



Michigan Municipal Services Authority

PO BOX 12012, LANSING MI 48901-2012

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## **PUBLIC NOTICE OF A REGULAR MEETING**

The **Executive Committee of the Michigan Municipal Services Authority** (Authority) will hold a regular meeting on the following date, at the following time, and at the following location:

<b><u>Date</u></b>	<b><u>Time</u></b>	<b><u>Location</u></b>
Thursday, June 11, 2015	2:00 PM	Livonia City Hall 33000 Civic Center Drive Livonia, MI 48154

The meeting is open to the public and this notice is provided under the Open Meetings Act, 1976 PA 267, MCL 15.261 to 15.275.

The meeting location is barrier-free and accessible to individuals with special needs. Individuals needing special accommodations or assistance to attend or address the meeting should contact the Authority at (248) 925-9295 prior to the meeting to assure compliance with Subtitle A of Title II of the Americans with Disabilities Act of 1990, Public Law 101-336, and 42 USC 12131 to 12134.

A copy of the proposed meeting minutes will be available for public inspection at the principal office of the Authority within 8 business days. A copy of the approved minutes of the meeting, including any corrections, will be available for public inspection at the principal office of the Authority within 5 business days after approval.



Michigan Municipal Services Authority

PO BOX 12012, LANSING MI 48901-2012

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**EXECUTIVE COMMITTEE  
REGULAR MEETING**

Thursday, June 11, 2015 at 2:00 PM

Livonia City Hall  
33000 Civic Center Drive  
Livonia, MI 48154

**AGENDA**

- I. Call to Order**
- II. Roll Call**
- III. Approval of Agenda**
- IV. Approval of Minutes**
  - a. Minutes of the May 14, 2015 regular Executive Committee meeting
- V. Administrative Report (see Authority Board agenda)**
- VI. New Business**
  - a. Resolution 2015-11 Procurement of FMS Program Management Services
- VII. Public Comment**
- VIII. Other Business**
- IX. Adjournment**

A copy of the proposed minutes of the meeting will be available for public inspection at the principal office of the Authority within 8 business days. A copy of the approved minutes of the meeting, including any corrections, will be available for public inspection at the principal office of the Authority within 5 business days after approval.



Michigan Municipal Services Authority

PO BOX 12012, LANSING MI 48901-2012

**EXECUTIVE COMMITTEE  
REGULAR MEETING**

Thursday, May 14, 2015 at 1:30 PM

201 Townsend St Suite 900  
Lansing, MI 48933

**MINUTES**

Proposed Minutes       Approved Minutes

MEETING TYPE:     Regular     Special

**I. Call to Order**

The meeting was called to order at 1:30 PM.

**II. Roll Call**

Executive Committee Member Attendance:

Stacie Behler, Chairperson	<input type="checkbox"/> Present	<input checked="" type="checkbox"/> Absent
James Cambridge, Secretary*	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Eric DeLong, Treasurer	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent
Doug Smith, Member	<input type="checkbox"/> Present	<input checked="" type="checkbox"/> Absent
Al Vanderberg, Member	<input checked="" type="checkbox"/> Present	<input type="checkbox"/> Absent

Other attendees:

- Robert Bruner, Michigan Municipal Services Authority
- Steve Liedel, Dykema

**III. Approval of Agenda**

Moved by: Vanderberg  
Supported by: Cambridge

Yes: X    No:

**IV. Approval of Minutes**

- a. Minutes of the March 12, 2015 regular Executive Committee meeting

Moved by: Vanderberg  
Supported by: Cambridge

Yes:  No:

- b. Minutes of the April 9, 2015 special Executive Committee meeting

Moved by: Vanderberg  
Supported by: Cambridge

Yes:  No:

**V. New Business**

- a. Resolution 2015-06 Disbursement Policy (as amended)

Moved by: Cambridge  
Supported by: Vanderberg

Yes:  No:

- b. Resolution 2015-07 FMS Grant Agreements

Moved by: Vanderberg  
Supported by: Cambridge

Yes:  No:

- c. Resolution 2015-08 Procurement of FMS Project Management Services

Moved by: Vanderberg  
Supported by: Cambridge

Yes:  No:

- d. Resolution 2015-09 Virtual Workplace Policy

Moved by: Vanderberg  
Supported by: Cambridge

Yes:  No:

e. Resolution 2015-10 Procurement of Website Services

Moved by: Vanderberg  
Supported by: Cambridge

Yes:  No:

Meeting adjourned at 2:34 PM.

**Certification of Minutes**

Approved by the Executive Committee on June 11, 2015.

\_\_\_\_\_  
Authority Secretary

\_\_\_\_\_  
Date

PROPOSED



Michigan Municipal Services Authority

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**EXECUTIVE COMMITTEE  
RESOLUTION 2015-11**

Procurement of FMS Program Management Services

The Executive Committee of the Michigan Municipal Services Authority (“Authority”) authorized the Chief Executive Officer of the Authority (“CEO”) to enter into a professional services agreement for project management professional services during the initiation and planning processes of the FMS Project. The CEO entered into an agreement with Plante & Moran on January 2, 2015. The Authority now seeks to extend that agreement through the implementations in Genesee County, Grand Rapids, and Kent County.

The Executive Committee of the Michigan Municipal Services Authority (“Authority”) therefore resolves:

1. That the CEO is authorized to extend the existing agreement with Plante & Moran to provide FMS Program Management Services.

***Secretary’s Certification:***

I certify that this resolution was duly adopted by the Executive Committee of the Michigan Municipal Services Authority at a properly-noticed open meeting held with a quorum present on June 11, 2015.

By: \_\_\_\_\_

James Cambridge  
Authority Secretary

# { Get There. }

MICHIGAN MUNICIPAL SERVICES AUTHORITY | DECEMBER 22, 2014

plante  
*m*  
moran

audit • tax • consulting

December 22, 2014

Mr. Robert Bruner, CEO  
Michigan Municipal Services Authority  
Via email to [rbruner@michiganmsa.org](mailto:rbruner@michiganmsa.org)

Dear Mr. Bruner:

Plante & Moran, PLLC ("Plante Moran") is pleased to provide this revised Proposal to Provide Project Management Professional Services to the Michigan Municipal Services Authority ("MMSA") in response to your RFP. Plante Moran is well qualified to assist the MMSA on this important project. As one of the largest consulting and accounting firms nationally, we have extensive experience in serving the public sector. Additionally, our proposed project team brings to this engagement extensive knowledge and experience gained in working with public sector clients in conducting enterprise application system needs assessments, solution selections and implementation of enterprise application solutions.

Through our ongoing and current involvement in MMSA FMS project activities as well as our review of the MMSA RFP, we understand that the MMSA is requesting services to complete the Initiation phase activities identified in the RFP. The primary deliverables to be created during the Initiation phase will be leveraged by the MMSA and project participants into the planning and future project phases, are: a) Implementation Statements of Work (SOW) for the MMSA and the three participating organizations; b) a SaaS Agreement and a c) Cost Allocation Plan.

Plante Moran meets MMSA's mandatory qualifications. Plante Moran has worked with literally hundreds of municipalities and other local governments over the past 30 years on their ERP and other enterprise system initiatives. The MMSA will find a qualified project team including project management staff who hold the PMP credential. We believe that Plante Moran is uniquely well qualified to complete this phase for the following reasons:

1. Our involvement to date, and our understanding of the required decision process.
2. Our longstanding professional relationships with all of the participants, and our ability to craft an acceptable cost allocation plan.
3. Our experience with CGI and local government ERP contracts, and our improved likelihood to develop comprehensive and enforceable SOW's.
4. Our involvement with MMSA since its inception, and our commitment to the success of MMSA and the FMS project.

If you have any questions concerning this proposal or need to contact any of the project team members, please contact me at 1-248-223-3328. I am authorized to act on behalf of Plante Moran and bind the firm.

Very truly yours,  
Plante & Moran, PLLC



Adam Rujan, Partner

# 1. Title Page and Table of Contents

## A. TITLE PAGE

<b>Required Submittal</b>	<b>Plante Moran Proposal</b>
<b>RFP:</b>	Project Management Professional Services RFP Issued by: Michigan Municipal Services Authority (MMSA)
<b>Date Submitted:</b>	December 22, 2014
<b>Proposer:</b>	Plante & Moran, PLLC 27400 Northwestern Highway Southfield, MI 48037 248.352.2500
<b>Contact Person/ Information (Primary):</b>	Adam Rujan, Partner 248.223.3328 (phone) 248.603.5863 (fax) Adam.Rujan@plantemoran.com  Plante & Moran, PLLC 27400 Northwestern Highway Southfield, MI 48037
<b>Contact Person/ Information (Backup):</b>	Mark Warner 248.223.3799 (phone) Mark.Warner@plantemoran.com  Plante & Moran, PLLC 27400 Northwestern Highway Southfield, MI 48037
<b>Proposal Commitment:</b>	Plante Moran's proposal is binding for at 60 days from the date submitted. Plante Moran will not begin work until a signed agreement is established between the MMSA and our firm.

B. TABLE OF CONTENTS

<b>Letter of Transmittal</b> .....	<b>1</b>
<b>1. Title Page and Table of Contents</b> .....	<b>2</b>
A. Title Page .....	2
B. Table of Contents.....	3
<b>2. Proposer Information</b> .....	<b>4</b>
1. Firm Overview .....	4
2. Office Service Location .....	7
3. Services Provided from our Southfield Office .....	8
4. Public Sector ERP Project Experience .....	8
5. Plante Moran Experience with CGI .....	9
6. Relationship Identification .....	10
7. Financial Stability.....	10
<b>3. Candidate Information</b> .....	<b>11</b>
A. Plante Moran Project Team Overview .....	11
B. Project Team Resumes .....	12
<b>4. References</b> .....	<b>22</b>
A. Overview of References.....	22
B. Targeted Highly Relevent References.....	22
C. Other Relevent ERP References.....	27
<b>5. Additional Information</b> .....	<b>31</b>
A. Overview of Project Approach .....	31
B. Assumptions.....	35
<b>6. Fee Proposal</b> .....	<b>37</b>
A. Fee Proposal.....	37
B. Engagement Agreement / Approval.....	38
<b>Appendix A: Professional Services Agreement</b> .....	<b>39</b>
<b>Appendix B: Sample Project Timeline</b> .....	<b>42</b>

# 2. Proposer Information

## 1. FIRM OVERVIEW

*A brief description of the proposer, including history, services provided, and location(s).*

### Summary

<b>1</b>	Experienced team
<b>30+</b>	Years of experience providing IT systems consulting to municipalities
<b>50+</b>	Years of government management consulting experience
<b>90</b>	Years in business
<b>100+</b>	Technology engagements in the past five years
<b>200+</b>	Recurring government clients
<b>300+</b>	Technology best practices organized around 85 topical areas included in our Toolkit

### Plante Moran Background and Experience

Founded in 1924, Plante Moran, PLLC (Plante Moran) is the thirteenth largest management consulting and public accounting firm in the United States. Plante Moran operates as a partnership. Plante Moran's staff of over 2,000 persons is organized into four major service areas: Management Consulting, Accounting and Auditing, Tax Consulting, and Personal Financial Planning Services.

Over the past several years, Plante Moran has continually expanded the scope and experience of its Management Consulting Services Group. The firm is committed to continuing this growth by retaining and attracting qualified professionals to provide the broad range of management and technical services that are necessary to effectively serve the needs of our clients.

Plante Moran takes great pride in the quality of services it provides to its clients. We have a rigorous set of quality controls designed to provide assurance that professional standards are followed and our clients receive a high quality product. Plante Moran takes equal pride in our people and our professional work environment. Some of the facts about our firm that we are proud of include:

- Our partnership group is comprised of 19% women, which is the highest percentage of female equity partners among the nation's largest public accounting firms, according to CPA Personnel Report, a national public accounting trade publication.
- Staff turnover rate below 15% which is significantly lower than that of other national public accounting firms.
- The firm has been named to Fortune Magazine's "100 Best Companies to Work for in America" for the last sixteen years.
- The firm is ranked 55th on list of Training magazine's "Top 100 Training Organizations"

- Plante Moran's Management Consulting Group, consisting of over 125 dedicated consultants, is a versatile, full service consulting organization with a proven track record for providing quality professional services.

