

TOWN OF TRUCKEE

BUDGETING SOFTWARE SOLUTIONS & CONSULTING SERVICES

AUGUST 24, 2023

Contact Person: Abhijit "AV" Verekar

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PROPOSAL BY

AVERO
ADVISORS

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Cover Letter

August 24, 2023

Town of Truckee

Attn: Kelly Carpenter

10183 Truckee Airport Road

Truckee, CA 96161

Dear Mr./Ms. Carpenter,

The Town of Truckee has a long track record of offering high-quality services to its residents, and Avèro Advisors is thrilled at the prospect of joining your team on the **Budgeting Software Solutions Consulting Services** endeavor. You need an experienced partner with superior technical abilities & business acumen in order for this project to succeed. Avèro Advisors is here as a partner & advisor to guide you through each step of the project journey so that your organization can experience the success it deserves. With the guidance of our firm, your organization will have the opportunity to experience an optimal Budget software environment, resulting in clear benefits for both your staff & your residents.

Avèro Advisors is dedicated to transforming the way public sector organizations operate internally and interact with their local communities. Our holistic approach provides tailored solutions that use resources efficiently

& cost-effectively, while still delivering desired outcomes for our clients. As evidenced by our firm's successful collaborations over many years, we are dedicated to building long-term relationships with our clients – relationships built on trust, respect, and a shared vision for the future – and take pride in being part of their journeys toward success. This proposal showcases how we succeed in modernizing the technology environments of government organizations across the country.

Our team possesses expertise in delivering information technology (IT) & cybersecurity assessments, IT strategic plans (ITSPs), business process analysis & redesign, requirements definition, request for proposal (RFP) development, enterprise resource planning (ERP) system evaluation & consultation, and project management support services for various government organizations. You can be confident that we will prioritize the specific needs of your

As you know, many companies are technically strong in all things IT, but [not] every firm can build the relationships necessary to help an organization navigate change. Avèro excelled in this aspect. Technically strong, depth of knowledge and an ability to speak in a language management can understand. They don't use only industry terms. They took us through some discovery to make sure we got the scope right. This was incredibly important to the overall project.

Greg McClain, City Manager
City of Maryville, Tennessee



organization because our firm is a 100% independent third-party consulting firm with no affiliation to software or hardware vendors. Additionally, as a certified Minority-Owned Business Enterprise (MBE) in multiple states, we place great emphasis on diversity & equity.

Above all else, our team has a shared commitment to your mission: **"to create the best future for our community by providing the highest level of public service."** We look forward to developing a long-term relationship with you & the Town of Truckee so that we can help you achieve that mission.

Sincerely,

Abhijit "AV" Verekar

President & CEO

Avèro Advisors

Headquarters | 512 West Broadway Avenue, Maryville, TN 37801

West Coast Office | 10396 East Caribbean Lane, Scottsdale, AZ 85255

Phone Number: (865) 415-3848 | Email: av@averoadvisors.com










Introduction: Qualifications & Experience

Since our founding in 2016, Avèro Advisors has established itself as a premier provider of IT strategic advisory services to public sector organizations nationwide by successfully delivering the desired results on time & within budget. Our core offerings include IT infrastructure analysis, cybersecurity & organizational assessments, IT strategic planning, business process analysis & redesign, RFP development, budget software system selection assistance, and budget software system implementation support. By providing services like these, we enable our clients to unlock the full potential of both their staff resources & fiscal resources through the optimization of business processes & technology. Abhijit "AV" Verekar is authorized to make representations for and to bind the firm as President/CEO, and his contact information is found on the Title Page and Cover Letter.

Currently, Avèro Advisors has approximately 20 employees. Our headquarters is in Maryville, Tennessee, and our West Coast office is in Scottsdale, Arizona. The **Who We Are** chart below demonstrates a few key aspects of our firm that make us who we are.

Who We Are

Thought Leadership	Rapid Growth	Award-Winning Workplace	Diversity-Centered	Independent & Trustworthy
<p>We produce and publish a weekly podcast, <i>ReThink IT</i>, to discuss the general nature of technology & views on its applications for municipalities now & in the future. Podcast guests include city managers, mayors, chief information officers, judges, and other municipal executives & leaders.</p> <p>We produce and publish videos on our <i>YouTube channel</i> to assist public sector organizations in their IT decision-making.</p> 	<p>We were recognized as one of America's fastest growing companies by <i>Inc. Magazine</i> in 2021 & 2022.</p> 	<p>We were recognized by <i>Inc. Magazine</i> in its "Best Workplaces of 2021" because of our commitment to our employees & clients.</p> <p>We were recognized as 2019's "Best Small Business" by the Blount County Chamber of Commerce.</p> <p>We are certified as a "Great Place to Work®" based on feedback provided by 100% of our employees.</p> 	<p>We are a certified MBE in the state of Tennessee (#10311804). As a certified MBE, Avèro Advisors values diversity & inclusion very highly.</p> <p>We are an equal opportunity employer. Thus, Avèro Advisors does not and will not discriminate against any person, employee, or applicant for employment on account of age, race, creed, religion, color, sex, sexual orientation, disability, national origin, marital status, or political affiliation.</p> 	<p>We do not have any affiliations with software or hardware vendors. Thus, we provide independent analysis on all vendors, brands, implementers, and manufacturers of IT systems to ensure that our recommendations to our clients remain devoid of bias toward any specific technology, platform, vendor, brand, implementer, or manufacturer.</p> 

Avèro Advisors is the ideal partner to help government organizations modernize their IT environments by providing strategic technology advice. Our team has a wealth of experience, which enables us to develop strategies that meet both urgent needs & long-term goals. Our team prides itself on being large enough to serve our valued clients yet small enough to know them well. Our firm has served clients across the United States, as shown in the **Client Map** below.

Client Map



The **Enterprise System Clients** tables below list the clients that we have performed/are performing enterprise system consulting services for, as well as each specific project scope.

Enterprise System Clients

Client	Modernized System	Legacy System	Needs Assessment & Business Process Analysis/Redesign	Requirements Definition	RFP Development & Software Selection	Contract Negotiations	Implementation Support	Post-Implementation Support
City of Charlottesville, VA	TBD	SAP	✓	✓	✓	✓		
City of Dixon, CA	Tyler Technologies (EnerGov, Executime, Incode, Parks & Rec)	Springbrook					✓	
City of Maryville, TN	Tyler Technologies (EnerGov & Munis) & CSA	Harris GEMS & Cayenta	✓	✓	✓	✓	✓	
City of Niagara Falls, NY	TBD	AS400	✓					
City of Piqua, OH	TBD	Springbrook	✓					
City of Scranton, PA	OpenGov	AS400	✓	✓		✓	✓	✓
Blount County, TN	Tyler Technologies (EAM, EnerGov, Munis)	AS400 Custom	✓	✓	✓	✓	✓	✓
Knox County, TN	Neighborly	Unqork					✓	
Mendocino County, CA	Accela (Civic Application for Cannabis Regulation)	N/A					✓	
Monroe County, NY	TBD	SAP	✓	✓	✓			



Enterprise System Clients

Client	Modernized System	Legacy System	Needs Assessment & Business Process Analysis/Redesign	Requirements Definition	RFP Development & Software Selection	Contract Negotiations	Implementation Support	Post-Implementation Support
Cambridge Housing Authority, MA	Yardi	Emphasys Elite	✓	✓	✓	✓	✓	✓
Hillsborough County Public Schools, FL	Infor (cloud-based SaaS)	infor (on-premise)					✓	
Knoxville's Community Development Corporation, TN	Yardi	Emphasys Elite	✓	✓	✓	✓	✓	✓
Maricopa Association of Governments, AZ	TBD	Microsoft Dynamics AX 2012	✓	✓				
Nashville Record Pressing, TN	IFS Applications 9	N/A					✓	
Nevada Rural Housing, NV	Yardi	N/A	✓					
Reno Housing Authority, NV	Laserfiche	N/A	✓	✓	✓	✓	✓	
Santa Clara County Housing Authority, CA	Yardi	Emphasys Elite				✓	✓	✓
Tulsa Airports Improvement Trust, OK	Microsoft Dynamics 365	Microsoft Dynamics AX 2012	✓	✓	✓			
Valley Regional Transit, ID	TBD	FleetNet	✓	✓	✓			

The **Software Experience** chart below includes the many software vendors & systems that our team has experience with.

