuration, data conversion, data conversion testing, user acceptance, end-user training, Go Live, and post-Go Live support. Reporting requirements will also be included.

City Project Managers/Coordinators will lead the City Finance, Human Resources, and Information Technology teams. The City's Module Leads serve as co-project managers and coordinators for the implementation of software modules within their respective areas of expertise. The ERP vendor will provide a project manager responsible for coordinating all vendor tasks. The Vendor Project Manager will primarily interface with the City Project Managers/Coordinators and Module Leads.

ClientFirst Technology Consulting will provide project implementation assistance and long-range project continuity. The ClientFirst methodology and approach are defined in more detail within this proposal.

In the *Approach* section, we describe the typical project implementation assistance process and the organization required for a project of this scope.

Roles and Responsibilities

One of the most important aspects of successful implementation is allocating sufficient resources across the team. Implementation of an enterprise (multi-department systems is an incredibly time-consuming task, requiring a significant commitment with IT and the departmental user community). ClientFirst will supplement the City's Project Managers/Coordinators, users, and some IT tasks to reduce the number of committed hours that are normally required by City staff. The ClientFirst implementation assistance team will be working closely with Module Leads on their implementation tasks. By working closely with the user community, this effort will significantly reduce departmental users' customary required hours by approximately 50-75%.

Project Team Role	Key Responsibilities
Executive Sponsor (City)	• Establish and communicate target vision and goals for project • Secure pre-implementation buy-in from management and users • Secure senior management (department heads) commitment for implementation resources • Attend monthly meetings, as necessary • Update policies as needed • Approve escalation procedures
Project Managers/ Coordinators (City)	• Work in conjunction with the Vendor Project Manager and the ClientFirst Project Management/Oversight Manager • Co-manage project plans, resources, schedules, budgets, and deliverables with the Vendor Project Manager • Communication planning • Communicate project information to users and management • Coordinate internal customer project activities • Escalate issues that require management decisions • Manage transition from system development to operational support • Track open City and vendor tasks • Generate Project Status Report for Project Management implementation team • Prepare for and participate in the vendor's periodic Project Management implementation status meetings • Distribute Project Management implementation team meeting minutes • Prepare for and facilitate internal City staff meetings • Distribute internal City status meeting minutes • Help resolve delayed tasks • Review and approve escalation procedures • Review and approve test plans • Communicate training plans • Review and approve Go Live plans • Communicate Go Live plans

Project Team Role	Key Responsibilities
Module Leads (City)	• Work in conjunction with the City Project Managers/ Coordinators and the ClientFirst Project Management/Oversight Manager • Co-manage module-based project plans, resources, schedules, budgets, and deliverables with the City Project Managers/ Coordinators • Participate in vendor and internal project meetings as needed • Communicate project information to users and City Project Managers/Coordinators • Coordinate internal customer project activities for their respective module(s) • Escalate issues that require management decisions to the City Project Managers/Coordinators • Manage the transition from module development to operational support • Track open City and vendor tasks specific to their respective module(s) • Provide input to City Project Managers/Coordinators for the Project Status Report • Prepare City Project Managers/Coordinators for the vendor's periodic Project Management implementation status meetings • Distribute Project Management implementation team meeting minutes • Distribute internal City status meeting meetings • Resolve delayed tasks • Manage the execution of module-based tasks and activities • Develop Go Live plans for City Project Managers/Coordinators to review and approve • Lead project within module area user groups, including the development and execution of: ◆ Business process and workflow automation ◆ System configuration, including user security ◆ Data conversion mapping ◆ Department forms/reports development ◆ Testing plans and scripts ◆ Training plans ◆ Process documentation ◆ Go live cutover plans ◆ Initial post-go-live support

Project Team Role	Key Responsibilities
Project Management/Oversight Manager (ClientFirst)	• Work in conjunction with the Vendor Project Manager and City Project Managers/Coordinators as a liaison • Prepare for and participate in the vendor project kick-off meeting • Assist with communication planning • Attend vendor discovery needs assessment workshops • Assist with tracking, escalating, and documenting issues that require management decisions • Assist with the tracking of open City and vendor tasks • Prepare for and participate in the vendor's periodic implementation status meetings • Review vendor status meeting reports • Prepare for and participate in internal City status meetings • Prepare for and participate in post internal City staff debriefs with the City Project Managers/Coordinators • Assist the City Project Managers/Coordinators with the preparation of period status summary reports • Prepare and present monthly status reports to the City Project Managers/Coordinators and Executive Team • Escalate issues that require management decisions • Help resolve delayed tasks • Provide subject-matter expertise for implementation, conversions, integrations, etc. • Mediate escalation issues between City and vendor • Assist with the review of the testing plans • Assist with the review of the training plans • Assist with project communications

Project Hours Allocation (Work Plan/Schedule)

The components of an implementation work plan are variable, and, as a result, we have separated the work plan into three groups, summarized below.

Project Initiation/Coordination

The “Project Initiation Component” of the proposed Project Implementation Services is a set of defined step/task deliverables.

Recurring Project Assistance

“Recurring Project Assistance” activities represent an average weekly number of hours for project implementation service deliverable activities. We will bill for these weekly hours accumulatively monthly.

The City will assign its own Implementation Project Managers/Coordinators, who will be the City’s primary lead project implementation resource. To assist, ClientFirst will augment the City’s Project Managers/Coordinators by monitoring and overseeing the project process, as well as providing subject matter expertise and advisory services. ClientFirst responsibilities would include:

- Using our experience to assist, make recommendations, and counsel the City’s Project Managers/Coordinators and Implementation Project Team as they maneuver through and conduct their implementation activities
- Observing and reporting any anomalies, risks, or red flags that may harm the project schedule, project/system quality, or financial budget
- Providing recommended action plans to resolve or mitigate any of the above anomalies, risks, or red flags
- If requested, mediating disputes or disagreements between the vendor and the City
- Making any other observations or recommendations that may improve implementation
- Acting as an observer in any performance or acceptance testing

The following pages include tables containing the detailed steps/activities for each component of the work plan.

Additional As-Needed Activities (optional)

“Additional As-Needed Activities” represent optional services that our firm will or can deliver if needed and approved by the City. This list of activities is provided as a summary of services and is not meant to limit any other activities or services you may wish to have us perform.

The work plan and schedule are detailed in the following section, showing the steps, associated hours per consultant, and the estimated schedule in weeks in a concise, easy-to-use format that our clients say they appreciate.



Work Plan and Schedule

Project Initiation/Coordination and Recurring Project Oversight

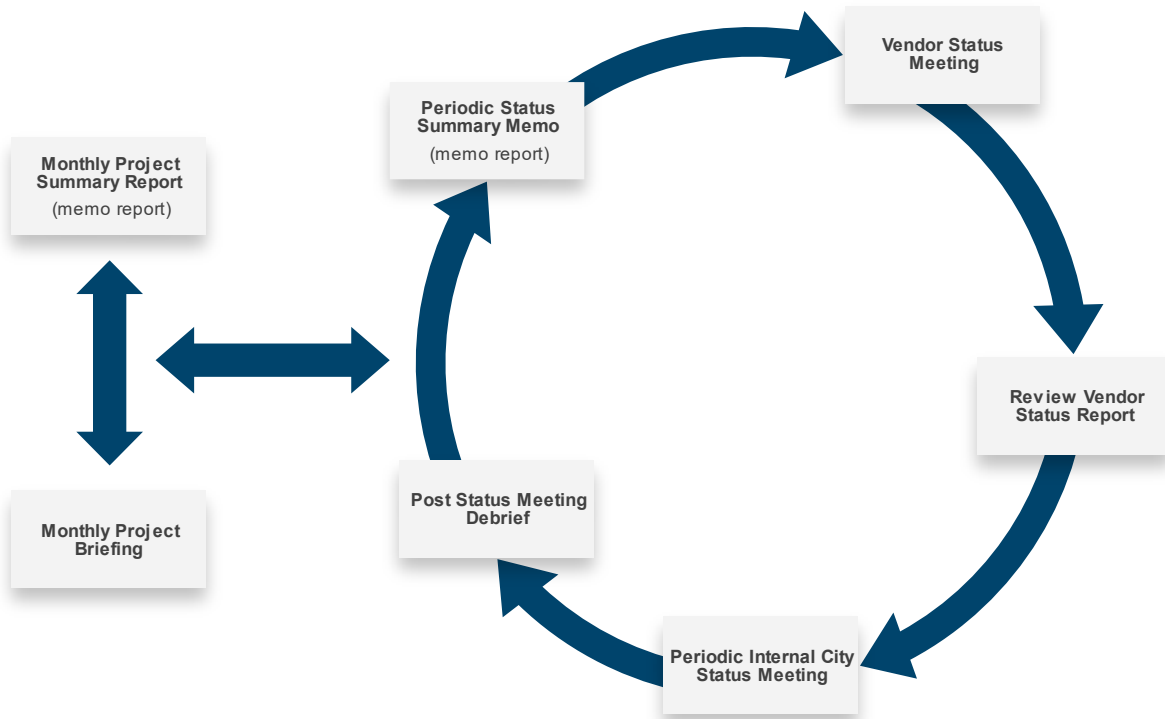
Activity	ERP System Project Implementation Assistance Services
Project Initiation/Coordination	
Description: These Project Initiation activities are a set of defined step/task deliverables. These activities will be conducted at the beginning of each Project Phase. The activities defined below will be invoiced as they are fulfilled.	
1	Project Coordination and Planning - Work with the City Project Managers/Coordinators to finalize the project management plan and arrange communications, logistics, and support.
2	Develop/Review Baseline Project Documents and Plans - Review or develop a baseline of the project plan, including the following:
	Scope Definition
	Statement of Work
	Project Team (PMO - Project Management Office) Staffing and Operation Guidelines
	Resources w/ Roles and Responsibilities
	Project Timeline/Schedule
	Project Budget
	Subsidiary Plans as needed (Change Management, Training, Data Conversion, Interfaces, Modifications, Technology Requirements, etc.)
	Risk Matrix Dashboard
3	Vendor Project Kick-Off Meeting - Participate in the Vendor Project Kick-Off Meeting with Vendor and City stakeholders and City Project Team members.
4	Vendor Discovery Needs Assessment Process - Attend vendor discovery module walkthroughs, assessment, analysis workshops (as-is/to-be), and assist with review of vendor deliverables.