Our emphasis and commitment to management consulting has resulted in the extension of the consulting practice into all major aspects of government and education addressing our clients' unique needs related to information technology, security, compliance, and policy.

Plante Moran has become a leader in providing services to governmental organizations. At present, we work with well over 200 local governments. Our professionals have made substantial commitments to working with local, county and state government agencies. Our extensive experience with governmental clients has enabled us to assemble a project team that we believe is uniquely qualified to perform the proposed project.

### **Government Consulting Services Organization**

Plante Moran has assumed a leadership role in providing consulting services to governmental entities. The range of services we provide includes the following:

- Information Technology Consulting
- Communications & Networking Services
- Project Management and Oversight
- Operations Analysis
- Consolidation Studies
- Organizational Planning and Development
- Financial Management Services
- Human Capital Management and Development
- Market Research Services
- Business Planning and Feasibility Analysis
- Employee Benefits Analysis
- Assurance Services
- Real-estate Consulting

### **Industry Commitment**

Because of our broad governmental client base, we are able to devote the necessary time to specialize and thus provide maximum service. Our consultants have a variety of professional designations and are active participants in state and national government organizations. In addition, our consultants are very active in making presentations to a variety of governmental organizations on current issues. To assist us in this specialization, we are also members of numerous municipal government professional associations that have a partial or major focus on the application of technology for government including:

- **International City/County Management Association (ICMA)**, an organization that develops and advances professional local government management to create sustainable communities that improve lives worldwide.
- **Public Technology Institute (PTI)**, a Non-Profit organization created by and for cities and counties that works with a core network of leading government officials to: identify opportunities for technology research, share best practices, offer consultancies and pilot demonstrations, promote technology development initiatives, and develop educational programming.
- **Government Finance Officers Association (GFOA)**, an organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.
- **Government Management and Information Sciences (GMIS)**, an organization composed of municipal information technology directors with a primary goal to foster a unified effort among government entities to integrate and disseminate their respective research and design efforts in the area of automated information sciences.

We are very involved with all of these organizations contributing our talents and expertise through speaking engagements, articles for their publications and involvement in conferences at both the State and National level.

As a result of our continuing involvement with government organizations at all levels, we have acquired in-depth knowledge and experience in dealing with relevant technical, operational and procedural issues. This experience and knowledge, and our commitment to assure objectivity and a high level of independence, are fundamental to our proven and consistent ability to meet the needs of our governmental clients.

## **Public Sector Services and Products**

Plante Moran has assumed a leadership role in providing consulting services to governmental entities. The range of services we provide includes the following:

- IT Consulting
- IT Infrastructure
- Project management and oversight
- Operations analysis
- Consolidation studies
- Organizational planning and development
- Financial management services
- Human capital management and development
- Business planning and feasibility analysis
- Employee benefits analysis
- Assurance services

Our approach to each consulting engagement is structured to provide the services and level of professional support required to meet the individual needs of the client. Although we have developed well defined methodologies for conducting consulting engagements, we do not attempt to impose a rigid structure onto each assignment. Rather, we attempt to understand the fundamental challenges and opportunities of our clients and develop an approach that addresses those particular conditions.

## **Governmental Accounting Practice Area**

Plante Moran's governmental practice has been in existence for nearly 50 years serving all levels of local, county and State governmental entities. As a firm, we currently audit approximately 200 governmental units and special purpose governmental entities, over 100 public and private school districts and 400 nonprofit organizations. The Firm has partners and senior associates with deep specialization and expertise in the various areas of need. At Plante Moran, we are more committed than ever to providing accounting and consulting services to local governments. Our commitment is evidenced by the significance investment that we have made by participating in the following activities:

- ***AICPA Governmental Technical Standards Subcommittee:*** Three of our partners have served on this committee, which was formed to process ethics complaints related to governmental audits. In addition, one of these is a member of the Professional Ethics Executive Committee of the AICPA Professional Ethics Division and the AICPA Task Force on the Quality of Audits of Federal Funds.
- ***American Institute of CPAs:*** One of our partners chaired the AICPA's Governmental Accounting Committee that published the Industry Audit Guide for Audits of State and Local Governmental Units. This is the guide used throughout the country on every governmental audit.
- ***Governmental Accounting Standards Board:*** One of our partners has served on the Governmental Accounting Standards Advisory Council (an advisory board to the GASB). In addition, we actively participate in the GASB's due process system relative to issuance of new pronouncements.
- ***Government Finance Officers Association:*** One of our audit managers served on the GFOA Special Review Committee for the Certificate of Achievement for Excellence in Financial Reporting.

Our commitment to governmental auditing, accounting and consulting has provided us with a range and depth of experience that we feel is unequalled by any other firm. Because of this commitment to serving governmental clients, we provide specialized training to our professional staff serving governmental units. We regularly attend and frequently provide speakers for training sessions conducted by numerous municipal-based organizations. We have also been engaged by the MGFOA to present a series of three, one-day seminars for their "Back to Basics" series on topics such as "Fundamental Elements of Governmental Accounting", "Governmental Budgeting" and "Public Financial Statements".

## Office Locations

### Headquarters:

Plante & Moran, PLLC  
27400 Northwestern Highway  
Southfield, MI 48037  
248.352.2500

Plante Moran has 22 individual offices as follows:

Illinois:	3
Michigan:	12
Ohio:	4
International locations:	3

Additional information related to addresses, phone number and other specifics for the firm's offices can be found online at: [plantemoran.com/about/locations](http://plantemoran.com/about/locations)

## 2. OFFICE SERVICE LOCATION

*Identify the office location from which services will be provided to the Authority and the number of staff employed at that office by position.*

Plante Moran's IT Consulting staff proposed to provide services on this engagement serve clients across the country, however are primarily based out of our headquarter office location, as follows:

Plante & Moran, PLLC  
27400 Northwestern Highway  
Southfield, MI 48037  
248.352.2500

Plante Moran's Southfield office supports over 500 staff, in the following groups:

Administration	87
Assurance	127
Management Consulting: IT Consulting	66
Management Consulting: Other	99
PMFA	56
Plante Moran Trust	17
Tax	55

Plante Moran has 22 individual offices, including 12 offices in Michigan. Plante Moran has offices in the following locations which may have relevant resources for the MMSA and current participating units:

4444 W. Bristol Road  
Suite 360  
Flint, MI 48507  
(810) 767-5350

634 Front Avenue NW  
Suite 400  
Grand Rapids, MI 49504  
(616) 774-8221

1111 Michigan Avenue  
East Lansing, MI 48823  
(517) 332-6200

### 3. SERVICES PROVIDED FROM OUR SOUTHFIELD OFFICE

*A description of the professional services performed by the staff at that office.*

As our Southfield office is Plante Moran's largest office and firm headquarters, it is home to a significant number of staff that perform a wide array of audit, tax and consulting services to thousands of clients across the country, and internationally. Staff from Plante Moran's Southfield office perform all of the services described below in the *Public Sector ERP Project Experience* section. Plante Moran would be happy to provide additional information related to specific services provided from our Southfield location, upon request.

### 4. PUBLIC SECTOR ERP PROJECT EXPERIENCE

*A description of the proposer's experience with public sector ERP projects generally.*

In addition to the CGI experience described in the next section, Plante Moran has significant experience with successfully managing public sector ERP projects.

Plante Moran is one of the leading firms in the country in assisting municipalities with full lifecycle ERP services. **Plante Moran has worked with literally hundreds of municipalities and other local governments over the past 30 years on their ERP and other enterprise system initiatives.** We are completely vendor independent, have an extensive set of tools and templates, and a team of staff focused on technologies prevalent in the public sector. Plante Moran's management consultants have made a significant commitment to assist governmental clients plan for, select and implement appropriate ERP systems and other technologies. The services we offer address virtually all aspects of information systems:

- ERP Needs Assessment
- Project Budgeting and Return on Investment (ROI) Analysis
- Preparation of ERP System Requirements
- Request for Proposal Development
- System Selection Assistance
- Contract Review and Negotiations
- Systems Implementation Planning
- Systems Implementation Assistance
- User Procedure Development and Documentation Quality Assurance
- Project Management
- Strategic Information Technology Planning
- Information Technology Assessments
- Systems Control Review
- Information Security

## 5. PLANTE MORAN EXPERIENCE WITH CGI

*A description of the proposer's experience with CGI Advantage projects specifically.*

Plante Moran has experience with CGI in multiple regards, summarized as follows:

- a. Role in MMSA CGI evaluation performed to date:** Under an agreement between Plante Moran and the City of Grand Rapids dated 7/31/2014, Plante Moran has been engaged to work under the direction and control of the MMSA to provide consulting services on a time and materials basis. This engagement was developed the purpose of gathering and compiling information that has been utilized by the MMSA and FMS Participants to support decision making, as the organizations have evaluated CGI. Plante Moran's involvement in this work effort can be summarized as follows:
- Assistance in facilitation of the CGI software demonstrations to MMSA participating units performed in August 2014.
  - Discussions and project management support to the MMSA and its sub-contractors regarding interactions with CGI during the CGI evaluation performed to date.
  - Performance of analysis of CGI's compliance to the functional software specifications provided to them which were defined by the participating units.
  - Participation in the CGI site visits to each of the participating units: Grand Rapids, Kent County, and Genesee County.
- b. Client projects involving CGI:** Plante Moran staff have participated in multiple consulting engagements for local government clients related to the CGI Advantage system. Examples of those engagements include:
- City of Cleveland, OH*
- **ERP Implementation Management Assistance:** Assisted the City in the implementation of the CGI Advantage system by providing project management assistance, including PMO support, project administration, and business analysis services. Project included of a 20 month engagement providing multiple consulting team staff to support various City functional and technical teams with change management processes.
- City of Mesa, AZ*
- **ERP Implementation Management Assistance:** Assisted the City in the implementation of the CGI Advantage system as part of the city's project management office (PMO). Also had direct project management responsibility for a number of implementation teams.
- Staff included in this proposal participated on the above client CGI assignments. Additional details related to these engagement are included in the **Reference** section of our proposal.
- c. Plante Moran's former CGI staff:** Staff included in this proposal are former employees at CGI. Please see Robin Milne resume attached. In addition to other roles at the organization, Ms. Milne was the Director of Consulting Services for CGI from June 2007 to September 2012.

## 6. RELATIONSHIP IDENTIFICATION

*A description of the proposer's (and/or proposed subcontractors') relationship(s) with the Authority or any of the participating units within the past five (5) years, and a statement regarding whether or not the relationship(s) constitute a conflict of interest.*

Plante Moran does not propose to use any subcontractors as part of this engagement. We have identified the following relationships with the Authority and participating units within the past five (5) years:

1. Doug Wiescinski, a Partner at Plante Moran, is on the on MMSA Authority Board.
2. Plante Moran has provided consulting services to the City of Grand Rapids.
  - a. Consulting services related to earlier activities in the MMSA FMS project.
  - b. Other consulting services.
3. Plante Moran has provided consulting services to Kent County.
  - a. Consulting services related to earlier activities in the MMSA FMS project, but structured through the City of Grand Rapids.
  - b. Other consulting services.
4. Plante Moran has provided services to the Genesee County:
  - a. Financial audit services (various).
  - b. Business advisory and consulting services not related to the MMSA FMS project.

Plante Moran does not believe that any of the above relationships constitute a conflict of interest with regard to the work identified in this proposal. We believe rather that these relationships demonstrate Plante Moran's commitment to the collective success of the MMSA the participating units. Plante Moran is not aware of any of these organizations expressing concerns related to perceived conflicts of interest. Additionally, Plante Moran is independent and objective with respect to software vendors for the firm's government clients and has not identified any actual or potential conflict of interest in the provision of the services described in this proposal.