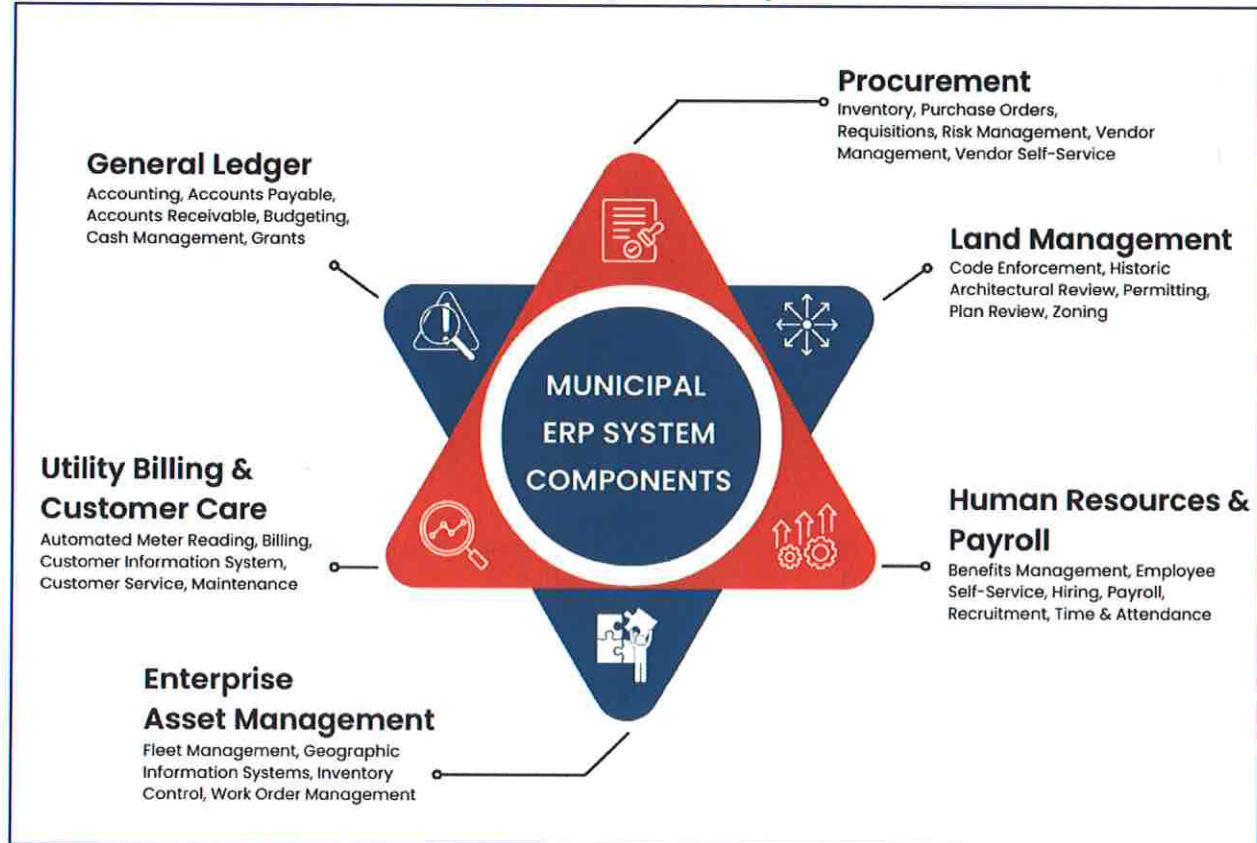
Software Experience

Asset Management / Land Management / Permitting & Licensing / Community Development <ul style="list-style-type: none"> • Accela <ul style="list-style-type: none"> › Civic Application for Cannabis Regulation • Brightly Software <ul style="list-style-type: none"> › Asset Essentials • CityView • Cityworks <ul style="list-style-type: none"> › AMS › PLL • iWorQ Systems • mCloud • Tyler Technologies <ul style="list-style-type: none"> › EnerGov › Enterprise Asset Management 	Financials <ul style="list-style-type: none"> • AS400 • CentralSquare • CGI Advantage • Harris <ul style="list-style-type: none"> › Cayenta › GEMS • Infor • Microsoft <ul style="list-style-type: none"> › AZ › Dynamics 365 • OpenGov Financials • Oracle Financials • Springbrook • SAP • Tyler Technologies <ul style="list-style-type: none"> › Eden › Incode › Munis • Workday 	Human Resources <ul style="list-style-type: none"> • NEOGOV • PeopleSoft • Tyler Technologies <ul style="list-style-type: none"> › ExecuTime › Munis • Ultimate Kronos Group • Workday Document / Records Management <ul style="list-style-type: none"> • DocuSign • DocuWare • Hyland Software <ul style="list-style-type: none"> › OnBase • Laserfiche 	Other (i.e., Housing, Rental Assistance, Transit, and Utilities) <ul style="list-style-type: none"> • Avail Technologies • Emphasys Elite • Neighborly Software • Tyler Technologies <ul style="list-style-type: none"> › Utilities Pro • Unqork • Yardi
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The **Municipal ERP System Components** diagram below displays our areas of expertise in various modules/components of a traditional municipal ERP system, including a budget software system.

Municipal ERP System Components





Employee Profiles: Project Team

Avèro Advisors has assembled a highly qualified team to execute the **Budgeting Software Solutions Consulting Services** project for the Town of Truckee. This diverse group brings an abundant amount of experience in business process improvement, ERP system consulting, and implementation support for public sector clients across the country, as shown through their brief bios, along with their detailed resumes, included below. We do not intend to use subcontractors for this engagement.



Abhijit "AV" Verekar | Project Executive is a certified Project Management Professional (PMP) with a Master of Business Administration (MBA) from Cleveland State University & a Master of Commerce (M.COM.) from Goa University. He has over 15 years of experience serving the public sector as an IT advisory professional. Using his extensive experience leading IT & organizational modernization initiatives with state & local government agencies across the United States, he has helped his clients achieve significant efficiencies through IT strategic planning, cybersecurity, business process redesign, project management, and implementation for various enterprise systems.



Robert Kornovich | Director of Advisory Services is a Certified Public Manager (CPM) through Arizona State University with a Project Management Certificate & a Bachelor of Arts (BA) from Arizona State University. He has over 20 years of experience providing IT strategic planning services, organizational development services, and system implementation services to public sector clients. He is a subject matter expert on ERP vendors & their product offerings, customer service improvement, and the alignment of people, processes, and technology to maximize organizational resources & funding.



Katie Connatser | Senior Manager Katie Connatser completed her Bachelor of Fine Arts (BFA) from Maryville College and possesses over 10 years of experience serving both the public sector & private sector. She assists local governments organizations as they transition from antiquated ERP systems to modernized ERP systems. Her pre-Avèro Advisors private sector experience includes business acquisition, software implementation, and product management for custom systems. She also served as a Marketing Director for 13 entities. Her detail-oriented skillset supports enterprise system analyses,



requirements analysis & development, and solution development to optimize organizational processes for national & international clients.



Zach Tudeen | Project Manager completed his Master of Public Policy and Administration (MPPA) from the University of Tennessee, Knoxville. Since joining Avèro Advisors, he has been heavily involved in several ERP system modernization projects involving evaluation, business process redesign, and implementation. He is especially talented at developing business process maps, validating and verifying data, and supporting clients through consultative project management. His creative problem solving skills have been incredibly beneficial during his professional career.