Recurring Project Oversight

Description: These “Recurring Project Oversight” activities represent an average weekly number of hours for the deliverables defined below. Our firm’s policy is to bill monthly as the project proceeds. We will review and present the progress billing on a quarterly basis to the City. The average billing is for the project-to-date. If the estimated average billing for the remainder of the project should exceed the weekly average presented below, we will promptly notify the City, and the two parties will agree upon how to proceed with future billings.

Periodic Activities - These typically occur weekly, although the frequency will vary based on project status at any point within implementation schedule and on agreed-upon vendor arrangements.

5	Vendor Status Meeting - Participate in the vendor’s periodic status meeting as an advocate for the City and:
	Ask questions to clarify and make suggestions as necessary
	Assist and support the City in presenting their points
	Note points of interest or concern from meeting discussion/outcomes (ClientFirst to email notation to City Project Managers/Coordinators, as necessary)
6	Review Vendor Status Report - Review the Vendor’s post-status meeting report and provide comments. (ClientFirst to email comments to City Project Managers/Coordinators, as necessary)
7	Periodic Internal City Status Meetings - Support the City Project Manager, prepare for and attend the periodic Internal City status meeting to include:
	<i>Status Meeting Agenda Preparation</i> - Support the City Project Manager in preparing the Status Meeting Agenda using the provided ClientFirst template. This will include a review of the agenda by ClientFirst and finalization and distribution of the agenda by the City Project Managers/Coordinators.
	<i>Internal City Project Status Meeting</i> - Participate and support the City Project Managers/Coordinators by attending the periodic status meeting with Module Leads and any Project Team Staff as needed. The main ClientFirst tasks in this meeting are to:
	Assist the City Project Managers/Coordinators in ensuring the tasks/next steps assigned to both the Vendor and the City from the previous Vendor’s Status Meeting have been achieved.
	Assist the City Project Managers/Coordinators in discussing any issues or items that have occurred or have been experienced since the previous Vendor’s Status Meeting.
	Assist the City Project Managers/Coordinators in presenting upcoming tasks and deliverables, including any control points/milestones that require acceptance/sign-off by the City. This will also include the identification of individuals/parties assigned to these tasks.
	Review any relevant risks, concerns, and other observations that may affect the timeline or budget or impact the potential success of any upcoming task/event.
8	Project Manager/ClientFirst Debrief - A post-Internal Status Meeting debrief between the City Project Managers/Coordinators and ClientFirst to sync up on project status, upcoming tasks, activities, and responsibilities, as well as discuss options for risk mitigation and issues resolution.
9	Periodic Status Summary Report (Memo) - Support the City Project Managers/Coordinators in preparing the Status Memo using the ClientFirst provided template. This Status Memo will include a summary of observations and recommendations as an outcome of the Internal Status Meeting and post-Status Meeting Debrief.
10	Weekly Project Oversight/Management Assistance Activities - General assistance, including miscellaneous oversight activities and email communications. Also, provide a vendor invoice review (if/or as necessary).
Monthly Activities - Note: Monthly hours below are displayed in “weekly equivalents” for calculation purposes.	
11	Monthly Status Summary Report (Memo) - Provide the City with a monthly status report memo, including:
	A list of critical milestones completed
	Status of project schedule (ahead, on schedule, or behind) with relative notation
	Status of project budget (under, on budget, or over) with relative notation
	Comments and recommendations related to any observed anomalies, red flags, or obvious risks that may have a negative impact on the project schedule, the quality of project deliverables, or the budget
	List of critical upcoming project steps with any necessary preparation recommendations
12	Monthly Project Briefing - Monthly meetings, as necessary, with the City Project Managers/Coordinators and City Executive Team to present the monthly status report.



Additional “As-Needed” Activities

Activity	ERP System Project Implementation Services Additional As-Needed Activities	
	Additional As-Needed Activities (Time & Materials)	
	Description: These “Additional Activities” represent services that ClientFirst can or will deliver if/when needed. Although numbered, the activities are not sequential and are not a full representation of all the services that can be provided.	
	Business Processes and Workflows	
1	Conduct review meetings/workshops with the City to document business workflows and configuration improvements that will be used to improve system utilization.	
	System Configuration	
2	Hands-on assistance with system configuration and configuration validation.	
3	Hands-on assistance with public portal configuration and configuration validation.	
	Data Conversion	
4	Hands-on assistance with data conversion.	
5	Hands-on assistance in legacy data clean-up or scrubbing.	
6	Hands-on assistance in data conversion validation.	
	Testing	
7	Assist with hands-on testing of existing and/or new configurations, migrated data, integrations, etc.	
	Interface/Integration	
8	Develop Interface/Integration design documents and advise delivery and testing schedules.	
	Modifications/Enhancements	
9	Develop Modification/Enhancement design documentation.	

Activity	ERP System Project Implementation Services Additional As-Needed Activities	
Reporting		
10	Identify and document all unique custom reporting requirements and identify the tools (Advanced Search, Merge Document, SSRS, Vendor analytics application) and means by which these reports will be generated.	
Project Quality Control and Acceptance Testing		
11	Execute acceptance test plan reviews.	
12	Cutover hour-by-hour planning.	
Go-Live Readiness Review and Cutover Planning		
13	Vendor Readiness Review Demonstration	
14	Acceptance Test Completion	
15	Cutover Plan Finalization	
16	End-User Training Plan and Custom Documentation/Materials	
Go-Live and Issue Resolution		
17	Hands-on Go-Live preparations	
18	After Go-Live support	
Project Closeout		
19	Project Closure - Final issue resolutions. Monthly team meetings may be desirable post-Go-Live.	
20	Project Closure Report - Final accounting, future recommendations, and lessons learned.	
Post-Implementation Review		
21	Conduct lessons learned sessions one month after Go-Live.	
22	Conduct post-implementation interviews and workshops (6-12 months after Go-Live).	
23	Provide post-implementation Review Report highlighting fulfillment, gaps, and gap closure strategies.	
Executive Communication		
24	Provide updates and presentation meetings to elected officials, as necessary, in addition to monthly briefing meetings.	
25	Assist the City's Public Information Officer in preparing communications to the media, elected officials, other outside agencies, and community members related to the system implementation, as deemed appropriate by the City Executive Stakeholders.	

The fee information for the project is summarized in this section. We structure our fees to be affordable and match them to the Work Plan so the hours and deliverables are clearly understood.



Fee Summary

Our fees are based upon actual time spent on a project at our standard rates, plus travel expenses. Our fee estimate is based on the scope, approach, and work plan(s) outlined in this proposal. Our estimated fees are based on the current project schedule. Should the project be delayed or extended, our fees may change. If City staff change significantly during a project, our fees may change based on the additional work required to maintain project continuity (see component 3). Additional days or hours required by the City will be approved in advance and billed at the agreed hourly rate. A summary of the fees is outlined in the tables below.

Hours Summary	Weekly Hours
Hours	40

12-Month Project Implementation Oversight Estimate		
Cost Category	Comments	Budgetary Estimates
Project Initiation/Coordination and Recurring Project Oversight	Project initiation, vendor analysis/ discovery, and recurring project implementation assistance.	\$432,000
Additional "As-Needed Activities"	Optional - These items are optional and dependent on the City's needs and will only be delivered with the City's prior confirmation and approval.	To be delivered only per the Agency's request
Travel Expenses	Not included.	If desired by the Agency, travel expenses will be billed at cost.
TOTAL 12-Month Budget Estimate		\$432,000

Note: The City will need to appropriate additional funding if additional months are required and additional project implementation assistance from ClientFirst is required. ClientFirst reserves the right to increase hourly rates after each 12-month incremental period, not to exceed 5%.