## 7. FINANCIAL STABILITY

*A description the proposer's financial stability including the number of layoffs within the past five (5) years.*

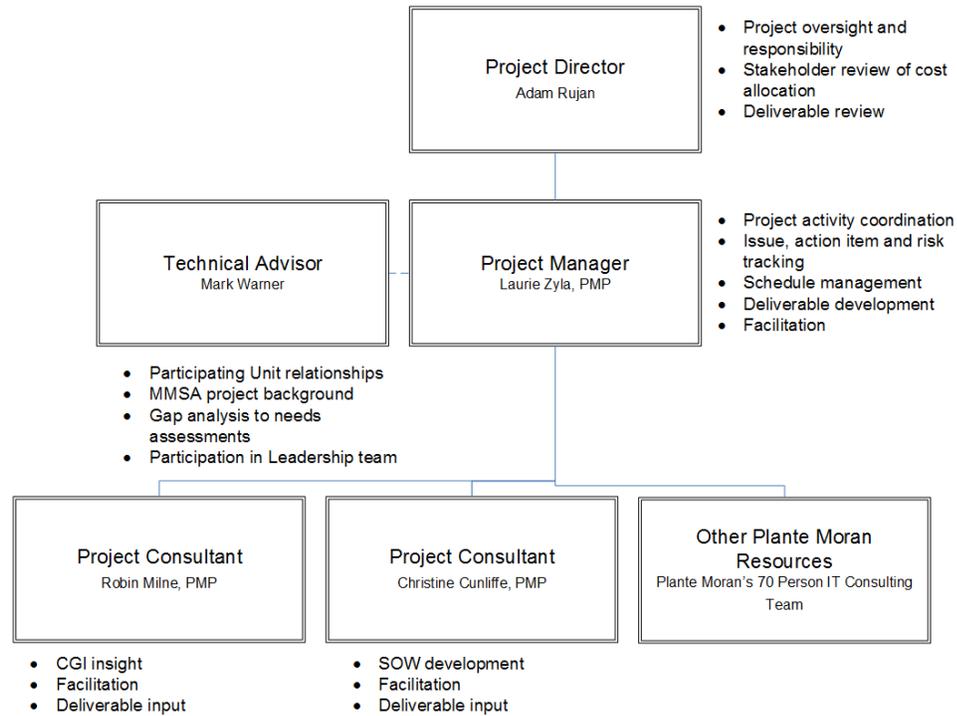
As a partnership, the firm currently employs over 2,000 staff with 22 offices domestically and abroad. Over the last several years, the firm has grown organically and through mergers with other firms that have services and/or geographies that fit with the firm's growth model. As a firm, we will continue to grow and look for opportunities to perform mergers and develop relationships with entities that fit into our growth model of becoming a leading provider of professional services. We would be happy to provide specific financial information to the MMSA, upon request.

Within the past 5 years the firm has experienced natural cycle staff transitions including staff voluntary and involuntary departures as well as retirements. Staff turnover rate below 15% which is significantly lower than that of other national public accounting firms. We have not experienced any general or broad layoffs. Despite the difficult economic times, our firm has flourished.

# 3. Candidate Information

## A. PLANTE MORAN PROJECT TEAM OVERVIEW

The following chart summarizes our proposed project team and the role that each individual will perform on the project.



***All team members identified are from Plante Moran's Government IT Consulting practice area and dedicate 100% of their time toward serving public sector agencies.***

As a firm with over 2,000 staff members and 70 in the IT Consulting team, Plante Moran has deep resources we are able to bring to bear on the MMSA FMS project, based on the requirements which might present themselves as we execute the project activities. We propose to use a well qualified project team including project management staff who hold a PMP credential. Plante Moran will supplement the defined project team with other Plante Moran team members, as required. Detailed resumes of each team member are included in the following section.

All Plante Moran team members are available to begin scheduling and participating in project activities upon execution of a signed agreement between the MMSA and Plante Moran, assumed to be as of January 5, 2015.

## B. PROJECT TEAM RESUMES

### Adam Rujan

Partner



#### EXPERIENCES INCLUDE:

**Process Redesign and Information Technology Assistance:** Projects typically include assisting clients realize the full potential of technology, including re-engineering, productivity improvement, benefits realization analyses and post implementation reviews. Experiences also include project management system implementation, planning and selection, and data processing internal controls reviews.

**Technology Planning:** Experience in developing strategic technology plans and conducting information technology assessments for governmental clients that includes the establishment of technology strategies and recommended projects. Through these efforts, he has gained a vast level of experience on technologies relevant to the various areas of government including ERP solutions, CRM solutions, imaging technologies, wireless technologies and others.

**Organization and Management Studies:** Engagements have varied from analysis of specific functional activities to comprehensive studies of underlying operating policies, procedures, and organizational principles. Analyses have included reviewing resource utilization, future roles and levels of service to be provided, alignment of programs and services, communication channels and working relationships within and outside the organization, supervisory management styles and practices, position requirements and skill levels, administrative practices and training requirements.

**Operations & Financial Analysis:** Project objectives typically focus on increasing efficiency, identifying and evaluating alternative methods for revenue enhancement, cost/benefit studies. Specific activities have included detailed review and analysis of operational policies and procedures, operational controls, reporting and administrative controls, fiscal and reimbursement practices, the identification of non-value added work activities, and process re-engineering.

**Change Management Assistance:** Assisted various organizations in understanding and applying the concepts of Change Management and assessing readiness for Change. Engagements have varied from staff and customer surveys and assessments to modifying organizational structures and developing staff training programs. Critical components of our approach typically include empowering client work groups and coaching staff in evaluating various available options for change.

#### PRIOR ORGANIZATIONAL AFFILIATIONS:

*Detroit Medical Center; Detroit, Michigan*

Manager of Consulting Services in the Management Consulting Group, experience included:

- Implemented and monitored ongoing productivity management systems.
- Developed and implemented nursing patient classification systems.
- Conducted operational reviews for hospitals, ambulatory care and health care related organizations.
- Managed a small staff of computer and management engineering professionals

# Adam Rujan resume, continued

## EDUCATION:

University of Michigan – Master of Business Administration

Wayne State University – Bachelor of Industrial Engineering

## PROFESSIONAL AFFILIATIONS:

- Public Technology Institute
- Metropolitan Affairs Coalition, Board member
- International City/County Managers Association (ICMA) – Strategic Partner
- Michigan Government Finance Officers Association (MGFOA), past Board member
- Government Finance Officers Association (GFOA)

## KEY CLIENTS:

- *City of Grand Rapids, MI*
- City of Alexandria, VA
- Town of Hempstead, NY
- City of Asheville, NC
- Broward County, FL
- City of Augusta, GA
- Cook County, IL
- City of Detroit, MI
- *City of Cleveland, OH*
- Johnson County, KS
- City of Corpus Christi, TX
- St. Louis County, MO
- City of Colorado Springs, CO
- City of Flagstaff, AZ
- *City of Mesa, AZ*
- City of Long Beach, CA
- Marin County, CA

# Mark Warner

Senior Manager



## EXPERIENCES INCLUDE:

**Software Needs Assessment:** Identified and quantified technology and operational improvements opportunities and established a business model for a system selection. Activities included cost benefit analysis, return on investment calculation, identification of barriers and supports for implementing improvements and development of system selection recommendations.

**Software System Selection:** Evaluated ERP, financial, document and other business management software packages for compatibility with client needs. Services included defining and documenting system requirements, evaluating proposed solutions, selecting appropriate software, and identifying relevant cost options. Has a strong understand of the software sales, implementation and support process as well as accounting department operations. Utilizes this unique experience, understanding, and perspective in client system selection projects to provide education on best and common practices, engage end users to participate and gain ownership as they select the tools they will use in a new environment, translate user frustration with current environment into relevant system requirements, help manage user expectations throughout the process and to facilitate fair and appropriate evaluation.

**Software Implementation Management:** Provided implementation management assistance associated with deployment of the newly selected system. Activities have included, project planning, review of project deliverables, management of the project issues log, facilitation of status review meetings, review and approval of project invoicing and others as dictated by the project.

**Technology Planning:** Assisted numerous clients with development of technology plans for individual projects and long-term planning. Specific expertise with ERP systems, web technologies, SQL Server.

## PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Government Finance Officers Association
- Michigan Government Finance Officers Association – Member and Technology Resource Committee member
- Michigan Government Information Management Sciences (MiGMIS)
- GLIMA Southeast
- AIIM Certified ECM Practitioner

## EDUCATION:

Hillsdale College — Bachelor of Arts, Accounting

## PRIOR ORGANIZATIONAL AFFILIATIONS:

*First Edge Sornson, LLC. – Business software solution provider*

Development manager responsible for departmental operations, staff, project scheduling, workload distribution, billings and product plans for several applications and utilities.

*Epicor Software Corporation – Business software solution provider*

Software quality assurance engineer responsible for discovery, validation and documentation of problems with financial software package as well as quality reviews and acceptance testing

# Mark Warner resume, continued

## KEY CLIENTS:

- Broward County, FL
- Cook County Public Guardian, IL
- Dane County, WI
- DuPage County, IL
- **Genesee County, MI**
  - Document Management RFP
- Gwinnett County, GA
- **Kent County, MI**
- Ingham County, MI
- Lake County, IL
- Livingston County, MI
  - ERP Implementation Management Assistance
- Muskegon County, MI
  - ERP Implementation Management Assistance
- Oakland County, MI (numerous projects)
- Ottawa County, MI
- St. Louis County, MO
- Washtenaw County, MI (numerous projects)
- Waukesha County, WI (numerous projects)
- City of Ann Arbor, MI
- City of Asheville, NC
  - ERP Implementation Management Assistance
- City of Casper, WY
- **City of Cleveland, OH**
  - ERP System Selection and CGI Implementation Management (role: 3<sup>rd</sup> party member of Project Management Office)
- City of Flagstaff, AZ
- City of Greenville, NC
- **City of Grand Rapids, MI**
- City of Grosse Pointe Woods, MI
- **City of Livonia, MI**
  - ERP Implementation Management Assistance
- City of Long Beach, CA
- City of Roswell, GA
  - ERP Implementation Review
- City of Sault Ste Marie, MI
- City of Sheboygan, WI
- City of St. Charles, MO
- City of St. Clair Shores, MI
- City of Wyandotte, MI
- Community Shelter Board, Columbus, OH
- Huron Clinton Metropolitan Authority, MI
- Village of Mount Prospect, IL

# Laurie Zyla, PMP

Senior Manager



## EXPERIENCE:

**Software Needs Assessment** – Experience in performing a variety of services related to the conducting of software needs assessment projects for municipal clients. Activities have included mapping current processes, analyzing future needs and opportunities for improved efficiencies, development of system requirements, and identification of required data conversions and interfaces. ,

**Software Implementation Management** – Experience assisting numerous clients in the evaluation and selection of information systems, including: Enterprise Resource Planning (ERP), Tax, Court, and others. Activities include conducting interviews, facilitating cross-functional sessions, preparing detailed software requirements, developing of Request for Proposal (RFP) documents, analyzing proposals, participating in vendor demonstrations and other due diligence activities, and development of statement of work documents.

**Technology Planning** – Experience with technology planning and assessment projects. Assist government clients with short- and long-range technology planning; budgeting; project management; and vendor and staff management. Activities include evaluating the organization, administration and technology within IT organizations. Also assist clients with strategic planning, including assessing and managing the impact of technology implementation on client operations.

**Government Programs** – Experience working with government and community groups to support initiatives like economic development, coalition development, collaborative solutions, and e-government. Assist clients with organization development, constituent research, community-based solutions, and establishing government partnerships.