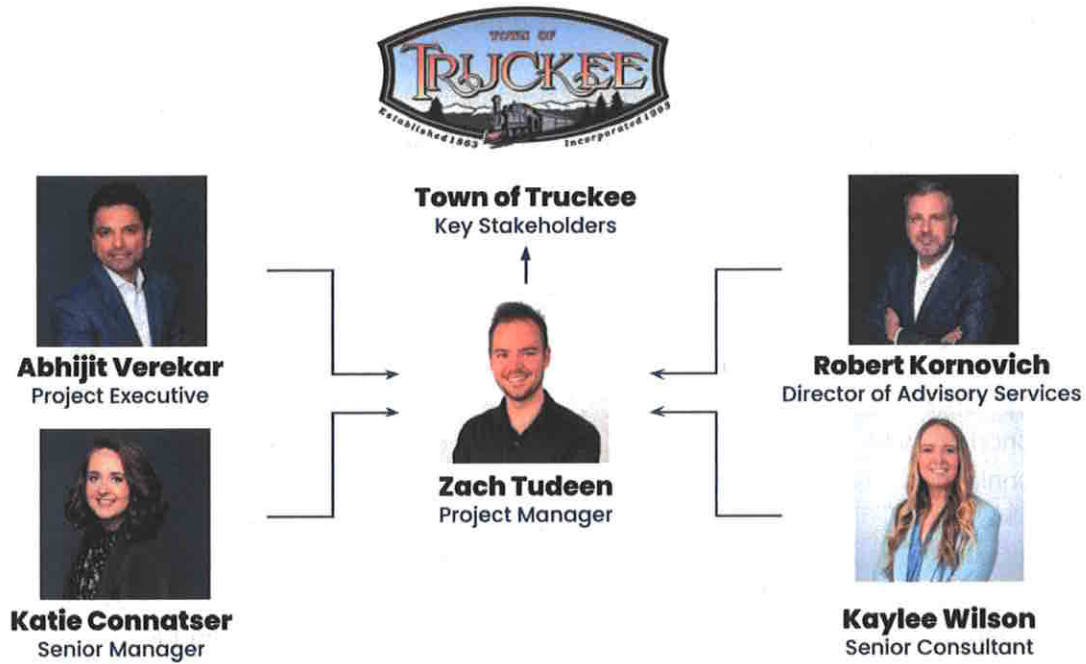


Kaylee Wilson | Senior Consultant completed her Master of Public Policy and Administration (MPPA) from the University of Tennessee, Knoxville. Since joining Avèro Advisors, she has been very involved in the ERP system analysis project for Monroe County, New York. Her involvement in this project has included evaluating the County's current-state ERP environment, documenting the County's requirements for a new ERP system, and assisting with the RFP solicitation process for a new ERP system. She has also had a significant role in the ERP system implementation project for the Cambridge Housing Authority, Massachusetts & the voucher management system improvement project for Nevada Rural Housing, Nevada.



The **Project Team Chart** below displays the organization of our Proposed Project Team for the **Budgeting Software Solutions Consulting Services** endeavor.

Project Team Chart





ABHIJIT VEREKAR, PRESIDENT & CEO

Professional Summary

Abhijit "AV" Verekar is a certified Project Management Professional (PMP) with a Master of Business Administration (MBA) from Cleveland State University & a Master of Commerce (M.COM.) from Goa University. He has over 15 years of experience serving the public sector as an IT advisory professional. Using his extensive experience leading IT & organizational modernization initiatives with state & local government agencies across the United States, he has helped his clients achieve significant efficiencies through IT strategic planning, cybersecurity, business process redesign, project management, and implementation for various enterprise systems.

Avèro Advisors Clients

- Town of Estes Park, CO
- Town of Farragut, TN
- Town of Payson, AZ
- City of Alcoa, TN
- City of Charlottesville, VA
- City of Dania Beach, FL
- City of Dixon, CA
- City of Lethbridge, Alberta
- City of Macedonia, OH
- City of Manassas Park, VA
- City of Maricopa, AZ
- City of Maryville, TN
- City of Mequon, WI
- City of Niagara Falls, NY
- City of Piqua, OH
- City of Scranton, PA
- City of Show Low, AZ
- City of Wilsonville, OR
- Blount County, TN
- Knox County, TN
- Mendocino County, CA
- Monroe County, NY
- Pittsylvania County, VA
- Union County, NC
- Cambridge Housing Authority, MA
- Hillsborough County Public Schools, FL
- Knoxville's Community Development Corporation, TN
- Legal Aid of Nebraska, NE
- Maricopa Association of Governments, AZ
- Nashville Record Pressing, TN
- Nevada Rural Housing, NV
- Reno Housing Authority, NV
- Santa Clara County Housing Authority, CA
- Susquehanna Area Regional Airport Authority, PA
- Tulsa Airports Improvement Trust, OK
- Valley Regional Transit, ID

Skills

- Business Process Analysis & Redesign
- Contract Negotiations
- Enterprise System Evaluation, Selection, and Implementation
- GIS Strategic Planning
- IT Strategic Planning
- Project Management
- Requirements Definition

Certifications + Education

- Project Management Professional - Certification No. 1338765 - Project Management Institute
- Master of Business Administration, Finance - Cleveland State University (Cleveland, OH)
- Master of Commerce, Accounting & Finance - Goa University (Goa, India)
- Bachelor of Commerce - Goa University (Goa, India)



ROBERT KORNOVICH, DIRECTOR OF ADVISORY SERVICES

Professional Summary

Robert Kornovich is a Certified Public Manager (CPM) through Arizona State University with a Project Management Certificate & a Bachelor of Arts (BA) from Arizona State University. He has over 20 years of experience providing IT strategic planning services, organizational development services, and system implementation services to public sector clients. He is a subject matter expert on ERP vendors & their product offerings, customer service improvement, and the alignment of people, processes, and technology to maximize organizational resources & funding.

Avèro Advisors Clients

- Town of Estes Park, CO
- Town of Farragut, TN
- Town of Payson, AZ
- City of Alcoa, TN
- City of Dania Beach, FL
- City of Dixon, CA
- City of Lethbridge, Alberta
- City of Macedonia, OH
- City of Manassas Park, VA
- City of Maricopa, AZ
- City of Maryville, TN
- City of Mequon, WI
- City of Niagara Falls, NY
- City of Piqua, OH
- City of Scranton, PA
- City of Show Low, AZ
- City of Wilsonville, OR
- Blount County, TN
- Knox County, TN
- Monroe County, NY
- Pittsylvania County, VA
- Union County, NC
- Cambridge Housing Authority, MA
- Hillsborough County Public Schools, FL
- Knoxville's Community Development Corporation, TN
- Legal Aid of Nebraska, NE
- Maricopa Association of Governments, AZ
- Nevada Rural Housing, NV
- Reno Housing Authority, NV
- Santa Clara County Housing Authority, CA
- Susquehanna Area Regional Airport Authority, PA
- Tulsa Airports Improvement Trust, OK
- Valley Regional Transit, ID

Skills

- Business Process Analysis & Redesign
- Customer Service Experience Management
- Enterprise System Evaluation, Selection, and Implementation
- GIS Strategic Planning
- IT Strategic Planning
- Project Management
- Project Roadmap & Comprehensive Vision Building
- Requirements Definition

Certifications + Education

- Certified Public Manager - Arizona State University (Tempe, AZ)
- Project Management Certification - Arizona State University (Tempe, AZ)
- Member of IACP (International Association of Chiefs of Police)
- Member of ICMA (International City/County Management Association)
- Bachelor of Arts, German - Arizona State University (Tempe, AZ)



KATIE CONNATSER, SENIOR MANAGER

Professional Summary

Katie Connatser completed her Bachelor of Fine Arts (BFA) from Maryville College and possesses over 10 years of experience serving both the public sector & private sector. She assists local governments organizations as they transition from antiquated ERP systems to modernized ERP systems. Her pre-Avèro Advisors private sector experience includes business acquisition, software implementation, and product management for custom systems. She also served as a Marketing Director for 13 entities. Her detail-oriented skillset supports enterprise system analyses, requirements analysis & development, and solution development to optimize organizational processes for national & international clients.