Summary Rates	
Consultant Level	Hourly Rate
Partner/Project Director	\$225
Project Manager/Implementation Assistance	\$225

Project Start

We can begin the initial activities related to this project, such as project coordination and scheduling, within 1-2 weeks of finalizing an agreement regarding this proposal.

Scope Changes and Management

Alternative scope changes and fee adjustments are possible and are dependent on specific project needs and staff resources and capabilities. Minor changes to the scope and methodology stated above will not result in a change in our fees.

If the nature or scope of our work should change significantly during the project, we will discuss such matters and their effect on our fees and obtain written approval before proceeding.

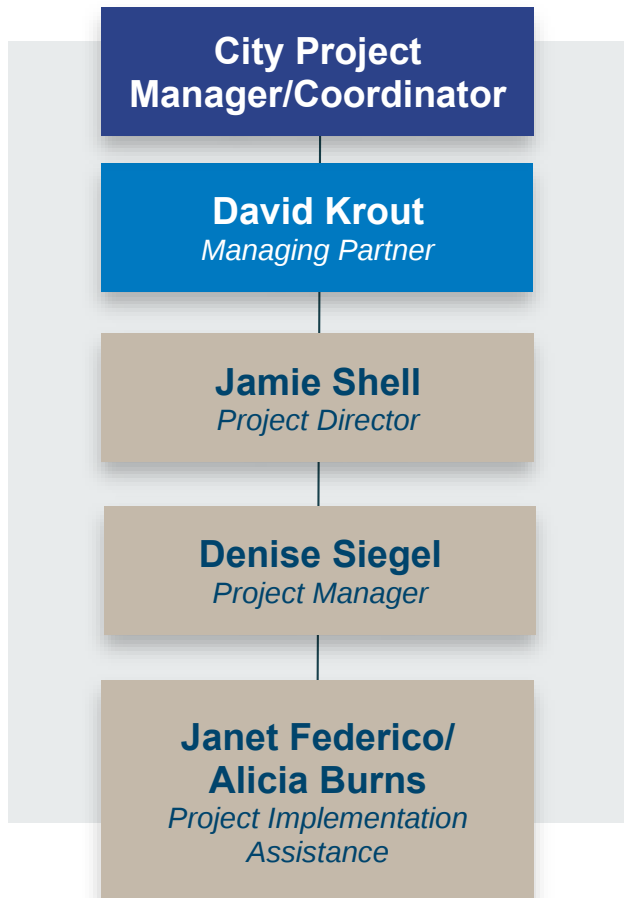
Payment Terms

We invoice monthly as work proceeds. ClientFirst will provide detailed accounting of all consulting time and expenses on the invoice. Payments are due within 30 days of receipt via check or ACH.

Additional Services/Purchases by Other Seeking Public Agencies

ClientFirst acknowledges that other public agencies may seek to “piggyback” under the same terms and conditions of a resulting similar services contract and/or purchases being offered in this contract or proposal. ClientFirst has the option to agree or disagree to allow contract piggybacks on a case-by-case basis. ClientFirst agrees to extend the same pricing, terms, and conditions as stated in this contract or proposal to each and every political entity, special district, and related non-profit. It is understood that other entities shall make purchases in their own name, make payments, and be liable directly to ClientFirst. The agency shall in no way be involved or responsible to ClientFirst for other entities’ purchases.

The personnel selected for this engagement are experts in their given disciplines, chosen according to the specific needs of this project, working as an integrated team to provide end-to-end consulting and support services. Detailed profiles for each Project Team member are found in this section.



Team Member Roles

Project Director

The Project Director oversees client relationships and directs high-level project activities and general project coordination. This individual is typically a partner or senior manager within the firm. This individual plays an important role in quality control and quality assurance (QA). In this QA role, this person reviews the project status on a regular basis and reviews the project deliverables.

Jamie Shell (**former municipal Finance Director**) has 25 years of public sector experience, including 10 years working in local government finance. He has successfully managed and implemented projects for **over 50 public-sector agencies** throughout the United States. He will serve as the Project Director.

Project Manager

The Project Manager oversees the day-to-day ClientFirst project activities and management of the deliverables. This person also directs the other ClientFirst project team members assigned to the project and is the primary day-to-day contact for the client and the client's assigned internal project manager.

Denise Siegel (**former county Accounting Manager**) has 21 years of finance and accounting experience, including 5 years Workday software implementation projects. She will serve as the Project Manager.

Project Implementation Technical Advisors

Janet Federico has over 20 years of IT experience and over 12 years with government agency software implementations. She has experience with functional and technical requirements development, gap analysis, system analysis, design, specifications, unit and system testing, implementation planning, execution, lessons learned, and system documentation.

Alicia Burns has over 17 years of IT experience and 15 years of experience implementing ERP systems. She also has experience with functional and technical requirements development, gap analysis, system analysis, design, specifications, unit and system testing, implementation planning, execution, lessons learned, and system documentation.

City-Assigned Project Manager(s)/Coordinator(s)

The City will also be responsible for assigning a Project Manager who will work together with the ClientFirst Project Implementation Technical Advisors. This person will also be responsible for coordinating City resources during the conduct of the project and will ensure that City responsibilities are fulfilled per the project schedule and work plan.

Jamie T. Shell, PMP

Director, Enterprise Applications Consulting

Jamie Shell has over 25 years of public sector experience, including 10 years working in local government finance (Finance Director) and over 15 years assisting local governments with various information technology needs. He specializes in working with organizations to identify their strategic, organizational, application, and functional requirements to determine which system and/or specific applications are a proper fit for both the agency and the vendor.

Jamie's background in local government finance, project management, and software implementation has given him the ability to work jointly with C-level executives, agency/department heads, and staff to maximize their technology utilization.

Having worked in government and as an enterprise software provider, Jamie brings a unique understanding of the perspectives of both the agency and software vendors.

Highlights

- Former municipal Finance Director
- Served as President of the Eastern Kansas Government Finance Officers Association (2005)
- Former manager of Client Services with one of the largest government ERP vendors
- Former manager of Professional Services with another major government ERP vendors
- Successfully managed onsite and remote projects for over 50 public-sector agencies throughout the United States

Agency Experience

County of Clermont
County of Cook
County of Denton
County of Douglas
County of Kauai
County of Lassen
County of Mendocino
County of Nassau
County of New Castle
County of Ramsey
County of San Juan
County of San Mateo
City of Alpharetta
City of Atlanta
City of Barrie
City of Batavia
City of Battle Ground
City of Bentonville
City of Branson
City of Carlsbad
City of Cedar Hill
City of Chattanooga
City of Clovis
City of Coronado
City of Dubuque
City of East Point
City of Edmonton
City of Elgin
City of Elmhurst
City of Evanston
City of Flagstaff
City of Fort Collins
City of Gallup
City of Glendora
City of Grand Rapids

City of Henderson
City of High Point
City of Hoover
City of Indianapolis/
Marion County
City of Kansas City
City of Medford
City of Memphis
City of Mesa
City of Miami
City of Minden
City of Naperville
City of New Port Richey
City of Norco
City of Oviedo
City of Pacifica
City of Palm Desert
City of Pearland
City of Piedmont
City of Port Angeles
City of Poulsbo
City of Prescott
City of Richmond
City of Salinas
City of San Bernardino
City of Simi Valley
City of St. Petersburg
City of South Gate
City of Stockton
City of Tyler
City of Vacaville
City of West Covina
City of West Hollywood
City of West Lafayette

City of West
Sacramento
City of Wilmington
City of Wilton Manors
City of Woodside
Town of Cary
Town of New Canaan
Town of Isle of Palms
Town of Prescott Valley
Town of Vail
Town of Windsor
Village of Lincolnwood
State of New Jersey
State of New Mexico
California State
Auditor's Office
California State
Controller's Office
California Office of
Emergency Services
Ewing Marion Kauffman
Foundation
Province of Nova Scotia
State of Hawaii
Campaign Spending
Commission
State of Massachusetts
Comptroller's Office
State of Maine Treasurer's
Office
State of Michigan
Administrative Office of
Courts
State of Rhode Island
Treasurer's Office

State of Virginia Dept of
Rail & Public
Transportation
Ewing Marion Kauffman
Foundation
Castaic Lake Water
Agency
Coachella Valley Water
District
Commodities Futures
Trading Commission
Cucamonga Valley Water
District
Four Rivers Sanitation
Authority
West County Wastewater
District
Jurupa CSD



CREDENTIALS, DEGREES, AND AFFILIATIONS

- Project Management Professional (PMP)
- Bachelor of Science in Business Administration and Accounting – Missouri Western State University

SPECIALTIES

- Certified Prosci Change Management Practitioner
- Business Process Reviews
- Applications Requirements Definition
- Enterprise Applications Architecture
- Current System Needs Analysis and Improvement
- New Software Selection Assistance
- Technology Master Planning
- Project Management and Oversight
- Conversion Assistance and Planning
- Contract Reviews and Negotiations



Denise Siegel, CPA, MBA

Management Consultant

Denise Siegel has over 21 years of finance and accounting experience, including managing multiple ERP implementation projects and five years as an accounting manager for a county agency. She specializes in the development of complex business requirements, functionality and fit-gap analysis, security configuration, testing and defect resolution, data conversion, third-party integrations, as well as communications and change management.