## PRIOR ORGANIZATIONAL AFFILIATIONS:

*Motorola, Inc.*

Systems Engineer, Global e-Business Internet Strategies – Maintained both hardware and software components of corporate e-Business environment; designed project infrastructure/architecture; facilitated system monitoring and backups; and managed the full lifecycle of new website projects

## EDUCATION:

Brandeis University – Master of Business Administration

University of Michigan – Bachelor of Science, Computer Science

## PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Project Management Institute (PMI)
- ***Project Management Professional (PMP)***

## Laurie Zyla resume, continued:

### KEY CLIENTS:

- Borough of State College, PA
- Broward County, FL
- Central Ohio Transit Authority
- City of Alexandria, VA
- City of Carrollton, TX
- **City of Cleveland, OH**
  - *ERP System Selection and CGI Implementation Management (role: 3<sup>rd</sup> party project administrator supporting the Project Management Office)*
- City of Coldwater, MI
- City of Corpus Christi, TX
- City of Des Moines, IA
- City of Detroit, MI
- City of Fayetteville, AR
- City of Flagstaff, AZ
- City of Fort Lauderdale, FL
- City of Lee's Summit, MO
- **City of Mesa, AZ**
  - *ERP System Selection and CGI Implementation Management (role: Project Management support and Accounts Payable team lead.)*
- City of Miramar, FL
- City of Owensboro, KY
- City of Round Rock, TX
- City of Sheboygan, WI
- City of Wyandotte, MI
- Coconino County, AZ
- Detroit Retirement Systems, MI
- Gwinnett County, GA
- Horry County, SC
- Lake County Forest Preserve, IL
- Huron Clinton Metropolitan Authority, MI
- Spartanburg County, SC
- St. Louis County, MO
- St. Lucie County, FL
- Town of Hempstead, NY
- Town of Jupiter, FL
- Town of Longboat Key, FL
- Waukesha County, WI

# Robin Milne, PMP

Senior Manager



## Experience Includes:

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

**Technology Planning:** Experience in developing strategic technology transition and consolidation plans and conducting information technology assessments for governmental clients. Assessment efforts have included consolidation and transition plans for new ERP solutions that will services all agencies in a state government.

**IT Sourcing:** Experience assisting governmental clients in assessing options for outsourcing one or more technology functions. This has included support in selection, negotiation and implementation of both vendor hosted and cloud-based solutions.

**Project Management:** Significant experience providing leadership in the development and deployment of business applications on a wide variety of hardware and software platforms. Her experience has guided organizational development and positive change efforts in client administrative operations. She has consistently achieved organizational effectiveness by streamlining operations and leading teams and business units to peak performance.

### PRIOR ORGANIZATIONAL AFFILIATIONS:

*EngagePoint; Calverton, Maryland (2014)*

Quality Assurance Testing and Development Manager. Responsible for all development and testing for the new Missouri Medicaid Eligibility and Enrollment system. Released several new versions of software functionality through an agile development and testing life-cycle.

*Dye Management Group, Bellevue, (2012-2014)*

Practice leader for ERP service. Drove all business development, revenue and project delivery. Led and directed business development, client and contract oversight, staff development and project leadership efforts for enterprise financial and administrative management business lines. Hired, mentored and managed internal and external multiple site teams of analysts, technical and project support staff.

*CGI; Fairfax, Virginia (1991-2012)*

Progressive roles including Managing Director of consulting, handling sales, staff performance, and overall account management for multi-million dollar state technology projects. Subject matter expert in administrative system implementations and functions, covering business process improvement and change management practices.

### EDUCATION:

- William Woods University - Master of Business Administration
- Eastern Washington University - Bachelor of Business Administration

# Robin Milne resume, continued:

## PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- Project Management Institute (PMI)
- **Project Management Professional (PMP)**
- Six Sigma Lean Professional (SLLP)
- Lean Black Belt Professional (LBBP)

## KEY CLIENTS:

- State of Oregon Department of Transportation
- State of Oregon
- State of Alaska
- State of Alaska Department of Transportation and Public Facilities
- Louisiana Department of Transportation
- Mississippi Department of Transportation
- Commonwealth of Virginia Department of Transportation
- Commonwealth of Virginia
- State of New Jersey
- Washington State Department of Transportation
- State of Iowa
- State of Missouri
- State of Missouri Department of Social Services
- State of Missouri Department of Transportation
- State of Missouri Division of Employment Security
- Washington Department of Social and Health Services
- California Franchise Tax Board
- Los Angeles Unified School District
- California Department of Social Services
- State of Minnesota

## NOTABLE PROJECTS:

- **State of Missouri:** Robin was responsible for the success of the Statewide **Advantage** for Missouri (SAM II) project. This project involved implementing the performance budgeting, financial, advanced purchasing, human resources, and payroll modules, as well as customizing implementation of a data warehouse, business process improvements, web-based online bidding system, and automated workflow. The system supports 32 state agencies and departments and 65,000 employees, and eliminated redundant legacy systems.
- **California Department of Social Services:** Robin was the Project Manager for the payroll system design, development, and implementation for the California Department of Social Services. Technical project manager for the Case Management Information Payroll System (CMIPS II). This included overall responsibility for the business design and architecture of the **Advantage Payroll and Financial systems** being used to pay 500,000 providers across the State of California.
- **Los Angeles Unified School District:** As Project Manager she coordinated client support and facilitated solutions to operational and financial issues. The main objective of this project was to move the Los Angeles Unified School District into a shared decision-making, school-based management environment where schools are allocated and responsible for budgets.

# Christine Cunliffe, PMP

Manager



## EXPERIENCE INCLUDES:

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

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

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

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

## PRIOR ORGANIZATIONAL AFFILIATIONS:

### *Ceridian – Project Manager/Business Analyst*

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

### *Government Finance Officers Association – Consultant / Policy Analyst*

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

# Christine Cunliffe resume, continued

## EDUCATION:

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

## PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS:

- *Project Management Professional (PMP), 2011*
- International Public Management Association for Human Resources (IPMA-HR)

## KEY CLIENTS:

- Marin County, CA
- *Kent County, MI*
  - Payroll/HR portion of Needs Assessment as part of MMSA/Grand Rapids FMS project
  - IT Assessment for the Kent County John Ball Zoo, MI
- Cook County Public Guardian, IL
- City of North Miami Beach, FL
- New Braunfels Utilities, TX
- Hampton Roads Sanitation District
  - *Project Management Assistance for the implementation of Oracle eBusiness*
- Village of Northbrook, IL
- Village of Woodridge, IL
- City of Dublin, OH

## KEY CLIENTS:

- **Marin County, CA:** Christine served as the HR lead as part of a software system selection for the County including Financials, and HR/Payroll areas.

# 4. References

*Describe the proposer's recent public sector ERP project management experience and provide references including names, email addresses, and telephone numbers.*

## A. OVERVIEW OF REFERENCES

Plante Moran and our proposed project team have provided project management services for a significant number of ERP system selection and implementation projects for governmental clients that have included all operational areas. As such, we have organized our references into two sections:

### **Targeted Highly Relevant References**

Highlighted examples of the most appropriate and applicable Plante Moran references that we believe would be in the best interest of the MMSA to contact. Our selection of these references is based on the scope of the MMSA's project, local proximity, or relevance based on the proposed project team.

### **Other Relevant ERP References**

Various other highly relevant Plante Moran client projects applicable to the MMSA's project that we believe would also be valuable for the MMSA to understand that we have experience with.

## B. TARGETED HIGHLY RELEVANT REFERENCES

We have provided the following references as the most appropriate and applicable ERP and other projects that we have conducted within the last several years. Many of the engagements listed included our involvement through all phases of the project including Needs Assessment, Solution Selection, Contract Negotiations and Implementation Management Assistance.

### **City of Mesa, AZ**

Ms. Diane Gardner, CIO  
200 South Center Street  
Building 2  
Mesa, AZ 85211-1466  
480-644-3449  
Diane.Gardner@mesaaz.gov

**ERP Needs Assessment and Software Selection:** Assisted the City in the conducting of an ERP needs assessment and software selection project for the replacement of existing legacy applications. Subsequent to the selection phase of the project, we were engaged to develop a statement of work (SOW) and negotiate a contract with the selected vendor, CGI.

Project Staff: Chalasani, Eiler, Zyla

Project Timeline: April 2009 – October 2010

**ERP Implementation Management Assistance:** Assisted the City in the implementation of the CGI Advantage system as part of the city's project management office (PMO). Also had direct project management responsibility for a number of implementation teams.

Project Staff: Eiler, Zyla

Project Timeline: October 2010 – September 2012

### **City of Cleveland, OH**

Mr. Jim Gentile, Controller  
216.664.3871  
JGentile@city.cleveland.oh.us

Kathleen Woidke, PMO  
216-664-2262  
KWoidke@city.cleveland.oh.us  
601 Lakeside Avenue  
Cleveland, OH 44114

### **Ottawa County, MI**

Mr. Alan Vanderberg  
County Administrator  
Fillmore Street Complex  
12220 Fillmore Street  
Room 310  
West Olive, MI 49469  
616-738-4068  
avanderberg@miottawa.org

**ERP Software Selection:** Assisted the City in a software selection project for the replacement of existing legacy PeopleSoft applications. Subsequent to the selection phase of the project, we were engaged to develop a statement of work (SOW) and negotiate a contract with the selected vendor, CGI.

Project Staff: Eiler, Rujan, Warner

Project Timeline: October 2006 – July 2008

**ERP Implementation Management Assistance:** Assisted the City in the implementation of the CGI Advantage system by providing project management assistance, including PMO support, project administration, and business analysis services. Project included of a 20 month engagement providing multiple consulting team staff to support various City functional and technical teams with change management processes.

Project Staff: Eiler, Rau, Rujan, Warner, Zyla

Project Timeline: September 2008 – February 2010

### **IT Org Review**

Plante & Moran was engaged to perform a comprehensive IT assessment of the County including a review of the organization, administration and technology environment at the County. This project included interviewing of staff (both end-users and IT departmental staff), conducting end-user surveys and benchmarking against similar organizations. A more detailed review was also performed of the classification and compensation of County IT staff, the County IT Director and the County's disaster recovery plan.

Project Staff: Warner

Project Timeline: August 2004 – February 2005

### **IT Assessment**

As a continuous improvement effort, conducted an Information Technology Assessment that included a review of all aspects of the organization, but specifically focused on creating a roadmap for readying the organization to adopt emerging technologies. Examined the current department technologies process and staffing and provided a 5-year technology plan that will enable the department to embrace the current trends in technology and those that are still evolving. The engagement also included an assessment of the current technologies in use as well as an analysis of the opportunities available for collaboration with other entities such as other cities, townships, villages, and school districts. Specific areas of focus included Organizational Support Structure, Infrastructure, IT Governance, and plan for adoption of new technologies.

Project Staff: Warner, Vanderford, Rujan, Moshier

Project Timeline: May 2012 – October 2012

### **City of Grand Rapids, MI**

Mr. Scott Buhner  
Chief Financial Officer  
616-456-3951  
sbuhner@grand-rapids.mi.us

Ms. Jana Wallace  
Debt & Authority Finance  
Officer  
616-456-4514  
jwallace@grand-rapids.mi.us

300 Monroe Ave. N.W.  
City of Grand Rapids  
Grand Rapids, MI 49503

### **Fee Policy Analysis Project**

The City hired Plante Moran to assist with the development of an overall Fee Policy for the City and all departments to follow. Plante Moran conducted interviews with all City departments, documented the findings from our interviews and developed a consistent methodology for the City to follow in the future to track and allocate costs appropriately to individual City services.

In addition, we developed a process and template for gathering current departmental costs in a consistent format, to provide a baseline snapshot of how much each individual service costs the City to administer. This can be used as a key input into the development of a more consistent financial tracking system and methodology on a City-wide basis to provide City leaders with the relevant information, to understand the full costs of providing each City service and moving toward the ability to achieve full cost recovery on the provision of core City services.

Project Staff: Rujan, Andrysiak, May

Project Timeline: November 2011 – September 2012

### **FMS System Selection**

Currently assisting the City of Grand Rapids in partnership with the Michigan Municipal Services Authority (MMSA) and other local governments, in the process of replacing aspects of financial management and human resources information systems and adopting best practices related to financial management processes, accounting and management reporting, human resources, and key performance indicators. The new FMS system is intended to be available for other Michigan communities to use and will support staff in the delivery of Government services and activities, take advantage of best practices, and significantly improve the efficiency and effectiveness of customer service and business processes.