Avèro Advisors Clients

- Town of Estes Park, CO
- City of Dixon, CA
- City of Lethbridge, Alberta
- City of Manassas Park, VA
- Blount County, TN
- Mendocino County, CA
- Monroe County, NY
- Cambridge Housing Authority, MA
- Knoxville's Community Development Corporation, TN
- Legal Aid of Nebraska, NE
- Maricopa Association of Governments, AZ
- Nevada Rural Housing, NV
- Santa Clara County Housing Authority, CA

Pre-Avèro Advisors Clients

- Clayton Homes, TN
- Costume Gallery Holdings, NJ
- Holliston, TN

Skills

- Business Process Analysis & Redesign
- Data Gathering & Analysis
- Enterprise System Evaluation, Selection, and Implementation
- IT Strategic Planning
- Marketing/SEO
- Product Management
- Project Management
- Requirements Definition

Certifications + Education

- Bachelor of Fine Arts, Graphic Design - Maryville College (Maryville, TN)



ZACH TUDEEN, PROJECT MANAGER

Professional Summary

Zach Tudeen completed his Master of Public Policy and Administration (MPPA) from the University of Tennessee, Knoxville. Since joining Avèro Advisors, he has been heavily involved in several ERP system modernization projects involving evaluation, business process redesign, and implementation. He is especially talented at developing business process maps, validating and verifying data, and supporting clients through consultative project management. His creative problem solving skills have been incredibly beneficial during his professional career.

Avèro Advisors Clients

- Town of Estes Park, CO
- City of Dixon, CA
- Cambridge Housing Authority, MA

Skills

- Business Process Analysis & Redesign
- Data Validation & Verification
- Enterprise System Evaluation, Selection, and Implementation
- Project Management

Certifications + Education

- Master of Public Policy and Administration - University of Tennessee, Knoxville (Knoxville, TN)
- Bachelor of Arts, Political Science: Public Management, International Affairs and Business Administration - University of Tennessee, Knoxville (Knoxville, TN)



KAYLEE WILSON, SENIOR CONSULTANT

Professional Summary

Kaylee Wilson completed her Master of Public Policy and Administration (MPPA) from the University of Tennessee, Knoxville. Since joining Avèro Advisors, she has been very involved in the ERP system analysis project for Monroe County, New York. Her involvement in this project has included evaluating the County's current-state ERP environment, documenting the County's requirements for a new ERP system, and assisting with the RFP solicitation process for a new ERP system. She has also had a significant role in the ERP system implementation project for the Cambridge Housing Authority, Massachusetts & the voucher management system improvement project for Nevada Rural Housing, Nevada.

Avèro Advisors Clients

- Monroe County, NY
- Cambridge Housing Authority, MA
- Nevada Rural Housing, NV

Skills

- Business Process Analysis & Redesign
- Data Validation & Verification
- Enterprise System Evaluation, Selection, and Implementation
- Project Management
- Requirements Definition

Certifications + Education

- Master of Public Policy and Administration - University of Tennessee, Knoxville (Knoxville, TN)
- Bachelor of Arts, Political Science: Public Administration - University of Tennessee, Knoxville (Knoxville, TN)



References

Avèro Advisors has an established track record of success in modernizing the budget software system environments of public sector organizations. Our firm is skilled in each step of the budget software system modernization process, which is evidenced by the five (5) client references & project descriptions below.

Valley Regional Transit (VRT), Idaho

Project Name: ERP System Consulting Services

Contact Name: Mr. Jason Jedry, Finance Director

Contact Information: (208) 258-2709 | jjedry@valleyregionaltransit.org

Address: 700 Northeast 2nd Street, Suite 100, Meridian ID, 83642

Date of Services: May 2022 – Ongoing

Avèro was contracted by the Valley Regional Transit (VRT), Idaho to provide professional project management services for the procurement & implementation of a suite of integrated enterprise systems (including Enterprise Asset Management, Financial Management, and Human Capital Management) to replace VRT's current ERP system. Avèro's Project Team conducted a thorough review of VRT's current-state ERP environment across Enterprise Asset Management, Finance, Human Resources, Procurement, and Reporting/Analytics to ensure that all the required functionalities were identified. Avèro then developed a comprehensive Requirements Traceability Matrix & RFP for ERP software procurement & implementation services. Avèro is currently working with VRT's project sponsors to coordinate the RFP solicitation and will subsequently assist with vendor evaluation, contract negotiations, and implementation support.

City of Dixon, California

Project Name: Project Management Services for Enterprise Resource Planning (ERP) System

Contact Name: Ms. Kate Zawadzki, Finance Director

Contact Information: (707) 678-7000 | kzawadzki@cityofdixon.us

Address: 600 East A Street, Dixon, CA 95620

Date of Services: May 2022 – Ongoing

Avèro was contracted by the City of Dixon, California to provide professional project management & implementation services for the transition from the City's current ERP system (Springbrook) to its new ERP system (Tyler Technologies). The specific modules being implemented are as follows: EnerGov, Executime, Incode (including Utilities Pro), and Parks & Rec. Avèro's Project Team is currently overseeing the implementation of these modules. Our team's project management services for the implementation of the new ERP system includes the following specific activities: system configuration, system integration, system testing, user



acceptance testing, end-user testing, Go-Live support, and Post Go-Live support. Avèro's Project Team is meeting regularly with City staff, as well as Tyler Technologies staff, to ensure the success of implementation.

City of Maryville, Tennessee

Project Name: IT Assessment & Strategic Plan, Business Process Mapping, and ERP Advisory Services

Contact Name: Mr. Greg McClain, City Manager

Contact Information: (865) 273-3401 | gmcclain@maryville-tn.gov

Address: 400 West Broadway Avenue, Maryville, TN 37801

Date of Services: February 2018 - Ongoing

Avèro was contracted by the City of Maryville, Tennessee to create a multi-year IT Modernization Strategic Plan (ITMSP). After Avèro's Project Team conducted an IT assessment to evaluate the current state of the City's IT environment, we developed an ITMSP. The aim of developing the ITMSP was to guide the City in optimizing its IT environment efficiently & cost-effectively and to provide them with clear strategic recommendations.

Additionally, because the City had an outdated Financial & Human Resources ERP system (Harris GEMS) in place & because vendor support of the City's version of Harris GEMS ended in 2018, Avèro was also contracted to provide ERP advisory services to the City. To advise the City about the best next steps to take, our team performed business process analysis across many City departments, including Development Services, Financial Services, Fleet, Human Resources, Public Utilities, and Public Works. This analysis enabled Avèro to identify current limitations and map out the future state of critical business processes. Our team subsequently guided the City through system requirements definition, RFP development, ERP system evaluation, and selection for various enterprise solutions (i.e., Asset Management, Financial, Fleet, Human Resources, and Procurement). Avèro's Project Team assisted the City through contract negotiations with the selected vendors (CSA Software & Tyler Technologies). Avèro is currently serving as the Executive Project Manager for the City, including managing the City's enterprise system implementations.

Blount County, Tennessee

Project Name: IT Modernization Project, Business Process Mapping & Redesign, and Implementation Support Services (Tyler Munis)

Contact Name: Mr. Justin McClure, Information Technology Manager

Contact Information: (865) 273-5730 | jmcclure@blounttn.org

Address: 341 Court Street, Maryville, TN 37804

Date of Services: February 2016 - Ongoing



Avèro was contracted by Blount County, Tennessee to create a multi-year IT Modernization Strategy and Plan (ITMSP) aimed at updating the County's IT infrastructure (including hardware, software, policies, and processes). Additionally, Avèro's Project Team performed several tasks alongside County staff, including the IT Department, to implement the recommendations provided in the ITMSP. These tasks included conducting an IT Risk Assessment, redesigning the County's website, upgrading the network infrastructure, and virtualizing the server.