Denise's background in software implementations has given her the ability to work jointly with C-level executives, agency/department heads, and staff to maximize their technology utilization.

Having worked in government and as an enterprise software project manager, Denise brings a unique understanding of the perspectives of both the agency and software implementor.

Highlights

- Former public sector Accounting Manager
- Managed multiple full ERP implementation projects, including Workday, PeopleSoft and Oracle implementations
- Highly experienced CPA and MBA with expertise in Financials and Adaptive Planning, driving digital transformations, SOW analysis, negotiation, and SOX-compliant best practices deployment.
- Proficient in functionality and reporting fit-gap analysis, FDM/BP/security configuration, leading testing & defect resolution cycles, and system optimization, including AI & ML functionality.
- Skilled in data conversion activities, third-party integrations, reducing client customization footprint, and designing/deploying communication and change management strategies
- Led and co-managed Workday Financials implementation projects for various organizations, including a \$1B publicly traded food distributor, a \$695M non-profit entity, a \$9B comprehensive healthcare organization, and an \$857M financial regulatory organization
- Engaged with internal and external stakeholders, managed SOWs, developed business requirements, and updated configuration workbooks
- Facilitated testing, defect triage, job aid development, end-user training, and post-production support

CREDENTIALS, DEGREES, AND AFFILIATIONS

- Certified Public Accountant (CPA) (Inactive)
- Masters Business Administration – University of Maryland
- Bachelor of Science in Accounting – University of Maryland

SPECIALTIES

- Workday Implementation Project Management
- Business Requirements Development
- Fit – Gap Analysis
- Security Configuration
- Testing and Defect Resolution
- Data Conversion
- Third-party Integration
- Change Management
- End-user Training and Job Aid Development
- Post Production Support



Certified Public Accountant

Janet Federico, MBA

Management Consultant

Janet Federico has over 20 years of information technology experience and twelve years of experience with local and federal government agency software implementations. Her in-depth experience with software configuration, business analysis, and user needs assessment allows her to successfully oversee project implementations of standard and customized software.

Skilled in all facets of the project life cycle for application software, she has experience with functional and technical requirements development, gap analysis, system analysis, design, specifications, unit and system testing, implementation planning, execution, lessons learned, and system documentation.

Ms. Federico also has over six years of experience in working with organizations to identify their strategic, organizational, application, and functional requirements to determine which system and/or specific applications are a proper fit for both the agency and the vendor.

Additionally, having worked for a leading local government enterprise software provider, Ms. Federico brings a strong understanding of software implementation, consulting, process knowledge, and functional knowledge, along with the customers' needs and concerns throughout and post-implementation.

Highlights

- Multi-phased agency-wide software implementations
- Extensive knowledge of business and technical processes pertaining to enterprise applications

Agency Experience

County of Collin
County of Denton
County of Lassen
County of Mendocino
County of Minnehaha
County of St. Joseph
City of Batavia
City of Bartlesville
City of Bentonville
City of Carlsbad
City of Clovis
City of Coronado
City of Corvallis
City of Decatur
City of Fort Smith
City of Glendora
City of High Point
City of Highland Park

City of Hutchinson
City of Hutto
City of San Bernardino
City of Tulsa
City of Westmont
City of West Sacramento
City of Wichita
City of Wilton Manors
City of Wisconsin Springs
City of Wood Dale
Village of Hinsdale
Village of Orland Park County of Champaign
Town of Windsor
Town of Woodside
East Bay Regional Park District
Jurupa Community Services District
Los Angeles County Development Authority
State of Texas (DFPS)



CREDENTIALS, DEGREES, AND AFFILIATIONS

- Ellis College, Old Westbury, NY
– Master of Business Administration
- Kaplan University, Davenport, IA
– BS, Applied Management

SPECIALTIES

- Project Management
- Conversion, Interface Planning, and Implementation Support
- Understanding of public sector departmental operations and application systems
- Workflow analysis and mapping
- Business Process Redesign
- System Configuration and Training
- Test and Go Live Plan Creation



I just wanted to say that I thought the training sessions were very informative and clear, and I learned a lot from it. I appreciate your time spent to train us. Thank you so much!

—Account Clerk
CA Municipality

Alicia Burns, PMP, CSP-PO, CSM

Management Consultant

Alicia Burns has over 15 years of experience implementing ERP systems for both the private and public sectors. Her education and experience in the realm of implementation have allowed her to obtain knowledge in implementation planning, business process analysis and consulting, system analysis and design, user acceptance testing planning and assistance, end-user training planning, go-live planning, and technical and functional specifications.

Alicia's career in implementations began as a payroll functional lead on the client side of an ERP implementation for a company that had 6,000 employees spread across multiple states. She made the jump to software implementations full-time for a major private enterprise distributor and transitioned to supporting the public sector thereafter.

As she is skilled in the Agile methodologies of project management, Alicia values client involvement and open communication about projects and is also able to navigate through the twists that a software implementation can bring.

Alicia's tenure at a major government enterprise software provider allows her to assess business needs, track project flow, and assist clients in developing best practice solutions.

Alicia is committed to delivering high-quality work that meets or exceeds client expectations.

Highlights

- Multi-phased ERP application implementations
- In-depth knowledge of various payroll/HR platforms
- Well-versed in Agile project management methodologies

Agency Experience

County of Lassen
County of Mendocino
City of Alameda
City of Burlingame
City of Cathedral City
City of Coronado
City of Diamond Bar
City of Dublin
City of Dublin
City of Farmers Branch
City of Fontana
City of Gilroy
City of Great Falls
City of Hanford
City of Independence
City of Lancaster
City of Lemoore
City of Long Beach
City of Long Beach Harbor
City of Oxnard
City of Petaluma
City of Piedmont
City of Port Hueneme
City of Redlands
City of Richland

City of Richmond
City of Rohnert Park
City of Yorba Linda
East Side Union Highschool District
Muskogee Creek Nation
Muskogee Creek Nation Tribal Health
Maricopa Association of Governments
San Diego Association of Governments
City of Nampa
Helix Water District
Santa Margarita Water District
San Bernardino Municipal Water District
Desert Water Agency
Golden Gate Bridge, Highway, and Transportation District



CREDENTIALS, DEGREES, AND AFFILIATIONS

- Bachelor of Science Information Technology Management – Cal State East Bay
- Bachelor of Science Business Operations and Resource Management Cal State- East Bay
- Project Management Professional (PMP)-PMI
- Certified Product Owner Scrum Professional (CPOSP)-Six Sigma
- Certified Scrum Master

SPECIALTIES

- Project Management
- Business Process Review
- Implementation planning
- Go-live planning
- Best Practice
- Creative Solutions



David W. Krout, CPA *(Inactive)*

Partner – Enterprise Applications Consulting Practice Leader

David Krout has 27 years of experience assisting local governments with a broad scope of information technology needs. He specializes in working with organizations to identify their strategic, organizational, application, and functional requirements to determine which system and/or specific applications are a proper fit for both the agency and the vendor.

David's unique and diversified background in business management, accounting, and management consulting has given him the ability to collaborate with C-level executives and department staff from a practical, business-management perspective to maximize their technology utilization.

Having also worked for a leading local government enterprise software provider, David brings a unique understanding of consulting, client representation, and vendor relationships to the collaboration between the agency and software vendors.