Project Staff: Rujan, Warner, Zyla, Casler, Carrier

Project Timeline: January 2013 – Present

### **City of Livonia, MI**

Mr. Dan Putman, IT Director  
734-466-2150  
dputman@ci.livonia.mi.us

Mike Slater, Finance Director  
(734)466-2266  
mslater@ci.livonia.mi.us

33000 Civic Center Drive  
Livonia, MI 48154

### **Implementation Assistance for the Finance System Upgrade**

Provided project management and implementation support to the city's project team in the implementation of an upgraded financial management, payroll and human resource, utility billing and community development system. Developed and maintained the project issues log, reviewed project deliverables, assisted with planning go-live activities, and reviewed all invoices for contract compliance.

Project Staff: Warner

Project Timeline: 2006 - 2008

### **Livingston County, MI**

Cindy Catanach, Financial Officer  
517-540-8727  
ccatanach@co.livingston.mi.us

Jennifer Nash, County Treasurer  
517-546-7010  
jnash@co.livingston.mi.us

150 South Highlander Way  
Howell, MI 48843

### **Hampton Roads Sanitation District**

Mr. Steve deMik, Finance Director  
757-460-7095  
sdemik@hrsd.com  
5701 Thurston Ave.  
Suite 100  
Virginia Beach, VA 23455-3330

### **Genesee County, MI**

Mr. George Martini  
County Controller (project contact is no longer with the County)  
1101 Beach St.  
Flint, MI 48502  
810-257-2627

### **ERP System Selection**

Conducted a comprehensive Enterprise Resource Planning (ERP) system selection project for the County to replace legacy applications within multiple lines of business within the County. This project included conducting of interviews with process owners and process end-users, development of an ERP RFP, proposal analysis, due diligence assistance and contract negotiations and statement of work development with the selected ERP vendor.

Project Staff: Warner, Moshier, Chalasani

Project Timeline: April 2012 – December 2012

### **ERP System Implementation Management Assistance**

Currently assisting the County in the implementation of the selected ERP solution by providing project management assistance. Specific focus areas include supporting project initiation and planning activities, providing risk mitigation expertise, and assisting the County monitor the project budget and tasks.

Project Staff: Warner, Moshier

Project Timeline: January 2013 – Present

### **ERP Needs Assessment, System Selection and Implementation Project Management**

Initially performed an Enterprise Resource Planning Software Needs Assessment project for HRSD's financial and personnel administration functions. The project included an analysis of the current applications environment to identify and assess future software options. Project included options analysis, strategic recommendation and plan of action for future activities. HRSD retained our services to lead an ERP system selection engagement which included the identifications of detailed business requirements, RFP development, proposal analysis, due diligence management and contract negotiations.

Currently, we are acting as HRSD's project manager through an 18 month implementation of Oracle EBS (Release 12.2.3).

Project Staff: Riffel, Warner, Moshier, Cunliffe, Colletti, Pesis

Project Timeline: January 2012 – Present

### **Imaging System Needs Assessment and RFP Development**

Plante & Moran performed a system needs assessment across county departments to identify project areas and content management technologies required. Additionally developed a request for proposal for a countywide Imaging system and the related implementation services.

Project Staff: Warner

Project Timeline: 2007

**Muskegon County, MI**

Mr. Heath Kaplan  
Director of Finance and  
Management Services  
Central Services Building, 1st  
Floor  
141 E. Apple Avenue, East  
Entrance  
Muskegon, MI 49442

*Currently City Manager at  
City of Poplar Bluff, MO  
(231)766-1425*

**FMIS Software Selection**

Assisted the County in the selection of a new Financial Management Information Software solution. Activities included conducting of interviews, RFP development, proposal analysis and assistance to the County in the due diligence process of reviewing various solutions.

Project Staff: Rau, Rujan, Warner

Project Timeline: January 2011 – December 2011

**IT Assessment**

As a sub-project to a larger financial software system selection project, Plante Moran conducted an Information Technology Assessment for the County which includes a review of all aspects of organization, administration and use of technology within the County. As part of the engagement we conducted IT departmental interviews, interviews with County staff departments, an end-user survey of all County staff. To assist the County with streamlining critical path implementation activities, the Assessment recommendations were segregated into those which affected the financial software replacement effort, and those which could be further scheduled and deployed.

Project Staff: Chalasani, Rujan, Warner, Zyla

Project Timeline: January 2011 – May 2011

**FMIS Implementation Management Assistance**

Currently assisting the County in the implementation of a new Financial Management Information System (FMIS) by providing project management assistance, including PMO support, project administration, and business analysis services. Project includes a 18 month engagement providing multiple consulting team staff to support various County functional and technical teams with change management processes.

Project Staff: Rau, Vanderford, Warner, Moshier

Project Timeline: December 2011 – June 2013

**City of Dublin, OH**

Ms. Angel Mumma  
Deputy City Manager /  
Director of Finance  
614-410-4401  
amumma@dublin.oh.us  
5200 Emerald Parkway  
Dublin, OH 43017

**ERP System Selection**

Assisting the City with an assessment of existing ERP systems and future ERP requirements. The project will incorporate future needs and related services into an ERP request for proposal, solicitation and analysis of proposals, due diligence analysis of proposed solution and selection of a finalist vendor.

Project Staff: Cunliffe, Warner

Project Timeline: August 2013 - Present

### C. OTHER RELEVANT ERP REFERENCES

We have been providing local government software consulting services to the public sector for over 30 years, which we believe is the most years of continuous municipal software consulting experience of any firm providing similar services to the public sector. Within the public sector, we have provided various levels of software consulting assistance to hundreds of clients. A representative list of client projects which we believe may be of interest to the MMSA is presented below. We would welcome an opportunity to provide specific contact or additional reference information upon request.

Client Name	Project Title	Project Date
Hampton Roads Transit, VA	ERP Selection	Jan 2015 (kick off) - Present
City of Carlsbad, CA	ERP Business Process Mapping	Jan 2015 - Present
Cuyahoga County Public Library, OH	FMIS Selection	Dec 2014 - Present
City of Roswell, GA	Post ERP Implementation Review	Oct 2014 – Present
City of Independence, MO	CIS Selection Services	Nov 2014 - Present
City of Paducah, KY	ERP Selection	Sep 2014 - Present
Town of Longboat Key, FL	Software Assessment	Aug 2014 - Present
Central Ohio Transit Authority (COTA), OH	HRIS Needs Assessment and Selection	June 2014 - Present
Horry County, SC	ERP Implementation Management Assistance	June 2014 - Present
Village of Park Forest, IL	ERP System Consulting	June 2014 – Present
City of Palo Alto, CA	ERP System Consulting	June 2014 – Dec 2014
City of Arvada, CO	EAM System Consulting	Apr 2014 – Nov 2014
City of Fayetteville, AR	ERP Consulting Services	Apr 2014 – Present
Clarke County, VA	ERP Consulting Services	Feb 2014 – Present
City of Long Beach, CA	ERP Consulting Services	Feb 2014 – Present
City of Baton Rouge, LA	ERP Consulting	Feb 2014 – Present
City of Palo Alto, CA	EAM System Consulting	Jan 2014 – Nov 2014
St. Lucie County, FL	ERP Consulting Services	Nov 2013 – Present
City of Ft. Lauderdale, FL	ERP Selection	Nov 2013 – Present
Village of Elk Grove, IL	ERP Selection	Sept 2013 – Present
City of Bend, OR	ERP Selection and Implementation Management Assistance	Aug 2013 – Present
City of Dublin, OH	ERP Selection	Sep. 2013 – Present
City of North Las Vegas, NV	Enterprise Applications Analysis	July 2013 – Oct 2013

Client Name	Project Title	Project Date
Village of Fox Lake, IL	ERP Selection	July 2013 - Present
Detroit Water & Sewerage Department, MI	AP Migration Planning Study	June 2013 – Oct 2013
City of Pinellas Park, FL	ERP Selection	May 2013 – Present
City of Flint, MI	ERP Implementation Management Assistance	Jan 2013- Present
Huron Clinton Metropolitan Authority	ERP Selection and Implementation Management Assistance	April 2013 – July 2014
City of Detroit, MI	ERP Needs Assessment	May 2013 – Aug 2013
Village of Woodridge, IL	ERP Selection	May 2013 – Present
City of Pueblo, CO	ERP Due Diligence and Implementation Management Assistance	Mar 2013 – Present
Village of Northbrook, IL	ERP Selection	Mar 2013 – Present
New Braunfels Utilities, TX	FMS Needs Assessment and Selection	Dec 2012 – Present
City of Grand Rapids, MI	FMS Needs Assessment and Selection	Dec 2012 – Present
County of Sumner, TN	ERP Needs Assessment and Selection	Aug 2012 – Dec 2013
City of Ann Arbor, MI	HR/Payroll Software Assessment	Jul 2012 – Dec 2012
City of Corpus Christi, TX	ERP Selection	Jul 2012 – June 2013
Town of Jupiter, FL	Utility Billing and Enterprise Assessment Management Software Selection	May 2012 – Nov 2012
City of Hallandale Beach, FL	ERP Selection and Implementation Management Assistance	May 2012 – Present
City of Columbia, MO	ERP Needs Assessment, Selection and Implementation Management Assistance	May 2012 – Present
Livingston County, MI	ERP Selection and Implementation Management Assistance	May 2012 – Present
Horry County, SC	ERP Needs Assessment and Selection	Feb 2012 – Jan 2014
City of Oakland Park, FL	ERP Selection	Feb 2012 – Jan 2013
City of Cooper City, FL	ERP Selection	Feb 2012 – Oct 2012
Marin County, CA	ERP Operations Review	Feb 2012 – Present
City of Greenville, NC	ERP Selection	Dec 2011 – Mar 2013
Hampton Roads Sanitation District, VA	ERP Needs Assessment, Selection and Implementation Management Assistance	Jan 2012 – Present
City of East Lansing, MI	ERP Needs Assessment	Dec 2011 – Aug 2012

Client Name	Project Title	Project Date
Broward County, FL	ERP Selection Assistance, Contract Negotiations, Statement of Work Development, 3PA Implementation Services	July 2011 – Present
City of North Miami Beach, FL	ERP Needs Assessment, System Selection, Contract Negotiations and Statement of Work Development	Apr 2011 – Present
City of Chandler, AZ	Oracle Upgrade Project Management Services	Mar 2011 – Nov 2011
Town of Jupiter, FL	Financial Management System Selection and Implementation Management Assistance	Mar 2011 – Nov 2012
City of Flagstaff, AZ	ERP Due Diligence Assistance	Jan 2011 – Aug 2011
Muskegon County, MI	FMIS Software Selection and Implementation Management Assistance	Jan 2011 – Sep 2013
City of Owensboro, KY	ERP Selection	Nov 2010 – Dec 2011
City of Asheville, NC	Development Services Software Selection	Oct 2010 – Sep 2011
City of Casper, WY	Software System Assessment	Aug 2010 – Aug 2011
City of Alexandria, VA	ERP Needs Assessment and Selection	Aug 2010 – June 2011
Borough of State College, PA	ERP Selection, Contract Negotiations and Implementation Management Assistance	Jul 2010 – Mar 2014
City of Miramar, FL	ERP Selection and Implementation Management Assistance	May 2010 – Jul 2012
City of Roswell, GA	ERP Selection, Contract Negotiations and Implementation Initiation Assistance	Jan 2010 – Jul 2012
Town of Hempstead, NY	Tax System Selection and Implementation Mgt.	Jun 2009 – Present
City of Mesa, AZ	ERP Selection and Implementation Management Assistance	Apr 2009 – Aug 2012
Cook County Public Guardian, IL	System Assessment and Selection	Apr 2009 – Apr 2012
Village of Mt. Prospect, IL	ERP Selection and Contract Negotiations	May 2009 – Dec 2009
Mid-America Regional Council (MARC)	ERP Selection and Contract Negotiations	Mar 2009 – Dec 2009
City of St. Charles, MO	ERP Selection and Contract Negotiations	Jan 2009 – Dec 2009
Waukesha County, WI	Financial Applications Analysis Study and RFP Development	May 2008 – Mar 2011

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

# 5. Additional Information

*Provide any additional information the proposer feels may be helpful in the selection process.*

## A. OVERVIEW OF PROJECT APPROACH

Having performed many ERP projects for many mid-size and large local units of government over the years Plante Moran's seasoned project consultants have developed and refined proven methodologies and related tools that are intended to mitigate our clients risk for ERP projects. Complex ERP projects benefit by leveraging best practices. As the MMSA is well aware, the dynamic funding, collaborative nature and other factors of the MMSA FMS effort will also present unique needs which will require an experienced and integrated consulting partner.