Avèro also assisted the County with the replacement of its ERP system (AS400). Our team worked closely with the County to identify existing risks & user needs, review them, and develop redesigned business processes & best practices concerning but not limited to the following areas: Budgeting, IT Services, Payables, Receivables, and Records Management. The redesigned business processes & best practices were implemented to mitigate gaps between the County's current-state operations & ideal future-state operations for all County departments. Avèro then defined a comprehensive list of system requirements, developed an RFP for new ERP software, and assisted the County with the ERP system evaluation & selection process. Our team served as a liaison between the County & the selected software vendor (Tyler Technologies) and successfully supported the County in rolling out a new Financial Management Information System (Tyler Munis). During the data configuration & integration project tasks, Avèro ensured that all capabilities that the software vendor proposed were met; and all configuration & integration issues were met with swift response times. Our team is currently serving as the County's Executive Project Manager, including managing day-to-day support services for the Post Go-Live of the new Financial Management Information System, supporting the County with the transition to an updated version of its Human Resources Information System (Ultimate Kronos Group), and assisting the County's IT Department with other initiatives.

Monroe County, New York

Project Name: ERP Analysis & Implementation Services

Contact Name: Mr. Robert Franklin, Director of Finance & Chief Financial Officer

Contact Information: (585) 753-1107 | robertfranklin@monroecounty.gov

Contact Name: Ms. Jennifer Cesario, Controller

Contact Information: (585) 753-1217 | jcesario@monroecounty.gov

Address: 50 West Main Street, Rochester, NY 14614

Date of Services: February 2022 - Ongoing

Avèro was contracted by Monroe County, New York to provide ERP analysis services resulting in the replacement of its existing ERP system (SAP). This multi-phased engagement included a thorough review of its existing ERP environment across Enterprise Asset Management, Finance, Human Resources, Information Security, Interface Management, Procurement, and Reporting/Analytics to ensure all the required functionalities were identified. Avèro also assisted the County with the development of an RFP for Financial & Human Resources ERP



software. Avèro is currently assisting the County with the proposal solicitation & vendor evaluation process to select an ERP vendor. Upon vendor selection, Avèro's Project Team will oversee the implementation of the new ERP system for the County.

Bid Sheet: Project Budget

Avèro Advisors proposes the following rates in the **Hourly Rate Chart** & the following project costs in the **Estimated Project Budget** in order to complete the **Budgeting Software Solutions Consulting Services** project for the Town of Truckee. Based on our past experience executing projects similar in scope & complexity to the Town of Truckee's **Budgeting Software Solutions Consulting Services** project, Avèro Advisors estimates a not-to-exceed cost of \$79,800 to complete the project, although the project budget will depend on the selected software vendor. The **Estimated Project Budget** below (subject to input from Truckee's project sponsors) includes each project phase & activity.

We are committed to working closely with the Truckee to ensure that the project does not exceed the proposed cost. If any project tasks outside the scope of the initial contract arise, they will be billed separately at the individual rates listed in the **Hourly Rate Chart**, upon prior written approval from the Town of Truckee & Avèro Advisors. Invoices for completed services will be submitted monthly by Avèro Advisors. We remain flexible in our approach and welcome any feedback for modifications that Truckee may deem necessary.

Hourly Rate Chart

Project Team Role	Hourly Rate
Project Executive	\$300
Director of Advisory Services	\$250
Senior Manager	\$225
Project Manager	\$200
Associate / Senior Consultant	\$175



Estimated Project Budget

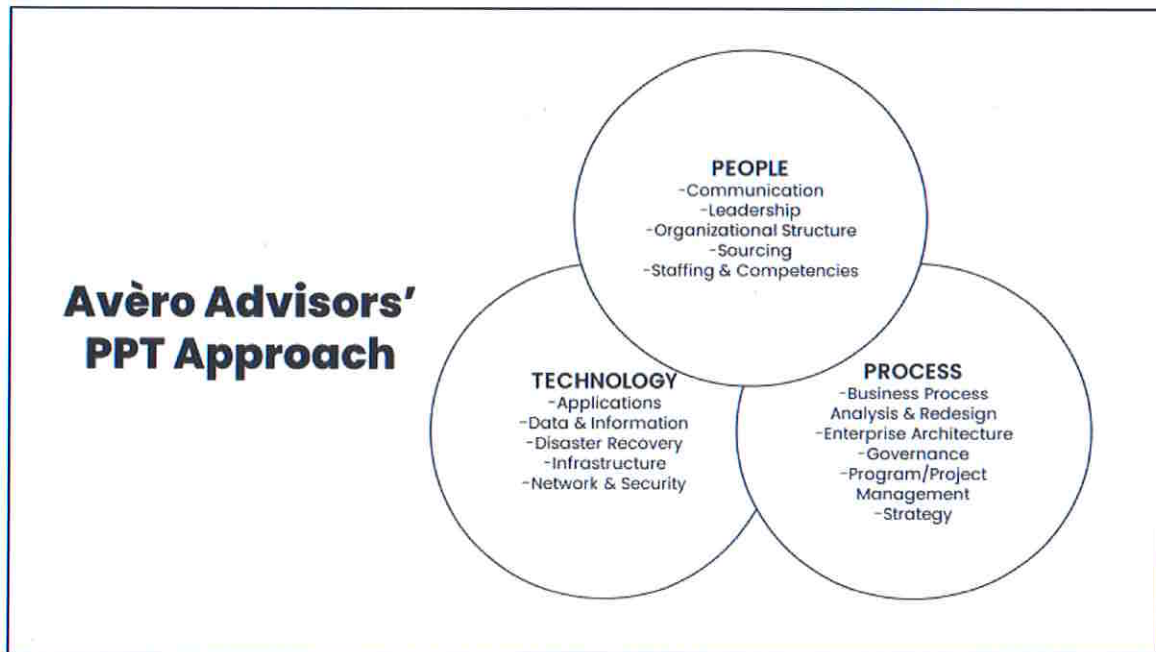
Town of Truckee Budgeting Software Solutions Consulting Services	Director of Advisory Services	Senior Manager	Project Manager	Associate / Senior Consultant	Hourly Rate Total Hours
	\$250	\$225	\$200	\$175	
	32	40	204	104	
	Hours	Hours	Hours	Hours	
Phase One: Assessment	10	10	56	34	\$21,900
Project Planning & Kick-Off	2	2	8	2	\$2,900
Current-State Discovery	2	2	12	8	\$4,750
Future-State Visioning	2	2	12	8	\$4,750
Future-State Business Process Mapping	2	2	12	8	\$4,750
Requirements Traceability Matrix	2	2	12	8	\$4,750
Phase Two: Selection	8	10	48	22	\$17,700
RFP Development	2	2	12	8	\$4,750
RFP Solicitation	2	2	12	4	\$4,050
System Demos & Reference Checks	2	2	12	8	\$4,750
Vendor Selection & Contract Negotiations	2	4	12	2	\$4,150
Phase Three: Implementation	14	20	100	48	\$36,400
Pre-Implementation Planning & Project Kick-Off	2	2	4	4	\$2,450
System Design	2	4	16	8	\$6,000
System Configuration & Integration Oversight	2	4	16	8	\$6,000
System Testing Oversight	2	4	16	8	\$6,000
End-User Training Oversight	2	2	16	8	\$5,550
Go-Live Support	2	2	16	8	\$5,550
Post Go-Live Support	2	2	16	4	\$4,850
Total Fees					\$76,000
Travel Fees (10%)					\$7,600
New Client Discount (5%)					(\$3,800)
TOTAL ESTIMATED PROJECT COST					\$ 79,800



Project Approach & Methodology

Avèro Advisors understands that the Town of Truckee desires a qualified firm to help the Town acquire a budget software system that will enhance the budget books and Annual Comprehensive Financial Report production through time savings, process efficiencies, automation, and real-time integrations with external data sources.