Highlights

- Served on the National Committee for Information Technology for the Institute of Management Accountants
- Former President, Institute of Management Accountants, Inland Empire Chapter
- Former Government IT Consulting Manager for RSM McGladrey, the nation's fifth-largest CPA and consulting firm
- Featured speaker for the California Society of Municipal Finance Officers (CSMFO), Municipal Information Systems Association of California (MISAC), and Texas Association of Government Information Technology Managers
- Project lead with over 100 public-sector agencies throughout the United States

Agency Experience

County of Butte	City of Lomita	Village of Oswego	Rosamond Community
County of Buncombe	City of Manassas Park	Village of River Forest	Services District
County of Denton	City of Menlo Park	CA-NV American Water	Salisbury-Rowan Utilities
County of Mendocino	City of Mission Viejo	Works Association	San Bernardino
County of Orange	City of Murrieta	Castaic Lake Water	Municipal Water
County of Riverside	City of Pacifica	Agency	Southern California
County of San Bernardino	City of Palm Desert	Castro Valley Sanitary	Coastal Water
City of Batavia	City of Palmdale	District	Research (SCCWRP)
City of Bloomington	City of Pelham	Colton Joint Unified	Walnut Valley Water
City of Brentwood	City of Piedmont	School District	District
City of Brisbane	City of Rancho Mirage	Cucamonga Valley	West County
City of Burbank	City of Redlands	Water District	Wastewater District
City of Burlington	City of Rialto	Gastonia Water & Power	Western Municipal
City of Carlsbad	City of Riviera Beach	Glendale Water and	Water District
City of Camarillo	City of Rosemead	Power	Mechoopda Indian Tribe
City of Chino	City of Salisbury	HIP Housing	Eastern Band of
City of Clovis	City of Sandpoint	Lake Elsinore Unified	Cherokee Indian
City of Colton	City of San Gabriel	School District	
City of Corona	City of San Jacinto	Menifee Unified	
City of Coronado	City of Shawnee	School District	
City of Dublin	City of Sierra Madre	Mesa Water District	
City of Foster City	City of Simi Valley	Midpeninsula	
City of Gastonia	City of South Gate	Regional Open	
City of Healdsburg	City of Tustin	Space District	
City of Hemet	City of West Covina	Ramona Municipal	
City of Highland Park	City of West Des Moines	Water District	
City of Indio	Town of Danville	Rincon del Diablo	
City of La Habra	Town of Groton	Municipal Water	
City of La Puente	Town of Hillsborough	District	
City of Laguna Niguel	Town of Truckee	Rock River	
City of Lake Forest	Village of Glencoe	Reclamation	
City of Larkspur	Village of Lincolnwood	District	
	Village of Northfield		



CREDENTIALS, DEGREES, AND AFFILIATIONS

- Certified Public Accountant (CPA) (Inactive)
- Bachelor of Science in Business Administration and Accounting – CSU San Bernardino

SPECIALTIES

- Business Process Reviews
- Applications Requirements Definition
- Enterprise Applications Architecture
- Current System Needs Analysis and Improvement
- New Software Selection Assistance
- Technology Master Planning
- Project Management and Oversight
- Conversion Assistance and Planning
- Contract Reviews and Negotiations



Certified Public Accountant

(Inactive)

It has been absolutely key to this project that ClientFirst, especially Dave, knows the governmental environment, its limitations and its opportunities.

—Director of Administrative Services
CA Municipality

Our consultants have been assisting local governments with innovative technology solutions with ClientFirst for 19 years, bringing with them many more years of experience in this field. Our risk-averse technology planning and the quality of service we provide our clients have resulted in numerous long-term business relationships. Our subject-matter experts offer a wide range of technology services that our clients often leverage to resolve specific issues.



ClientFirst was extremely knowledgeable, and I felt I have learned more from my work with ClientFirst than anyone else I've worked with in that capacity. I haven't met anyone else who's even close to ClientFirst in their level of expertise.

—Director of Administrative Services
CA Municipality

Enterprise Applications Consulting Practice Profile

ClientFirst's enterprise applications consulting team has been conducting these specific types of assessments, process reviews, procurements, and implementation assistance for over 20 years.

ClientFirst leverages this experience to the client's advantage through a unique approach to software selection, which considers the vendor's perspective while working with clients to navigate the complexities of software assessment, selection, contract negotiation, and implementation.

We identify an organization's strategy, organizational, application, and functional requirements—specific to the client's business processes—to determine which solutions are the best fit for both customer and vendor. Our clients appreciate the honesty and diligence with which we conduct our projects, and many clients continue relying on our services after their first project with us.

The level of risk and the probability of achieving a successful implementation are directly related to the amount of proper due diligence employed. At ClientFirst, we take every possible step to decrease this risk level through best practices.

Because of the level of due diligence that we require, software vendors welcome the opportunity to respond to our RFP documents, giving your organization the chance to find the best functionality fit by evaluating an adequate number of qualified vendor responses.

Applications Consulting Services

PROCESS REVIEWS
 Business Case Analysis
 Assessment and Recommendations
 Process Analysis and Improvement

SOFTWARE SELECTION
 Feature/Function Requirements
 Implementation Risk Assessment
 Change Management
 Vendor Analysis and Evaluation
 Contract Review and Negotiation

PROJECT OVERSIGHT
 Implementation Project Management
 Conversion Assistance
 Integration / Interface Assistance

APPLICATIONS IMPROVEMENT
 Assessment of Current Needs & Gaps
 Assessment of Features, Training, Support, & Reporting Issues
 Vendor Proposal Review & Demonstration Management
 Change Management
 Risk Assessments

Applications Experience	
General Ledger	CIS & Utility Billing
Budgeting	Tax Billing
Project Accounting	Backflow
Grant Accounting	Service Orders
Accounts Receivable	Work Orders/Preventative
Cash Receipts	Maintenance
Purchasing & Receiving	Inventory Management
Bids Management	Fleet Management
Contract Management	Planning
Accounts Payable	Permitting
Fixed Assets	Inspection
Loans	Code Enforcement
Special Assessments	Land/Parcel/Address
Financial Reporting	Management
Ad Hoc Reporting	Computer-Aided Dispatch
Business Licensing	(CAD)
Applicant Tracking	Records Management
Human Resources	Mobile Computing
Employee Self-Service	Citizen Request Management
Benefits Tracking	GIS
Time & Attendance	Adjudication
Payroll	Citation Management



[Enterprise Application Consulting Services](#)

Government Technology



Focusing on local governments means that we understand the unique needs, processes, protocols, and political nuances involved in the industry. This **understanding and experience** ensures that our strategies and recommendations are practical in all respects. Our management team's career experience includes over 3,500 projects for more than 500 local government agencies.

Local Presence and Practice Locations

ClientFirst is a national firm with practices located in California, Illinois, Texas, and North Carolina.



Corona, CA



Schaumburg, IL



San Antonio, TX



Charlotte, NC

Business Management Approach

We understand that not all government executives are versed in the latest technology issues and opportunities. Therefore, our approach and deliverables provide a business-management perspective that **allows the layperson the ability to understand the technology issues, strategies, and potential solutions required to make more informed business decisions.**

Practical Recommendations

We believe in using technology as a tool to meet the agency's business objectives; we do not apply technology just for technology's sake. We are serious in our quest to provide clients with practical solutions that meet their individual requirements. Sometimes, the proper solution includes cutting-edge technology. However, a cost-effective and practical solution using proven technology is often the most beneficial.



True Independence

ClientFirst believes in practicing **true independence**. We do not resell products nor maintain relationships that would result in any add-on profit margins or referral fees. Our interest is in **putting the client first** by finding optimum solutions (i.e., the greatest value at the lowest competitive cost) to meet their needs.



National Recognition

Our consultants are recognized nationally for their work by many of the industry's leading vendors. They appreciate the fairness and objectivity we demonstrate when dealing with their organizations.

Industry Recognition

CIO Review

ClientFirst has been featured in *CIO Review* as one of the “20 Most Promising Government Technology Solution Providers”.



National Speakers

ClientFirst personnel has conducted educational sessions at national and local conferences such as CSMFO, MISAC, and GFOA, among others.



ClientFirst has such a broad and well-rounded experience with cities that they already have a good idea of what will or won't work. Other vendors we have worked with don't have this depth of experience and suggest solutions that are unrealistic in a city government environment.