Our approach we present the specific tasks we believe will need to be completed, highlighting the key project milestones. Our approach consists of engaging our proposed qualified project team to develop, refine and execute a project plan, supported by our mature ERP toolkit, to meet the MMSA's expressed project objectives.

The MMSA has described that consultant proposals be limited to the Initiation phase activities which must be completed in Q1 of 2015. Our approach, ***summarized in the Sample Project Timeline in the Appendix***, address these requirements includes the following work steps:

- 1) **Perform Initiation Phase Startup Activities:** As part of the continuing efforts of the FMS initiative, we will further develop the project management / administrative tools which will be used collaboratively by the project participants. Such tools and methods include:
  - a) *Project Schedule:* We will work with the MMSA to develop the work steps below into a detailed Project Plan to include major milestones, work tasks, due dates and responsibilities.
  - b) *Issues Log:* We will develop an issues log used to track key required decisions, relevant matters and other tactical action items.
  - c) *Risk Register:* We will develop a risk register, used to track identified risks, assess their relative impact/probability, develop risk response approaches and assign responsibilities for managing the risk.
  - d) *Leadership Team Meeting Schedule:* We will develop a weekly project Leadership Team meeting schedule and provide meeting invitations for the Leadership team. We anticipate that some Leadership meetings will be performed via a conference call number that we will provide and others will be held at either the offices of the participating units or at our offices across the State, including:
    - i) Plante Moran East Lansing office
    - ii) Plante Moran Grand Rapids office
    - iii) Plante Moran Flint office
  - e) *Project Website:* We will develop and provide a project SharePoint website to be used as document repository. Plante Moran will provide the site. We anticipate that MMSA will administer the logins to MMSA participating units.

- 2) **Perform Preliminary Cost Benefit for Genesee County:** As Genesee County has been involved with the project for a lesser amount of time than the other participating units, their level of engagement in the MMSA FMS effort has been increasing over the past many months. In order to align the Genesee County with the other participating units, we propose the following activities:
- a) *Items to Collect.* We will develop and distribute of a list of Items to Collect to be completed within the first 5 days of the project. Such critical items to be requested and gathered include the following:
    - i) Current Genesee County costs related to systems to be replaced by the CGI solution.
    - ii) Estimates of personnel efficiency savings (hours, FTE or dollars) which may be realized by CGI implementation.
    - iii) Other quantifiable factors impacting the Genesee County cost benefit.
    - iv) Listing of interfaces required between CGI and systems that the County would plan to retain. Please note, a Needs Assessment similar to those performed for Grand Rapids and Kent County will not be performed.
  - b) *Preliminary Cost Benefit.* We will further our earlier cursory efforts requested by the MMSA and will work with Genesee County to develop a preliminary Cost Benefit Analysis for Genesee County within the first 14 days of the project.
    - i) The development of this preliminary Genesee County cost benefit will be intended to provide the County with the same level of cost benefit context that Grand Rapids and Kent County have been able to assess due to their comparatively longer project involvement.
    - ii) The preliminary cost benefit will be based simply on the 10/31/2014 project costs provided by CGI, with a like allocation amongst participating units.
    - iii) The preliminary Genesee County cost benefit is also intended to allow Genesee County and the MMSA to jointly make a quick determination of the appropriate participation of Genesee County in additional Initiation phase activities.
- 3) **Initiate Cost Allocation:** Prior to any detailed work to develop CGI SOW's we will facilitate a meeting between the MMSA, CGI and the participating units to initiate the discussion on how cost allocation will be approached. We envision that the approach will leverage prior cost allocation efforts and additionally consider the methods for structuring the CGI SOW's. We will work at this early meeting to develop the guiding principles and key metrics for the cost allocation plans to be developed during the Initiation phase. We will also work to identify the factors that will impact the need to define a process for the MMSA/Leadership team's modification of the recommended cost allocation plans during future project phases.
- 4) **Review Baseline CGI Implementation SOW:** We will work in this activity to collaborate with the stakeholders to develop a baseline "generic" Implementation Statement of Work (SOW) to be leveraged for SOW's specific to each participating unit. We will facilitate a review of the baseline Implementation SOW:
- a) *Develop Baseline Implementation SOW:* Facilitation of CGI request to develop the baseline "generic" SOW based on implementation services already proposed and priced by CGI / reviewed by the participating units.

- b) *Confirm Implementation Schedule Assumptions:* We will confirmation with participating units the target project CGI schedules already developed. The impact of overlapping simultaneous activities will provide additional opportunities for synergy between the participating units during the implementation effort.
  - c) *Review Baseline Implementation SOW:* We will assist with facilitating a review of CGI's review of "generic" SOW with the participating units to align each entity's mutual understanding and provide a basis for future Initiation phase tasks:
    - i) Discussion on opportunities for implementation synergy.
    - ii) Review of a SOW specific to each participating unit.
  - d) *Identify Opportunities for Implementation Synergy:* We will facilitate discussion with CGI and participating units about potential areas for collaboration and sharing of CGI delivered services vs those services which will be delivered uniquely to each participating unit. Any opportunities mutually agreed to will be appropriate to include in a MMSA Implementation SOW, subject to cost allocation. Any "Participating Unit specific implementation services" will be then incorporated into each participating unit's unique Implementation SOW and the costs will be borne by that entity, not subject to cost allocation. Samples of potentially shared implementation services, include:
    - i) Core Team training materials (video, documents, etc.)
    - ii) Interface work packages for 3<sup>rd</sup> party products common to Michigan local governments
    - iii) User Acceptance Testing script development
- 5) **Develop Implementation SOWs for the MMSA and Participating Units:** Upon group of review of the baseline Implementation SOW, we believe the MMSA and participating units will be empowered with an understanding of the base CGI implementation approach and the need for their parallel future work to develop SOW's specific to their respective organizations.
- a) *Develop Grand Rapids Implementation SOW:* We will work with CGI and other stakeholders to develop an Implementation Statement of Work (SOW) for CGI implementation services to be provided to the City of Grand Rapids:
    - i) CGI will leverage input from review of the baseline "Generic SOW" for Grand Rapids work session and provide updated SOW specific to Grand Rapids with updated pricing.
    - ii) We will perform facilitated work sessions including the CGI, the MMSA and the City of Grand Rapids.
    - iii) The expectation is that Grand Rapids will have the opportunity to "tune" the service level provided by CGI for unique aspects of the Grand Rapids implementation.
    - iv) The expectation is that cost of Grand Rapids Implementation SOW will be borne by Grand Rapids and not subject to cost allocation.
  - b) *Develop Kent County Implementation SOW:* We will work with CGI and other stakeholders to develop an Implementation Statement of Work (SOW) for CGI implementation services to be provided to Kent County:
    - i) CGI to leverage input from review of the baseline "Generic SOW" for Kent County work session and provide updated SOW specific to Kent County with updated pricing.
    - ii) We will perform facilitated work sessions including the CGI, the MMSA and Kent County.

- iii) The expectation is that Kent County will have the opportunity to “tune” the service level provided by CGI for unique aspects of the Kent County implementation.
    - iv) The expectation is that cost of Kent County Implementation SOW will be borne by Kent County and not subject to cost allocation.
  - c) *Develop Genesee County Implementation SOW:* We will work with CGI and other stakeholders to develop an Implementation Statement of Work (SOW) for CGI implementation services to be provided to Genesee County *(as necessary)*:
    - i) CGI to leverage input from review of the baseline “Generic SOW” for Genesee County work session and provide updated SOW specific to Genesee County with updated pricing.
    - ii) We will perform facilitated work sessions including the CGI, the MMSA and Genesee County.
    - iii) The expectation is that Genesee County will have the opportunity to “tune” the service level provided by CGI for unique aspects of the Genesee County implementation.
    - iv) The expectation is that cost of Genesee County Implementation SOW will be borne by Genesee County and not subject to cost allocation.
  - d) *Develop MMSA Implementation SOW:* We will work with CGI, the MMSA and the interested stakeholders from the participating units to develop an Implementation Statement of Work (SOW) for the MMSA:
    - i) This central Implementation SOW will include central and shared implementation services subject to a metrics based cost allocation plan.
    - ii) This Implementation SOW will define implementation services to be provided centrally to the MMSA, which may include:
      - (1) Overall project reporting
      - (2) Reporting of opportunities for synergy / best practices
    - iii) To include implementation services to be provided directly to the Grand Rapids, Kent County and Genesee, but in a shared manner as defined in final task in Step 4)d) above.
- 6) **Development of a SaaS Agreement.** We will work to engage CGI, the MMSA and the participating units to obtain a baseline CGI SaaS agreement, review it, and collaboratively work to develop modifications and enhancements to it to incorporate the input from the stakeholders.
  - a) Concurrent to initiating the work in Step 4) to develop the baseline “generic” Implementation SOW, we will facilitate the CGI request to develop the baseline SaaS agreement based on ongoing services already proposed and priced by CGI / reviewed by the participating units, including.
    - i) Software subscription
    - ii) Hosting
    - iii) Managed services
  - b) We will facilitate CGI’s review of the baseline SaaS agreement with the MMSA and participating units to align each entity’s mutual understanding and provide a basis for CGI to refine it to its final state.
  - c) We will work with the MMSA and CGI to request revised pricing for the adjusted SaaS agreement to reflect the ongoing services to the MMSA, the City of Grand Rapids, Kent County and Genesee County.

- d) This central SaaS agreement will include the software subscription, hosting and managed services costs subject to ongoing metrics based cost allocation plan.
  - e) We will work with the MMSA to identify high level profiles of potential future FMS participants and facilitate discussion between the MMSA and CGI to review opportunities to include additional pricing tiers in the SaaS agreement for other potential future MMSA participating units.
- 7) **Project Budgeting and Cost Allocation.** We will work with the MMSA and participating units to develop Cost Allocation Plans and Project Budgeting documentation:
- a) *5 Year Project Budget.* Using the following deliverables as well as other project planning factors that we have seen applied during client ERP initiation phase activities, we will develop an overall five year total cost of ownership estimate:
    - i) MMSA Implementation SOW
    - ii) Grand Rapids Implementation SOW
    - iii) Kent County Implementation SOW
    - iv) Genesee County Implementation SOW
    - v) SaaS Agreement
  - b) *Develop Cost Allocation Plans:* We will collect the previously developed cost allocation models which have been assembled and reviewed at various levels amongst MMSA stakeholders in prior project activities. We will additionally review input on cost allocation models used by other ERP consortiums (e.g. logis), and meet with the participants to review the information collected and discuss their perspectives and particular concerns. We will perform a group meeting with the MMSA and the participating units to provide input in the cost allocation plan that we will develop and recommend. We anticipate that the recommended cost allocation plan may have components applicable to each of the following:
    - i) MMSA Implementation SOW
    - ii) MMSA SaaS agreement.
  - c) *Develop Update Process:* We will utilize the input from Step 3) to develop the baseline process for the MMSA/Leadership team's modification of the recommended total cost of ownership budget and cost allocation plans. We will work with the MMSA to provide feedback for inclusion into the document for future use.
- 8) **Transition to Planning Phase:** As the project transitions from the Initiation phase to the Planning phase, there will be a series of activities which will be required. We will work with the entities at the end of initiation to identify the key activities required for the Planning effort.

## B. ASSUMPTIONS

We have applied the following assumptions related to our work plan in the development of our Pricing Proposal:

- a. The requested deliverables will require 90 days of work effort. We assume that as part of the Project Leadership team, each participating unit will identify a single representative (with one backup representative) who will be routinely available to the project and empowered to participate in the required project activities in a timely manner upon request.
- b. We similarly assume that CGI will dedicate the necessary resources respond to MMSA and Plante Moran requests in a timely manner.