Our People, Process, and Technology (PPT) Approach for every IT modernization project that we execute can be summarized in the following diagrams:



Avèro Advisors' PPT Approach

Client Retention

We maintain exceptional relationships with our clients by utilizing the skills necessary to meet their specific needs. Each client reference is a testimonial to our successful track record of providing exceptional service in an efficient & cost-effective manner.

"End-to-End" Expertise

We have experience assisting clients from the very beginning of the IT modernization process to the very end. From current-state discovery to vendor selection & implementation support, our team engages our clients to determine what their specific needs are and providing services to meet those needs.

Independent & Unbiased

We do not have any affiliations with software or hardware vendors. We work on behalf of our clients as trusted advisors, which ensures that our recommendations are not biased toward any specific technology, platform, or vendor.

Industry-Specific Subject Matter Expert

We have provided IT strategic planning services, enterprise system assessment services, and project management services for over 18 years. Our extensive experience allows us to genuinely understand clients' business drivers, goals, and challenges so that we can deliver high-quality service to them.

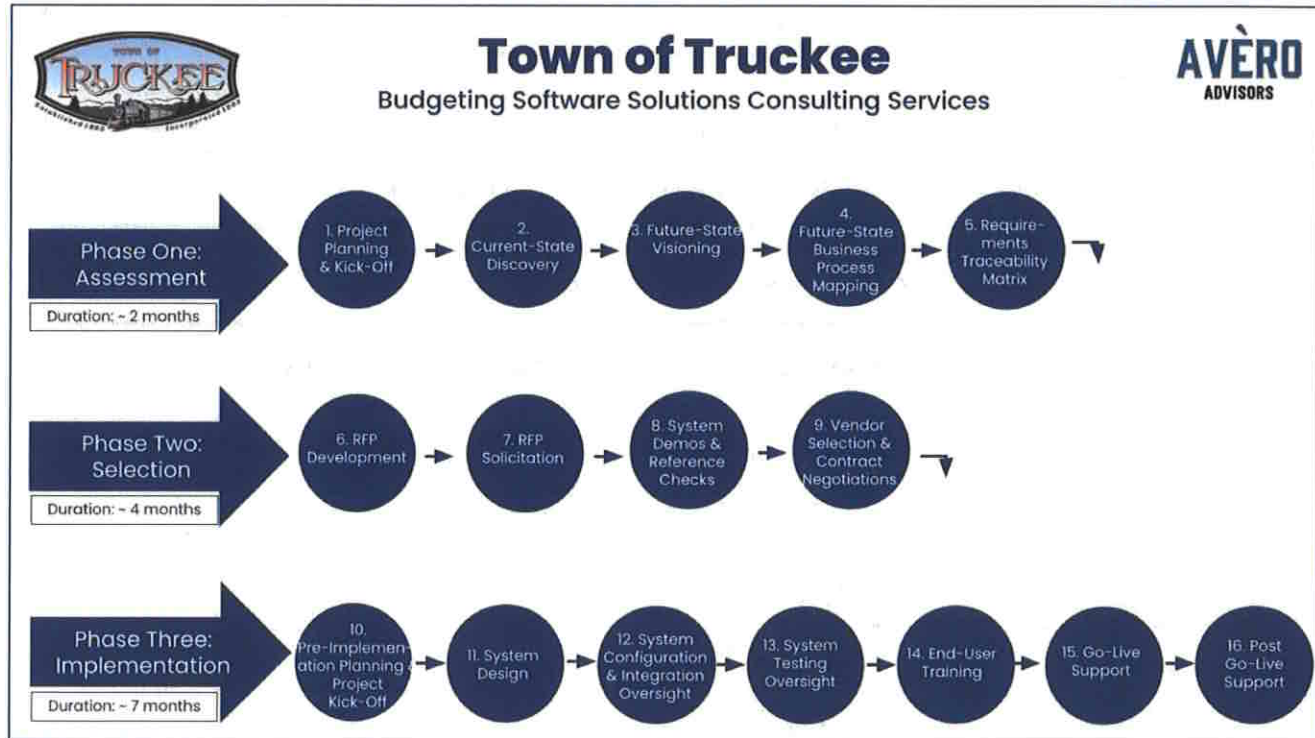
Professional Project Management

We apply industry best practices to every project we execute, including Project Management Institute standards, as well as Agile, Six Sigma, and Waterfall methodologies. Using these techniques allows our clients to see impressive results in operational efficiency, quality assurance, and quality control.



For the Town of Truckee's **Budgeting Software Solutions Consulting Services** project, Avèro Advisors will draw on our extensive industry expertise & experience to fulfill all of Truckee's project requirements. The **Proposed Project Methodology** below, which was developed exclusively for Truckee, outlines how Truckee's budget software-related needs & desires will be fulfilled, while leaving room for feedback from Truckee's project sponsors. We are dedicated to offering practical solutions that stay within Truckee's budget & timeline limitations and honor Truckee's core values.

Proposed Project Methodology



Phase One: Assessment

1. Project Planning & Kick-Off

Our team will plan for the project and hold a kick-off meeting with Truckee's project sponsors, including the Administrative Services Department, the Finance Department, and the IT Division, to assimilate project expectations. This project task will include the following:

- Introduce our Project Team for this engagement
- List Truckee stakeholders who will be involved in this engagement
 - Develop a Stakeholder Registry of all the relevant Truckee stakeholders who will have a role in the current-state discovery process & future-state visioning process
- Identify roles & responsibilities for Truckee leaders for this engagement



2. Current-State Discovery

Our team will conduct current-state discovery across all relevant Truckee departments to gain a comprehensive understanding of the current-state budget software environment. This project task will include the following:

- Collect documents that are transferred within Truckee's current-state budget software environment, including policies & procedures
- Analyze data sources, such as software systems & applications, outside spreadsheets, and information transferred in paper format within the current-state budget software environment
- Develop a Business Process Inventory so that we can track departmental processes, process owners, and statuses of the included processes
- Hold Current-State Discovery Sessions with Truckee stakeholders identified on the Stakeholder Registry to evaluate the current-state budget software environment through the perspective of staff
 - Determine how they utilize the existing budget software system to perform their job tasks
 - Understand what they believe the system's pros & cons are
 - Determine the nature of the data that the system currently holds & how staff interact with that data
 - Identify current business processes that are executed using the system, what the pros & cons of these processes are, and which of these processes are paper-based

Deliverable 5: Business Process Inventory

Sample Discovery Questionnaire – Dania Beach, FL – IT Assessment & Master Plan



Avèro Advisors has developed this **Interview Questionnaire** for the upcoming Discovery Sessions. These questions will provide Avèro with valuable insight into the way your department/division currently uses technology as a tool to support operations and how the City's IT resources provide ongoing support to end users.

During the interviews, please feel free to be candidly honest with your responses, as all responses will be aggregated and anonymized for future reporting purposes.