— IT Director
CA Municipality

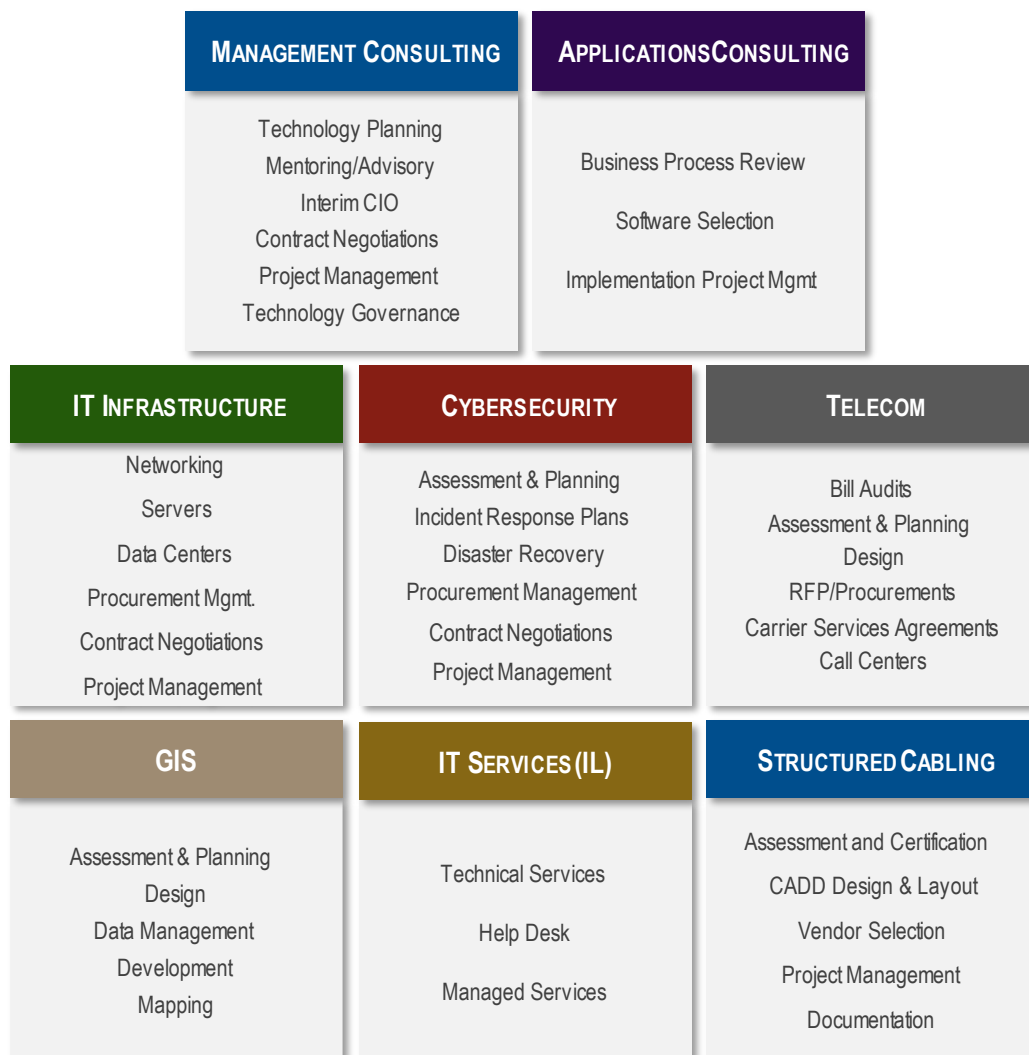
Diversified Experience

We have **extensive experience with a wide variety of organizations and technology and processing environments** and have worked with over 500 agencies on over 3,500 projects. In addition, we have significant market knowledge regarding software and hardware providers and are well-informed with respect to vendor and industry developments.

Integrated Technology Solutions Groups

Whatever the agency's technology needs are, we offer a unique combination of experts in their given disciplines who can guide technology decisions, planning, implementation, and management, chosen according to the specific needs of each project, working as an integrated team to **provide end-to-end consulting and support services**.

ClientFirst Integrated Technology Solutions Groups



Consultants' Collective Experience

We understand that the experience of the individual consultants is a significant factor in hiring a firm to conduct the project on your behalf. Our consultants have extensive public-sector experience in their respective careers, including projects with the following agencies:

North Carolina

City of Burlington
City of Gastonia
City of High Point
City of Kinston
City of Mount Airy
City of Salisbury
Arc of Stanley County
County of Buncombe
County of Cabarrus
County of Davie
County of Orange
St. Augustine College
Wake Forest University
Eastern Band of Cherokee Indians
Salisbury Rowan Utilities

Alabama

City of Pelham

Arizona

County of Maricopa

California

City of Albany
City of Azusa
City of Big Bear Lake
City of Brentwood
City of Brisbane
City of Burbank
City of Calabasas
City of Camarillo
City of Carlsbad
City of Chico
City of Chino
City of Clovis
City of Colton
City of Corona
City of Coronado
City of Downey
City of Dublin
City of Escondido
City of Foster City
City of Glendora
City of Healdsburg
City of Hemet
City of La Habra
City of La Puente
City of Laguna Niguel
City of Larkspur
City of Lathrop
City of Lomita
City of Menlo Park
City of Mission Viejo
City of Montclair
City of Murrieta
City of Pacifica
City of Pacific Grove
City of Palm Desert
City of Palmdale
City of Piedmont
City of Pismo Beach
City of Port Hueneme
City of Rancho Cucamonga
City of Rancho Mirage
City of Redlands
City of Rialto
City of Rohnert Park
City of Rosemead
City of Sacramento
City of San Clemente
City of San Gabriel
City of San Jacinto
City of San Pablo
City of San Rafael
City of Seal Beach

City of Sierra Madre
City of Simi Valley
City of South Gate
City of South Pasadena
City of South San Francisco
City of Tustin
City of Upland
City of Vacaville
City of West Covina
County of Butte
County of Lassen
County of Mariposa
County of Mendocino
County of Riverside
County of San Bernardino
County of Tuolumne
County of Yolo
Town of Danville
Town of Hillsborough
Town of Truckee
Town of Yucca Valley
CA-NV American Water Works Association
Castaic Lake Water Agency
Castro Valley Sanitary District
Cucamonga Valley Water District
Glendale Water and Power
Hayward Area Recreation and Park District
Irvine Unified School District
Jurupa Community Services District
Livermore Area Recreation and Park District
Midpeninsula Regional Open Space District
Newhall County Water District
Piedmont Police and Fire
Ramona Municipal Water District
Rincon del Diablo Municipal Water District
Rosamond Community Services District
San Bernardino Municipal Water
San Mateo Fire District
San Marino Unified School District
Southern California Coastal Water Research
Sweetwater Authority
Walnut Valley Water District
West County Wastewater District
Western Municipal Water District
Colton Joint Unified School District
Irvine Unified School District
Lake Elsinore Unified School District
Menifee Unified School District
Mesa Water District
Mountain View School District
Romoland School District
West Covina Unified School District
Ohlone Community College
San Jose Community College
University of California Berkeley

University of California San Francisco
UCSF Medical Center
Stanislaus Council of Governments
Mechoopda Indian Tribe

Connecticut

City of Bristol
City of New Haven
Groton Police and Communications Dispatch
Town of Groton

Florida

City of Cape Coral
City of Deerfield Beach
City of Dunedin
City of Fort Lauderdale
City of Pompano Beach
City of Port St. Lucie
City of Riviera Beach

Idaho

City of Sandpoint

Illinois

City of Bloomington
City of Champaign
City of Countryside
City of Crystal Lake
City of Highland Park
City of Joliet
City of Lake Forest
City of Moline
City of Morton Grove
City of Naperville
City of Oakbrook Terrace
City of Orland Park
City of Prospect Heights
City of Rockford
City of Rock Island
City of St. Charles
City of Waukegan
City of Wood Dale
County of DuPage County
County of Peoria County
County of Sangamon County
County of Winnebago County
Village of Arlington Heights
Village of Cary
Village of Glencoe
Village of Kenilworth
Village of Lake Barrington
Village of Libertyville
Village of Lincolnwood
Village of Matteson
Village of Norridge
Village of Northbrook
Village of Northfield
Village of Oak Brook
Village of Oak Park
Village of Oswego
Village of Palos Park
Village of River Forest
Village of Riverside
Village of Westmont
Village of Wheeling
DuPage County Health Dept.
Batavia Public School District
Central Community Unit School District 301
Champaign County Forest Preserve District
Civitas Schools
Community High School District 99

Community Unit High School District 205
Community Unit School District 300
Community Unit School District 308
Consolidated High School District 230
Consolidated School District
Gower School District
Hampton School District 29
Harlem School District 122
Harrison School District 36
Harvard Community Unit School District
Harvey School District 152
Hinsdale Township High School District 86
Indian Prairie Community Unit School District 204
J. Sterling Morton High School District 201
Lake Zurich Community Unit School District 95
Mount Prospect School District 57
Naperville Community Unit School District 203
Naperville Park District
Norridge Park District
Oswego School District 308
Pace Suburban Bus Division
Park Ridge Schools
Port Byron Central School District
Posen-Robbins SD 143.5
Prospect Heights School District
Riverside Public School District 96
Rockford Public Library
Rock River Water Reclamation District
Sherrard Community Schools
St. Charles School District
Sunset Ridge School District
Township High School District 214
Wheaton-Warrenville School District 200
Winnetka Public Schools District 36
Lake Forest College
Lincolnwood Public Library
Oak Park Library
Oswego Library District
Park District of Highland Park

Indiana

The University of Notre Dame
Indianapolis Public Library
Indianapolis Public Schools

Iowa

City of Ankeny
City of Bettendorf
City of Burlington
City of Cedar Rapids
City of New Hampton
City of West Des Moines
County of Johnson
County of Linn
State of Iowa
Burlington Community School District

Cedar Rapids Community School District
Davenport School District
Diocese of Davenport
Catholic Schools
Dubuque Community School District
Knoxville Community School District
Mason City School District
North Scott School District
Des Moines Area Community College
Cedar Falls Utilities

Kansas

City of Shawnee

Michigan

University of Michigan
Lake Superior State University

Minnesota

County of Anoka

Nevada

County of Nye
Town of Pahrump

New York

City of Batavia
Village of Ossining

Ohio

County of Cuyahoga
County of Montgomery

South Dakota

Rapid City Area Schools

Texas

City of Dallas
City of Pflugerville
City of University Park
County of Denton
Corpus Christi Fire
Highland Park Police and Fire
International Bank of Commerce
River Oaks Country Club
State Bank of Texas
University of Texas Health Science Center
Westwood Country Club

Utah

Washington County School District

Virginia

Commonwealth of Virginia
City of Manassas Park

Wisconsin

City of Appleton
City of Brookfield
City of Eau Claire
City of Wauwatosa
City of West Allis
County of Brown
County of Kenosha
County of Milwaukee
County of Waukesha
HIDA Milwaukee
Diocese of Madison Catholic Schools
Madison School District
Shorewood School District
Whitnall School District
West Allis School District

Government Agency Case Studies

The following case studies are California agencies that ClientFirst has worked with to digitally transform their technology environments. These case studies began with Technology Master Planning. The cities' technology governance and commitment at all levels, including their city councils, has since resulted in significant digital transformation that has improved internal business department processes, management decision-making, transparency, citizen services, and citizen engagement. Also provided separately is a sample Information Technology Plan recently completed for another California municipality.