- c. We assume that the SOW's we will be involved with for the Initiation phase include only the MMSA, Grand Rapids, Kent County and Genesee County and that any participation by other potential participating units would be a change to the scope.
- d. We understand Grand Rapids and Kent County's current level of internal budgeting for their FMS efforts and as such, considering the preliminary pricing provided by CGI in late October, have assumed that neither Grand Rapids or Kent County will require the development of a formal cost benefit analysis.
- e. While the MMSA has stated that CGI Advantage 360 is the only software within the scope of the Initiation phase of the project, we assume that identifying the required interfaces from the participating units local systems will be included in the Implementation SOW process. We also assume that the Initiation phase does not include the identification of specific 3<sup>rd</sup> party products to "make whole" the participating units based on any gaps in the CGI solution to their needs.
- f. We assume Plante Moran will not play any role in investigating other system options / alternatives for any of the participating units.
- g. We assume Plante Moran will not develop a Needs Assessment for Genesee County, similar to what was performed in earlier project phases for Grand Rapids and Kent County.
- h. We assume that the MMSA will coordinate resources with the State during the Initiation phase for incorporating any CGI SOW's into the State contract.
- i. We assume that the MMSA will facilitate the development and execution of any formal agreements between the MMSA and the participating units as part of the Planning phase.

## 6. Fee Proposal

The proposal must include an all-inclusive fee proposal for the work to be performed to complete the initiation process group and provide the following deliverables:

- CGI Advantage 360 Implementation Statements of Work for the Authority and each Participant
- CGI Advantage 360 Software as a Service (SaaS) Statement of Work (SOW)
- A Cost Allocation Plan (CAP) for the Authority and participants

The fee proposal must include the rates provided in the proposal and a detailed itemization of hours and any other expenses necessary to complete the initiation process group.

### A. FEE PROPOSAL

Plante Moran has developed the following estimate of our work effort for the Initiation phase based on the Project Approach we have presented in the “Additional Information” section.

Initiation Phase Activity	Estimated Hours
1. Perform Initiation Phase Startup Activities	25
2. Perform Preliminary Cost Benefit for Genesee County	50
3. Initiate Cost Allocation	18
4. Review Baseline CGI Implementation SOW	70
5. Develop Implementation SOWs for the MMSA and Participating Units	355
6. Development of a SaaS Agreement	100
7. Project Budgeting and Cost Allocation	140
8. Transition to Planning Phase	20
<b>Total Estimated Hours:</b>	<b>778</b>

Plante Moran will provide the Michigan Municipal Services Authority (MMSA) professional services for the Initiation phase of the project, as described in in our proposal and supporting Appendices. Our fees to the MMSA will be based on our team’s staff time spent providing assistance on the project. The blended discounted hourly rate for our team is \$205 which includes mileage, travel and all incidental project expenses. Based on our estimated level of involvement, our fees for this engagement will not exceed \$159,490. In the event that our level of effort required to complete the deliverables is less than we have estimated, the MMSA will only be billed for actual work performed. The MMSA may terminate this agreement by providing Plante Moran written notice. Upon notification of termination, our services will cease and our engagement will be deemed to have been completed. The MMSA will be obligated to compensate Plante Moran for all work performed through the date of termination of this engagement.

Fees for the project Planning phase or associated with any potential changes to our scope/level of services as deemed necessary by the MMSA can be provided at your request at a later date and will not be billed until formally approved, separately, by the MMSA.

## B. ENGAGEMENT AGREEMENT / APPROVAL

This agreement is made between Plante Moran, PLLC (P&M), 27400 Northwestern Highway, Southfield, Michigan 48034 and the Michigan Municipal Services Authority ("MMSA")

### Scope of Services

This agreement and the accompanying Professional Services Agreement, located in the Appendix which is hereby incorporated as part of this agreement is to confirm our understanding of the nature and limitations of the services Plante Moran, PLLC (P&M) will provide and the terms of our engagement with the Michigan Municipal Services Authority to provide these services.

### Cost Proposal

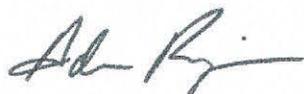
This agreement also incorporates by reference the *Additional Information* and *Fee Proposal* sections of the Proposal to Provide Project Management Professional Services to the Michigan Municipal Services Authority dated December 22, 2014.

As you probably realize, our primary cost is salaries that are paid currently. Accordingly, our invoices, which will be rendered as services are provided are due when received. In the event an invoice is not paid timely, a late charge in the amount of 1.25 percent per month will be added, beginning 30 days after the date of the invoice.

### Agreed and Accepted

**We accept this agreement and the accompanying Professional Services Agreement, which set forth the entire agreement between the Michigan Municipal Services Authority and Plante Moran, PLLC with respect to the services specified in the "Additional Information" section of this engagement agreement. This agreement may be amended by written agreement between Plante Moran, PLLC and the Michigan Municipal Services Authority.**

Plante Moran, PLLC



Adam Rujan, Partner

December 22, 2014

Date

Michigan Municipal Services Authority



Signed

Robert J. Bruner Jr.

Name (please print)

January 2, 2015

Date

CEO

Title

# Appendix A: Professional Services Agreement

## Professional Services Agreement – Consulting Services Addendum to Plante & Moran, PLLC Proposal Dated December 22, 2014

This Professional Services Agreement is part of the engagement letter for our consulting services dated December 22, 2014 between Plante & Moran, PLLC (referred to herein as “PM”) and the Michigan Municipal Services Authority (referred to herein as “MMSA”).

1. **Management Responsibilities** – The consulting services PM will provide are inherently advisory in nature. PM has no responsibility for any management decisions or management functions in connection with its engagement to provide these services. Further, the MMSA acknowledges that the MMSA is responsible for all such management decisions and management functions; for evaluating the adequacy and results of the services PM will provide and accepting responsibility for the results of those services; and for establishing and maintaining internal controls, including monitoring ongoing activities, in connection with PM's engagement.
2. **Nature of Services** – PM's analysis will be based on information and records provided to PM by the MMSA. PM will rely on such underlying information and records and the analysis will not include audit or verification of the information and records provided to PM in connection with the analysis.

The analysis PM will perform will not constitute an examination or audit of any the MMSA financial statements or any other items, including the MMSA's internal controls. This engagement also will not include preparation or review of any tax returns or consulting regarding tax matters. If the MMSA requires financial statements or other financial information for third-party use, or if the MMSA requires tax preparation or consulting services, a separate engagement letter will be required. Accordingly, the MMSA agrees not to associate or make reference to PM in connection with any financial statements or other financial information of the MMSA. In addition, PM's engagement is not designed and cannot be relied upon to disclose errors, fraud or illegal acts that may exist. However, PM will inform you of any such matters that come to PM's attention.

3. **Use of Report** – At the conclusion of PM's analysis, PM will provide the MMSA with a written report as described in this engagement letter. PM's report will be restricted solely to use by management of the MMSA and the MMSA agrees that PM's report will not be distributed to any outside parties for any purpose other than to carry out legal responsibilities of the MMSA. PM will have no responsibility to update PM's report for any events or circumstances that occur or become known subsequent to the date of that report.
4. **Confidentiality, Ownership and Retention of Workpapers** – During the course of this engagement, PM and PM staff may have access to proprietary information of the MMSA, including, but not limited to, information regarding trade secrets, business methods, plans, or projects. PM acknowledges that such information, regardless of its form, is confidential and proprietary to the MMSA, and PM will not use such information for any purpose other than its consulting engagement or disclose such information to any other person or entity without the prior written consent of the MMSA.

In some circumstances, PM may use local or international third-party service providers or PM affiliates to assist with an engagement. In order to enable these service providers to assist PM in this capacity, PM must disclose information to these service providers that is relevant to the services they provide. Disclosure of such information shall not constitute a breach of the provisions of this agreement.

In the interest of facilitating PM's services to the MMSA, PM may communicate or exchange data by internet, e-mail, facsimile transmission or other methods. While PM will use its best efforts to keep such communications and transmissions secure in accordance with PM's obligations under applicable laws and professional standards, the MMSA recognizes and accepts that PM has no control over the unauthorized interception of these communications or transmissions once they have been sent, and consent to PM's use of these electronic devices during this engagement.

Professional standards require that PM create and retain certain workpapers for engagements of this nature. All workpapers created in the course of this engagement are and shall remain the property of PM. PM will maintain the confidentiality of all such workpapers as long as they remain in PM's possession.

Both the MMSA and PM acknowledge, however, that PM may be required to make its workpapers available to regulatory authorities or by court order or subpoena in a legal, administrative, arbitration, or similar proceeding in which PM is not a party. Disclosure of confidential information in accordance with requirements of regulatory authorities or pursuant to court order or subpoena shall not constitute a breach of the provisions of this agreement. In the event that a request for any confidential information or workpapers covered by this agreement is made by regulatory authorities or pursuant to a court order or subpoena, PM agrees to inform the MMSA in a timely manner of such request and to cooperate with the MMSA should the MMSA attempt, at the MMSA's cost, to limit such access. This provision will survive the termination of this agreement. PM's efforts in complying with such requests will be deemed billable to the MMSA as a separate engagement. PM shall be entitled to compensation for its time and reasonable reimbursement of its expenses (including legal fees) in complying with the request.

PM reserves the right to destroy, and it is understood that PM will destroy, workpapers created in the course of this engagement in accordance with PM's record retention and destruction policies, which are designed to meet all relevant regulatory requirements for retention of workpapers. PM has no obligation to maintain workpapers other than for its own purposes or to meet those regulatory requirements.

Upon the MMSA's written request, PM may, at its sole discretion, allow others to view any workpapers remaining in its possession if there is a specific business purpose for such a review. PM will evaluate each written request independently. The MMSA acknowledges and agrees that PM will have no obligation to provide such access or to provide copies of PM's workpapers, without regard to whether access had been granted with respect to any prior requests.

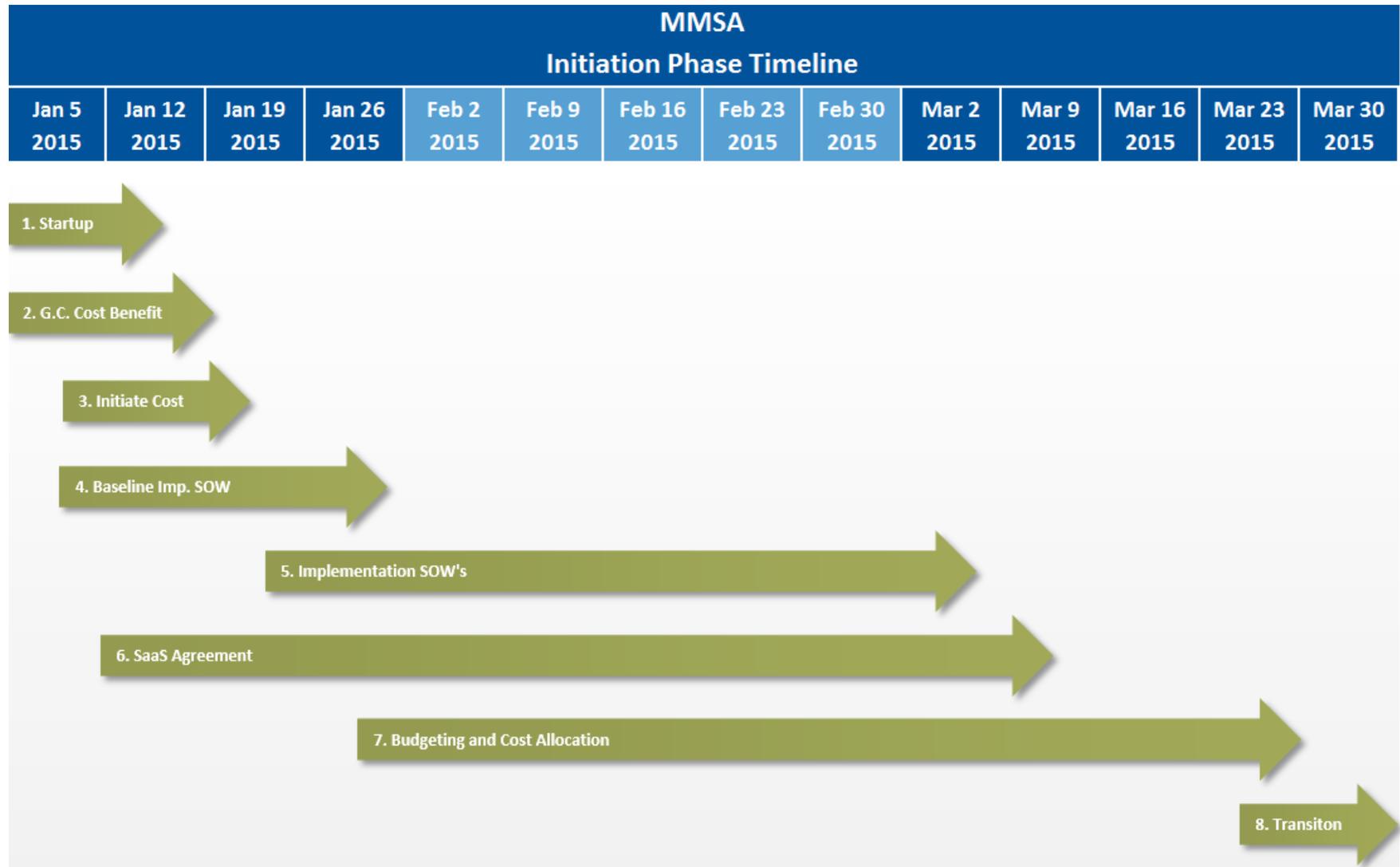
5. **Fee Quotes** – In any circumstance where PM has provided estimated fees, fixed fees or not-to-exceed fees ("Fee Quotes"), these Fee Quotes are based on the MMSA personnel providing PM staff the assistance necessary to satisfy the MMSA responsibilities under the scope of services. This assistance includes availability and cooperation of those the MMSA personnel relevant to PM's analysis and providing needed information to PM in a timely and orderly manner. In the event that undisclosed or unforeseeable facts regarding these matters causes the actual work required for this engagement to vary from PM's Fee Quotes, those Fee Quotes will be adjusted for the additional time PM incurs as a result.