Mendocino County

Project Background

ClientFirst started with a County-wide Technology Master Plan and Roadmap to digitally transform the County and its operations. Other following projects have included:

- Technology Plan development and funding
- Technology Plan management and semi-annual plan updates in conjunction with mid-year and annual Board of Supervisors budget workshops
- Initial risk mitigation projects to increase resiliency of critical systems
- Emergency Operations Center redesign and refresh of EOC technology and equipment (Phase 1 & 2)
- Public Safety Cabling and Fiber Optic Improvements
- Public Safety and Radio Data Center Space Planning
- Detailed public safety county-wide radio assessment, cost analysis, and successful funding request
- Fiber Optic Systems Upgrades
- Procurement Business Process Review and Improvements
- Cannabis Permit and Licensing Process Improvements Efficiency Study
- Budgeting Process Improvements
- Point Arena Radio & Microwave Project Management (Improved Public Safety Radio Resiliency)
- County-Wide Radio and Broadband Upgrade Project Management
- Property Tax System Assessment and Project Restart
- Property Tax System Implementation Oversight
- Cannabis Permits & License Business Process Review and Improvements
- Cannabis E-Permitting
- Cybersecurity Roadmap and Board Presentation
- Network Upgrade RFP & Project Management Assistance
- IT Strategic Advisory Services
- IT staffing and staff roadmap to support digital transformation and Board goal of increased efficiency

Description of Services Performed and Outcomes

ClientFirst was initially engaged to develop a multi-year Technology Master Plan and Roadmap. The initial five-year plan is budgeted at over \$20 million. The initial assessment also uncovered several high-risk areas. County management placed the project on hold but immediately allocated \$605K to mitigate many of those high-risk items. ClientFirst provided oversight and project management services for the implementation of these risk mitigation measures. The Board appropriated \$1MM for Phase 1 projects and has subsequently appropriated over \$1MM every six months for additional project work. ClientFirst provides oversight for approximately twenty-five Technology Master Plan projects. ClientFirst is also managing the Master Plan budget and project portfolio, with project additions and subtractions based on Board and Executive Office priorities.

In addition to managing the Technology Master Plan, ClientFirst provides detailed project management and vendor selection assistance for a wide range of projects. Implementation assistance is provided to augment staff for critical or high-profile projects such as E-Permitting (now implemented for about 65% of permit types), Cannabis business process improvements, public safety and emergency operations projects, preparations and replacement of a fragile end-of-life tax system, and others.

Also, ClientFirst and Mendocino County jointly presented at the California Society of Municipal Finance Officers (CSMFO) on process improvements resulting from these digital transforming projects.



City of Piedmont

Project Background

ClientFirst started with a citywide Technology Master Plan and have continued to assist the City to digitally transform the City and City operations. Projects have included:

- Technology Plan development and successful funding
- Technology Plan management, annual plan updates, and Council updates on status of plan
- Fiber optic systems upgrades
- Ongoing Technology Governance Committee participation as their senior IT advisor
- CAD/RMS vendor strategy and roadmap upgrade
- Wide area network improvements
- Initial IoT wireless network deployment
- ERP software selection and business process improvements analysis
- ERP software implementation project management
- Land Management Assessment & Improvement Plan
- Ongoing Land Management process improvements
- Cloud computing strategy analysis
- Public Safety Verizon Private Cloud analysis, implementation, and resiliency
- Public Safety Scheduling and Time and Attendance Procurement Management
- Cybersecurity Incident Response
- Telecommunications System Design and Procurement Management
- Website constituent survey, redesign, and social media rollout
- Coordination of 5G cellular tower including Council briefings
- Cybersecurity improvement and roadmap, and Cybersecurity Council briefings
- Hyperconverged system selection and project oversight
- Ongoing IT Strategic Advisory services

Description of Services Performed and Outcomes

Digital transformation has been a key strategy of the City of Piedmont's Council. This was initiated with the selection of ClientFirst to develop a Technology Strategic Plan in conjunction with a Citizen Advisory Committee. Unsurprisingly, as a Bay Area community, the Citizen Advisory Committee has strong technologists, including the first US employee of Skype (now an "angel investor"). ClientFirst worked collaboratively with the Citizen Advisory Committee to develop and prioritize the Plan and then jointly presented the Plan and budget to Council. ClientFirst continues to oversee implementation of the plan as the City's technology advisor, presenting ongoing updates to Council.

ClientFirst is also the primary technology consultant for the City, assisting with the implementation of recommended initiatives, including best practices, departmental applications, smart technologies, civic engagement, IT infrastructure, day-to-day IT staffing and operations, cybersecurity, and communications.

Prior to the plan, the City's overall systems were largely siloed, legacy, and end-of-life. Some previously implemented systems were implemented in a manner that provided little opportunity to take advantage of the improved technology. Automation was limited, and resident services were mostly manual, with limited use of technology to automate business processes. Overuse of shadow systems and manual processes was still the norm.



City of Rancho Mirage

Project Background

ClientFirst started with a citywide Technology Master Plan. We also jointly presented these transformation efforts at the annual California Society of Municipal Finance Officers (CSMFO) conference. Also, see attached published article on the City's digital transformation efforts, *City of Rancho Mirage Published Digital Transformation Article*.

Other following projects have included:

- Technology Master Planning
- IT Organization Improvement Assistance
- Enterprise Software Needs Assessment
- ERP Selection and Contract Negotiations
- Audio Visual System Design, RFP, and Implementation Oversight
- Contract Management Process Review and Improvements
- Disaster Recovery Planning Services
- Cybersecurity Assessment and Risk Mitigation
- EDMS Needs Assessment Services
- Electronic Mail Implementation Consulting Services
- IT Management Mentoring and Advisory Services
- Wireless Network Design – Amphitheater, Library, Park Spaces
- Network Improvement Vendor Procurement
- Work Order/Asset Management Preliminary Assessment

Description of Services Performed and Outcomes

ClientFirst developed a Technology Master Plan to address City's desire to integrate and automate business applications in a secure manner. This project included working with ongoing City Council sub-committee. ClientFirst presented the Plan to Council, and Council approved funding of the plan in its entirety. ClientFirst worked with City staff to upgrade technology infrastructure, resident connectedness, and applications improvement and integration. The Master Plan also included a comprehensive analysis of the IT human resources to ensure the City had the resources to maintain existing technology, implement new technology projects, and maintain the environment that would be put in place as part of the implementation of the Technology Master Plan. A significant piece of the future IT organizational structure included an increase in business analyst talent to help implement and support critical enterprise applications.

ClientFirst assisted with the ERP system selection, which was concluded on time and within budget. Departmental assistance was also provided for the selection of a new Contract Administration system.

Technical assistance was provided for the development of a Disaster Recovery Plan. ClientFirst worked with Departments to develop a prioritized recovery plan that met the needs of the City.

City of Rancho Mirage Published Digital Transformation Article

ClientFirst has assisted the City of Rancho Mirage with various Technology Projects, starting with a citywide Technology Master Plan and Roadmap to digitally transform the City and its operations. The following article was published by the City to showcase these digital transformation improvements. ClientFirst also jointly presented these transformation efforts at the annual California Society of Municipal Finance Officers (CSMFO) conference.



City of High Point

Municipal Office Building
211 S. Hamilton Street
High Point, NC 27260

Master

File Number: 2024-245

File ID: 2024-245

Type: Miscellaneous Item

Status: To Be Introduced

Version: 1

Reference:

In Control: City Council

File Created: 06/07/2024

File Name:

Final Action:

Title: Consideration of a Contract with Breece Enterprises, Incorporated
City Council is requested to consider at contract with Breece Enterprises, Incorporated in the amount of \$542,600.00 to supplement the Storm Water Services Division in maintenance, repair, and installation of storm water infrastructure and authorize the appropriate City Official(s) to execute all necessary documents. (Recommended by the Finance Committee.)