In any circumstance where PM's work is rescheduled, PM offers no guarantee, express or implied, that PM will be able to meet any previously established deadline related to the completion of PM's work. Because rescheduling its work imposes additional costs on PM, in any circumstance where PM has provided Fee Quotes, those Fee Quotes may be adjusted for additional time PM incurs as a result of rescheduling its work.

PM will endeavor to advise the MMSA in the event these circumstances occur, however it is acknowledged that the exact impact on the Fee Quote may not be determinable until the conclusion of the engagement. Such fee adjustments will be determined in accordance with the Fee Adjustments provision of this agreement.

6. **Payment Terms** – PM invoices for professional services are due upon receipt unless otherwise specified in this engagement letter. In the event any of PM's invoices are not paid in accordance with the terms of this agreement, PM may elect, at PM's sole discretion, to suspend work until PM receives payment in full for all amounts due or terminate this engagement. In the event that work is suspended, for nonpayment or other reasons, and subsequently resumed, PM offers no guarantee, express or implied, that PM will be able to meet any previously established deadlines related to the completion of PM's consulting work or issuance of PM's consulting report upon resumption of PM's work. The MMSA agrees that in the event that work is suspended, for non-payment or other reasons, PM shall not be liable for any damages that occur as a result of PM ceasing to render services.
7. **Fee Adjustments** – Any fee adjustments for reasons described in this agreement will be determined based on the actual time expended by PM staff at PM's current hourly rates, plus related costs PM incurs, and included as an adjustment to PM's invoices related to this engagement. The MMSA acknowledges and agrees that payment for all such fee adjustments will be made in accordance with the payment terms provided in this agreement.
8. **Termination of Engagement** – This agreement may be terminated by either party upon written notice. Upon notification of termination, PM's services will cease and PM's engagement will be deemed to have been completed. The MMSA will be obligated to compensate PM for all time expended and to reimburse PM for related costs PM incurs through the date of termination of this engagement.
9. **Hold Harmless and Indemnification** – As a condition of this engagement, the MMSA agrees to hold PM, and all of its partners and staff, harmless against any losses, claims, damages, or liabilities, to which PM may become subject in connection with services performed in the engagement, unless a court having jurisdiction shall have determined in a final judgment that such loss, claim, damage, or liability resulted primarily from the willful misconduct or gross negligence of PM, or one of its partners or staff. This hold harmless includes the agreement to reimburse PM for any legal or other expenses incurred by PM, as incurred, in connection with investigating or defending any such losses, claims, damages, or liabilities. This provision shall survive any termination of this engagement.
10. **Conflicts of Interest** – PM's engagement acceptance procedures include a check as to whether any conflicts of interest exists that would prevent acceptance of this engagement. No such conflicts have been identified. The MMSA understands and acknowledges that PM may be engaged to provide professional services, now or in the future, unrelated to this engagement to parties whose interests may not be consistent with interests of the MMSA.
11. **Agreement Not to Influence** – The MMSA and PM each agree that each respective organization and its employees will not endeavor to influence the other's employees to seek any employment or other contractual arrangement with it, during this engagement or for a period of one year after termination of the engagement. The MMSA agrees that PM employees are not "contract for hire." PM may release the MMSA from these restrictions if the MMSA agrees to reimburse PM for its recruiting, training, and administrative investment in the applicable employee. In such event, the reimbursement amount shall be equal to two hundred hours of billings at the current hourly rate for the PM employee.
12. **Governing Law** – This agreement shall be governed by and construed in accordance with the laws of the State of Michigan.

## Appendix B: Sample Project Timeline



# 13<sup>th</sup>

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**For more information contact:**

Mr. Adam Rujan

1-248-223-3328

Adam.Rujan@plantemoran.com

[plantemoran.com](http://plantemoran.com)



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

June 8, 2015

Mr. Robert Bruner, CEO  
Michigan Municipal Services Authority  
PO Box 12012  
Lansing, MI 48901  
*Via email to rbruner@michiganmsa.org*

RE: Change Order for Project Management Professional Services  
***FMS Program Management Support***

Dear Bob:

Thank you for the opportunity to propose our professional services to continue our assistance to the Michigan Municipal Service Authority (“the Authority” and “the MMSA”). We are pleased to present this engagement letter to modify our existing agreement, dated December 22, 2014, to provide Project Management Professional Services to the Authority and interested local government organizations throughout the State of Michigan. We are excited about the opportunity to continue working with the Authority and its Participants by providing program management support assistance to the Authority for its Financial Management System (FMS) program.

***PROJECT BACKGROUND***

Plante & Moran’s Government Technology Consulting team has recently worked with the Authority in Initiation phase activities to assist the Authority and its local government stakeholders in various activities as the organizations had been planning for the contracting and implementation of a new financial management system (FMS). Recently, the Authority and several local governments engaged with the selected FMS vendor for a software as a services contract and implementation software and services agreements.

We understand that in October 2014, the Authority drafted and adopted a shared services governance structure. In addition to other components/responsibilities defined in that structure, the Authority’s Chief Executive Officer and other resources were charged with providing program management services to Authority programs. Due to Plante Moran’s prior involvement with the FMS program as well as our current engagements supporting select MMSA Participants with their FMS implementations, the Authority has recently requested support from Plante Moran in its delivery of program management services for the FMS program.

***REQUESTED SCOPE CHANGE***

With direction and guidance of the Authority's CEO, we will support the Authority by providing FMS program management services as further highlighted in Appendix A. This work to support the Authority will be performed as a change order to our existing agreement with the Authority, dated December 22, 2014. We will be extending the terms of our prior professional services agreement to this engagement.

***PROJECT STAFFING***

The Partner responsible for deliverables on this project will continue to be Mr. Adam Rujan and Mr. Mark Warner will continue to serve as your primary contact and provide oversight to all Plante Moran staff involved throughout the project. Our team will be assisted by other consultants with specific functional or technical expertise as requested/needed, to support the Authority's project requirements. These Plante Moran staff resources may include other Plante Moran team members who have participated in prior FMS project phases, including: Colleen Bevins, Mark Carrier, Christine Cunliffe, Robin Milne, Brian Pesis, Tracey Rau and Marie Stiegel.

***PROJECT TIMING***

The Plante & Moran Government Information Technology Consulting team is available to begin providing Project Management Professional Services assistance for program management support to the Authority upon request/approval of this change order. The term of this engagement is expected to include early June 2015 FMS Leadership team activities and continue on a monthly basis, under the direction and guidance of the Authority. It is anticipated that Authority's CEO will provide executive support for our engagement and that the Participants will maintain active engagement in the FMS Leadership Team by their Project Sponsors and Project Managers. Plante & Moran also anticipates active participation of the FMS software vendor staff as necessary to ensure the success of the FMS program.

***PROFESSIONAL SERVICES FEES***

Our fees for providing Project Management Professional Services assistance to the Authority and its FMS program Participants will be based on previously negotiated hourly rates, which will include all travel related expenses. Over time, annual adjustments will be made to negotiated hourly rates to account for inflation and staff advancement and will be made in accordance with our fiscal year.

Based on the nature of the engagement and our ongoing role to coordinate and follow up on items of interest by the Authority and FMS Leadership Team, we find it difficult to credibly estimate the monthly cost of this engagement. As such, in conjunction with our monthly professional service fees billing, we will provide a summary of services that we have performed. Then, with input by the FMS Leadership Team, we will work with you on an ongoing basis to consider the level of services being requested and make monthly adjustments to align Plante Moran's future level of program management support so over time it is consistent with the Authority's direction.

Fees associated for any additional scope of work which may be defined in the future requiring specific deliverables or outcomes, can be provided at your request at a later date and will not be billed until formally approved, separately, by the Authority. Examples of other such scopes of work include: a) Development of a FMS Needs Assessment for an additional prospective MMSA

client, and b) MMSA support to develop a Request for Proposal for an additional "Tier 2" FMS vendor.

We appreciate the opportunity to be of continued service to the Authority and its Participants. If you agree with the terms of this engagement as described in this letter, please sign the enclosed copy and return it to us. If you have any questions regarding this change order, please do not hesitate to contact Mark Warner at 248.223.3799 or myself at 248.223.3328.

Very truly yours,

Plante & Moran, PLLC



Adam Rujan

ACCEPTED:

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Robert Bruner, CEO  
Michigan Municipal Services Authority

Date

cc: Scott Buhrer, City of Grand Rapids  
Steve Duarte, Kent County  
Keith Francis, Genesee County  
Mark Warner, Plante Moran

**Appendix A:  
Summary of Activities to Assist the MMSA Program Management Services**

Based on input and direction from the FMS Participants obtained through a collaborative discussion facilitated by the Authority, the following activities are examples of the work which the Authority and its Participants may request from Plante Moran in this engagement:

- 1) Assist with coordinating and hosting the established FMS Leadership team meeting monthly schedule.
- 2) Assist with scheduling and coordinating ad-hoc meetings and/or discussions, as requested, between/amongst the Authority and FMS Leadership team participants and the FMS vendor.
- 3) Assist as requested, with coordinating additional topics to supplement the standing FMS Leadership Team meeting agenda, as well as distributing meeting minutes.
- 4) Assist in facilitating communications between the Authority, Participants and the FMS Vendor for topics which the Authority and/or Participants believe are relevant or appropriate for the FMS Leadership Team venue.
- 5) Assist in coordinating communications, risk identification and issue resolution for areas identified through the FMS Leadership Team venue.
- 6) Assist in establishing a project collaboration website (e.g. MS SharePoint) to be used by the FMS Participants to be used as a repository for documents, tools and other implementation artifacts to be retained by the MMSA. Relevant project documents from Initiation phase activities may be moved to the Implementation site, as well.
- 7) Assist in supporting the Authority and FMS Leadership team members with coordinating marketing and/or program awareness activities for the FMS program, including facilitating introductions with prospective FMS program customers.
- 8) Assist in coordinating other FMS program activities, as agreed upon with the Authority CEO.
- 9) Assist in recommending areas which the Authority may wish to identify additional resources to maximize the success of the FMS program.