Notes:

Sponsors:

Enactment Date:

Attachments: Breece Enterprises - Storm Water Maintenance
2024-2025

Enactment Number:

Contact Name:

Hearing Date:

Drafter Name: sandra.keeney@highpointnc.gov

Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Finance Committee	06/13/2024	Committee Recommended Approval	City Council	06/17/2024		Pass

CITY OF HIGH POINT

AGENDA ITEM



TITLE: Contract Award – Storm Water Maintenance-Emergency Repairs 2024-2025	
FROM: Robby Stone, PE Public Services Director	MEETING DATE: June 17, 2024
PUBLIC HEARING: n/a	ADVERTISED DATE/BY: May 3, 2024
ATTACHMENTS: Bid Recommendation Form	

PURPOSE: The City of High Point routinely uses an outside contractor to supplement the Storm Water Services Division in maintenance, repair, and installation of storm water infrastructure. Staff is recommending award approval of the Storm Water Maintenance-Emergency Repairs 2024-2025 contract. This contract consists of furnishing personnel, equipment, and materials for maintenance of storm water utilities and completion of various storm water projects.

BACKGROUND: On Tuesday, June 11, 2024, the City of High Point held the re-bid opening for the contract. One qualified bid was received:

- Breece Enterprises, Incorporated in the amount of \$542,600.00

This contract has an availability date upon a notice to proceed, with a contract completion date of June 30, 2025.

BUDGET IMPACT: Funding is available in the FY 2024-2025 budget.

RECOMMENDATION/ACTION REQUESTED: The Public Services Department recommends approval of the contract and that the appropriate City official and/or employee be authorized to execute all necessary documents to award the contract to Breece Enterprises, Incorporated in the amount of \$542,600.00.

FINANCIAL SERVICES
Purchasing Division



BID RECOMMENDATION

DEPARTMENT: **Public Services**

COUNCIL AGENDA DATE: **June 17, 2024**

BID NO.: **21-012324** CONTRACT NO.: **ENG2024-003** DATE OPEN: **5/23/2024**

DESCRIPTION:

Re-Bid Storm Water Maintenance 2024-2025

PURPOSE:

The Engineering Services Department recommends approval of contract 2024-003 for Storm Water Maintenance. This contract consists of furnishing personnel, equipment, and materials to perform regularly scheduled maintenance of existing storm water utilities and installation of new storm water utilities.

COMMENTS:

We received one responsive bidder:
Breece Enterprises, Inc.: \$542,620.00

RECOMMEND AWARD TO: **Breece Enterprises, Inc.** AMOUNT: **\$542,620.00**

JUSTIFICATION:

Lowest responsive bidder is Breece Enterprises, Inc. \$542,620.00

ACCOUNTING UNIT	ACCOUNT	ACTIVITY	CATEGORY	BUDGETED AMOUNT
671731	527101	00000000	00000000	\$542,620.00
TOTAL BUDGETED AMOUNT				

DEPARTMENT HEAD: **Trevor Spencer** Digitally signed by Trevor Spencer
Date: 2024.06.11 15:28:21 -04'00' DATE: **6/11/24**

The Purchasing Division concurs with recommendation submitted by the **Eng. Svcs. Dept.** and recommends
award to the lowest responsible, responsive bidder **Breece Enterprises, Inc.** in the amount of **542,600.00**

PURCHASING MANAGER: **Candy E. Harmon** Digitally signed by Candy E. Harmon
Date: 2024.06.11 15:40:44 -04'00' DATE: **6/1/2024**

Approved for Submission to
Council

FINANCIAL SERVICES DIRECTOR: **Bobby Fitzjohn** Digitally signed by Bobby Fitzjohn
Date: 2024.06.13 09:27:23 -04'00' DATE: **6/13/24**

CITY MANAGER: DATE:
(For City Council Approval Only)



City of High Point

Municipal Office Building
211 S. Hamilton Street
High Point, NC 27260

Master

File Number: 2024-246

File ID: 2024-246

Type: Miscellaneous Item

Status: To Be Introduced

Version: 1

Reference:

In Control: City Council

File Created: 06/07/2024

File Name:

Final Action:

Title: Consideration of a Contract with Breece Enterprises, Incorporated
City Council is requested to consider a contract with Breece Enterprises, Incorporated in the amount of \$2,256,620.00 to supplement the Water and Sewer Mains Division in maintenance and repair of existing water and sewer utilities and authorize the appropriate City Official(s) to execute all necessary documents. (Recommended by the Finance Committee.)

Notes:

Sponsors:

Enactment Date:

Attachments: Breece Enterprises - Water Sewer Maintenance
Emergency Contract 2024-2025

Enactment Number:

Contact Name:

Hearing Date:

Drafter Name: sandra.keeney@highpointnc.gov

Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Finance Committee	06/13/2024	Committee Recommended Approval	City Council	06/17/2024		Pass

CITY OF HIGH POINT

AGENDA ITEM



TITLE: Contract Award - Water and Sewer Maintenance-Emergency 2024-2025	
FROM: Robby Stone, PE Public Services Director	MEETING DATE: June 17, 2024
PUBLIC HEARING: n/a	ADVERTISED DATE/BY: May 3, 2024
ATTACHMENTS: Bid Recommendation Form	

PURPOSE: The City of High Point routinely uses an outside contractor to supplement the Water and Sewer Mains Division in maintenance and repair of existing water and sewer utilities. Staff is recommending award approval of the Water and Sewer Maintenance-Emergency 2024-2025 contract.

This contract consists of furnishing personnel, equipment, and materials for scheduled maintenance and emergency repairs of water and sewer utilities. Typical work includes point repairs, manhole reconstruction, hydrant repairs, main break repairs, replacement of deteriorated/collapsed lines, replacement of valves, and other maintenance work items.

BACKGROUND: On Tuesday, June 11, 2024, the City of High Point held the re-bid opening for the contract. One qualified bid was received:

- Breece Enterprises, Incorporated in the amount of \$2,256,620.00

This contract has an availability date upon a notice to proceed, with a contract completion date of June 30, 2025.

BUDGET IMPACT: Funding is available in the FY 2024-2025 budget.

RECOMMENDATION/ACTION REQUESTED: The Public Services Department recommends approval of the contract and that the appropriate City official and/or employee be authorized to execute all necessary documents to award the contract to Breece Enterprises, Incorporated in the amount of \$2,256,620.00.

FINANCIAL SERVICES
Purchasing Division



BID RECOMMENDATION

DEPARTMENT: **Public Services**

COUNCIL AGENDA DATE: **June 16, 2024**

BID NO.: **21-012324** CONTRACT NO.: **ENG2024-001** DATE OPEN: **5/23/2024**

DESCRIPTION:

Re-Bid Water and Sewer Maintenance/Emergency 2024-2025

PURPOSE:

Provide assistance to our Water and Sewer Mains Division when needed to handle regularly scheduled and emergency maintenance items on our water and sewer systems. Typically, this includes replacement of water and sewer mains in poor condition, replacement of valves, hydrants, blow-offs, manholes, etc. that are broken or in disrepair.

COMMENTS:

We received one responsive bidders:
Breece Enterprises, Inc.: \$2,256,620.00

RECOMMEND AWARD TO: **Breece Enterprises, Inc.** AMOUNT: **\$2,256,620.00**

JUSTIFICATION:

Lowest responsive bidder is Breece Enterprises, Inc. \$2,256,620.00

ACCOUNTING UNIT	ACCOUNT	ACTIVITY	CATEGORY	BUDGETED AMOUNT
421779	533701	421001012805	40201	\$1,128,310.00
421779	533701	421001010205	40201	\$1,128,310.00
TOTAL BUDGETED AMOUNT				2,256,620.00

DEPARTMENT HEAD: **Trevor Spencer** Digitally signed by Trevor Spencer
Date: 2024.06.11 15:29:42 -04'00' DATE: **6/11/24**

The Purchasing Division concurs with recommendation submitted by the **Eng. Svcs. Dept** and recommends
award to the lowest responsible, responsive bidder **Breece Enterprises, Inc.** in the amount of **\$2,256,620.00**

PURCHASING MANAGER: **Candy E. Harmon** Digitally signed by Candy E. Harmon
Date: 2024.06.11 15:37:34 -04'00' DATE: **6/11/2024**

Approved for Submission to
Council

FINANCIAL SERVICES DIRECTOR: **Bobby Fitzjohn** Digitally signed by Bobby Fitzjohn
Date: 2024.06.13 09:26:59 -04'00' DATE: **6/13/24**

CITY MANAGER: DATE:
(For City Council Approval Only)



City of High Point

Municipal Office Building
211 S. Hamilton Street
High Point, NC 27260

Master

File Number: 2024-247

File ID: 2024-247

Type: Miscellaneous Item

Status: To Be Introduced

Version: 1

Reference:

In Control: City Council

File Created: 06/07/2024

File Name:

Final Action:

Title: Consideration of a Contract with Oakwood Community Development Corporation
City Council is requested to consider a contract with Oakwood Community Development Corporation in the amount of \$217,556.00 to provide a safe place for individuals and families without permanent living arrangements and authorize the appropriate City Official(s) to execute all necessary documents. (Recommended by the Finance Committee.)

Notes:

Sponsors:

Enactment Date:

Attachments: Oakwood CDC Day Center

Enactment Number:

Contact Name:

Hearing Date:

Drafter Name: sandra.keeney@highpointnc.gov

Effective Date:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Finance Committee	06/13/2024	Committee Recommended Approval	City Council	06/17/2024		Pass