1. How do you feel about the current state of the department?

2. What are the current strengths of your department?

3. What do you feel are some areas for improvement in your department?

4. What are the business systems that your department currently uses?

5. How are you currently using technology as a tool to meet the strategic objectives of your department?

6. What do you feel are the current IT-related needs of your department?

7. How would you describe your experience with the services provided by your IT resources?

3. Future-State Visioning

Our team will conduct future-state visioning across all relevant Truckee departments to gain a comprehensive understanding of the ideal future-state budget software environment. This project task will include the following:

- Conduct a best practices review to understand the best practices of similar public sector organizations that have excellent operational practices in place
- Review the marketplace of budget software vendors & products to provide Truckee's project sponsors with exposure to the business process efficiencies created by modern technology
- Hold Future-State Visioning Sessions with Truckee stakeholders identified on the Stakeholder Registry to understand the ideal future-state budget software environment through the perspective of staff
 - Determine how they would like to utilize the existing budget software system to perform their job tasks
 - Understand what they believe the system's capabilities could be
 - Identify what Truckee's ideal, modernized business processes would look like in the future-state budget software environment

4. Future-State Business Process Mapping

Our team will develop BPMN diagrams based on documentation collected & stakeholder feedback gathered during future-state visioning. This project task will include the following:

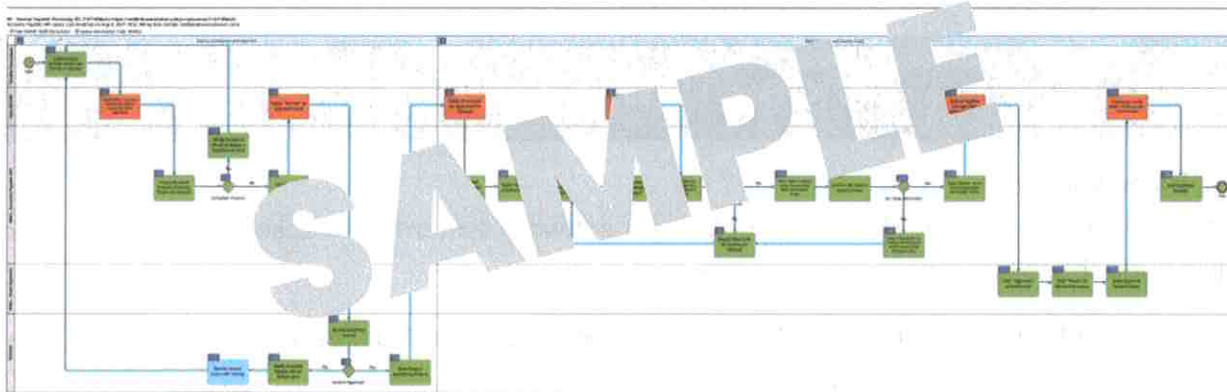
- Identify where bottlenecks, duplications, manual activities, in-house workarounds, unclear ownership responsibilities, and potential legal & compliance risks can be eliminated



- Determine the positive impact of data integration, workflow automation, and process controls offered by modernized budget software solutions
- Map daily activities to ideal business processes across Truckee's ideal future-state budget software environment
- Diagram and document future-state workflows
- Validate the Future-State Business Process Maps with Truckee's project sponsors

Deliverable 6: Future-State Business Process Maps

**Sample Future-State Business Process Map – Maricopa Association of Governments, AZ
– Project Management Services for ERP Implementation**



5. Requirements Traceability Matrix

Our team will develop a Requirements Traceability Matrix that includes the key requirements that Truckee has for a new budget software system. This project task will include the following:

- Hold Requirements Development Workshops with Truckee's relevant stakeholders to define the business requirements, functional requirements, integration requirements, and technical requirements of the future system
- Organize the requirements by module/functional area
 - Label each requirement as "critical" or "desired"
- Finalize the Requirements Traceability Matrix with the feedback & approval of Truckee's project sponsors

Deliverable 7: Requirements Traceability Matrix

**Sample Requirements Traceability Matrix – Valley Regional Transit, ID – ERP System
Consulting Services**



Budget				
No.	Description of Capability	Criticality	Response	Comments
General Requirements				
1	The system has the ability for the Budgeting module to use the same chart of accounts as the rest of the system.	Critical		
2	The system has the ability to generate a budget for emergency.	Critical		
3	The system has the ability to monitor line-item overages and require budget adjustments before additional purchases can be made at any level of the Authority's chart of accounts.	Critical		
4	The system has the ability to provide budgetary control at the department level to control based on Authority-defined criteria.	Critical		
5	The system has the ability to provide real-time updates (e.g., does not require a batch process) for budget generation.	Critical		
6	The system has the ability to "roll" the budget back five years (e.g., budget year, fiscal year, etc.)	Critical		
7	The system has the ability to set up and maintain a list of Budgetary Control Objects (BCOs).	Critical		
8	The system has the ability to support the detailed expenditures, multi-funding sources, multi-year, and matching functions.	Critical		
Account Management				
9	The system has the ability to move a department or division within the same fund and the historical data moves with it for both budget and general ledger.	Critical		
10	The system has the ability to deactivate a group of accounts (such as line items/object codes) as a group and later be able to reactivate as a group.	Critical		
Budget Request Forms				
11	The system has the ability to add attachments at the detail level of the budget, including but not limited to:			
11.01	MS Word;	Critical		
11.02	MS Excel;	Critical		
11.03	Adobe PDF; and	Critical		
11.04	Other, user-defined.	Critical		

Phase Two: Selection

6. RFP Development

Our team will develop an RFP for a new budget software system for Truckee. This project task will include the following:

- Identify critical staff across Truckee's departments to be on Truckee's Selection Committee
- Develop a draft RFP document
- Define a set of evaluation criteria that meets the requirements outlined in the pending RFP
- Hold a review of the RFP document & evaluation criteria with the Selection Committee
 - Revise the RFP document & evaluation criteria (as needed) based on feedback gained during the review
- Hold a final review of the RFP document & evaluation criteria with the Selection Committee for finalization & approval
- Collaborate with Truckee's procurement agent to release the RFP

Deliverable 8: RFP

Sample RFP – Valley Regional Transit, ID – ERP System Consulting Services



valleyregionaltransit

700 NE 2nd Street, Suite 100 • Meridian, Idaho 83642

RFP Number	RFP 2023-04-10
RFP Title ("Project")	ERP Software Procurement & Implementation Services
Item Description	Valley Regional Transit (VRT) is seeking proposals from qualified and experienced solution providers for the procurement and implementation of a suite of integrated software solutions. The suite includes Financial Management, Human Capital Management, Enterprise Asset Management. The Statement of Work is more fully detailed in Exhibit A of RFP 2023-04-10.
Term	The successful vendor shall provide the one-time professional consulting services as described herein for a term of no longer than two (2) years, total for all procured systems, commencing on approximately April 10, 2023 and expiring on April 9, 2025.
Deadline for Submittal	Proposals Due: January 13, 2023, 4:00 p.m. Mountain Standard Time (MST)

7. RFP Solicitation

Our team will coordinate with Truckee's Selection Committee to solicit proposals from budget software vendors. This project task will include the following:

- Coordinate any pre-proposal conference meetings, Q&A sessions, and/or site visits that are needed during the RFP solicitation
- Review all questions received from vendors and coordinate with the Selection Committee to develop draft responses
- Develop addenda (if needed) and share/publish appropriately
- Assist the Selection Committee with analyzing all proposals received in response to the RFP
- Develop a Vendor Requirements Evaluation Summary that captures the capabilities of each vendor that responded to the RFP
 - Include each vendor's score based on its ability to meet Truckee's documented requirements and follow the instructions provided in the RFP, as well as costs related to licensing, implementation, traveling, training, support, and maintenance
- Develop a Vendor Shortlist with the top three to five vendors

Deliverable 9: Vendor Requirements Evaluation Summary

Deliverable 10: Vendor Shortlist

Sample Vendor Evaluation Summary – City of Maryville, TN – IT Assessment & Strategic Plan, Business Process Mapping, and ERP Advisory Services



	Business	Utility	Fleet	Land
Vendor 1	2010		602	
Vendor 2	2536			1201
Vendor 3		821		
Vendor 4				

	UTILITY		FLEET		LAND	
Proposal	VENDOR 2	VENDOR 3	VENDOR 4	VENDOR 1	VENDOR 2	VENDOR 1
Requirements	2290	1788		75	95	90
Reference Calls	85	83		441	1003	746
System Demos	66	54		75	85	85
TOTAL	2536	2010		11	18	12
Price				602	1201	933

8. System Demos & Reference Checks

Our team will oversee the interview & demonstration process, as well as the reference checking process, to assist Truckee's Selection Committee with vendor selection. This project task will include the following:

- Facilitate system demos for all the vendors on the Vendor Shortlist
 - Supply Demo Scripts to the vendors & Scorecards to the Selection Committee prior to the demos
 - Schedule the demos
 - Sit in on demos to ensure the Selection Committee understands each system's functionalities, as well as each vendor's work ethic & culture
- Facilitate reference checks for all the vendors on the Vendor Shortlist
 - Schedule calls with vendors' budget software system clients
 - Follow up with references (as needed) to help the Selection Committee gain further insight into the budget software system implementation process

Deliverable 11: Demo Scripts & Scorecards

9. Vendor Selection & Contract Negotiations

Our team will facilitate the vendor selection & contract negotiations process with Truckee. This project task will include the following:

- Meet with Truckee's Selection Committee once all system demos & reference checks are finished
- Provide our professional recommendation for the vendor that we believe will fulfill Truckee's requirements and ultimately be the best fit for the Truckee
- Obtain official approval on vendor selection once the Selection Committee has agreed on a vendor
- Assist with the presentation for the selection & award of the chosen vendor



- Review the contract language, Statement of Work, and final pricing provided by the selected vendor
 - Request modifications (as needed) based on feedback from Truckee
 - Ensure Truckee & vendor review and validate the final agreement document

Phase Three: Implementation

Throughout the **Budgeting Software Solutions Consulting Services** endeavor, our Project Team will keep the selected vendor accountable by (1) regularly meeting with the vendor to communicate expectations related to the project budget, timeline, and milestones (2) keeping track of the vendor's documentation regarding system configuration, integration, testing, maintenance, and support and (3) embedding a set of quality assurance/quality control processes to ensure the vendor's project deliverables meet Town of Truckee's established requirements.

Additionally, our Project Team will monitor the vendor's compliance with the negotiated contract and seek to resolve any issues with the vendor's performance. As needed, we will suggest customizations to the project and review any project customizations suggested by the Town of Truckee or the vendor. We will also maintain a Risk Register to track all potential risks to the project & the resolution of these risks.

10. Pre-Implementation Planning & Project Kick-Off

Our team will meet with the selected vendor to prepare for the budget software system implementation. This project task will include the following:

- Develop an Implementation Plan, which will outline each phase of the implementation, including anticipated costs & timeframes, anticipated staff resources that will be needed, and recommendations for how staff members can balance their current workloads with the workload demands related to the implementation
- Develop a Communications Plan, which will include the type of communication, the group who will be communicated with, the purpose of the communication, the frequency of the communication, and the method of communication
- Develop a Change Management Plan, which will prepare Truckee staff who will be using the new software for the changes ahead, set appropriate expectations for these users, and describe how we will manage any resistance identified from these users
- Hold a kick-off meeting with Truckee's project sponsors & the selected vendor to facilitate introductions, assimilate project expectations, answer questions, and present the Implementation Plan, Communications Plan, and Change Management Plan

Deliverable 12: Implementation Plan



Deliverable 13: Communications Plan

Deliverable 14: Change Management Plan

11. System Design

The design phase of the implementation is a critical stage where the project team, in collaboration with stakeholders and end-users, maps out how the new system will function and integrate within the existing business processes. During this phase, detailed requirements gathered from the discovery or analysis phase are transformed into specific system configurations, customizations, and workflows. This involves identifying any gaps between the default functionality of the budget software and the Town's unique needs, and then determining how to bridge those gaps – whether through customization, configuration, or process modification. The design phase culminates in a blueprint or model of how the budget software system will operate post-implementation, ensuring that it aligns with the organization's strategic objectives and operational demands. Proper execution of this phase is vital to avoid costly changes and rework during later stages of the project.

12. System Configuration & Integration Oversight

Our team will coordinate with Truckee & the selected vendor to ensure the success of system configuration & integration. This project task will include the following:

- Ensure that all data, controls & permissions, and workflows are properly configured across all the modules within the new budget software system
- Ensure that all required software systems are properly integrated with the new budget software system
- Support Truckee's project team throughout the system configuration & integration process

13. System Testing Oversight

Our team will work with Truckee & the selected vendor to ensure the success of system testing. This project task will include the following:

- Oversee system testing
 - Conduct initial testing on the system's operability & effectiveness
 - Conduct "stress testing" to determine the system's robustness and observe how the system responds to errors
 - Ensure that the required system functionalities across all modules are operable & that automated workflows are functioning correctly
 - Document any system requirements that are not executable by our testing team and report them to the vendor for required system maintenance before User Acceptance Testing with Truckee staff begins
- Oversee User Acceptance Testing



- Choose a group of stakeholders for User Acceptance Testing across Truckee's departments to test all system requirements across all modules in accordance with Truckee's contract with the vendor
- Provide System Test Scripts to Truckee's testing team with instructions showing what will be performed on the system to ensure that it functions as promised
- Monitor the user experience regarding system functionalities, system navigation, and automated workflows
- Document any system requirements that are not executable by Truckee's testing team and report them to the vendor for required system maintenance before End-User Training with Truckee staff begins

Deliverable 15: System Test Scripts

14. End-User Training

Our team will coordinate with Truckee & the selected vendor to ensure the success of End-User Training. This project task will include the following:

- Provide Quick Reference Guides to Truckee's end-user community that include clear, brief instructions for how to use various aspects of the new budget software system – with the goal of introducing tasks to the end-users who will execute them
- Provide Standard Operating Procedures to Truckee's end-user community that include detailed step-by-step instructions for how to use various aspects of the new budget software system – with the goal of enabling end-users to execute their tasks uniformly & efficiently
- Assist with providing interactive End-User Training to Truckee's end-user community that best meets their training needs
- Ensure that end-users receive appropriate levels of training, depending on how much they will use the system
- Schedule subsequent training sessions (as needed) for any end-users who desire them

Deliverable 16: Quick Reference Guides

Deliverable 17: Standard Operating Procedures

15. Go-Live Support

Our team will coordinate with Truckee & the selected vendor to provide onsite support during the Go-Live event for each module of the new budget software system. By project managing Go-Live, we will serve as the support liaison between Truckee & the vendor. We will document any issues that Truckee staff experience, including any issues related to system functionality,



navigation, workflow execution, or integration, and subsequently manage the resolution of all documented issues with the vendor.

16. Post-Go-Live Support

Our team will coordinate with Truckee & the selected vendor to provide virtual support during the Post Go-Live period. By project managing Post Go-Live, we will continue to act as a support liaison between Truckee & the vendor. For a period of time following the Go-Live event, we will continue to document any issues that Truckee staff experience, including any issues related to system functionality, navigation, workflow execution, or integration, and subsequently manage the resolution of all documented issues with the vendor. Furthermore, we will authorize system acceptance for the project closeout and oversee the knowledge transfer of all final project notes & deliverables to Truckee. In this last phase of the project, Avèro staff will provide a post-implementation assessment and recommendations for future initiatives and changes.



Project Timeline

Based on our past experience executing projects similar in scope & complexity to Town of Truckee's **Budgeting Software Solutions Consulting Services** project, Avèro Advisors estimates a timeline of ~13 months in **Estimated Project Timeline** for the project's duration, although the project timeline will also depend on the selected budget software vendor. The **Estimated Project Timeline** below (subject to input from the Truckee's project sponsors) includes each project phase & activity. We are committed to working closely with Truckee to ensure that the project does not exceed the proposed timeline.

Estimated Project Timeline

Town of Truckee	Duration	Start	Finish	Q4				Q1			Q2			Q3				
				ep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
Budgeting Software Solutions Consulting Services	281d	09/28/23	10/24/24															
Phase One: Assessment	36d	09/28/23	11/16/23															
Project Planning & Kick-Off	1d	09/28/23	09/28/23															
Current-State Discovery	5d	09/29/23	10/05/23															
Future-State Visioning	10d	10/06/23	10/19/23															
Future-State Business Process Mapping	10d	10/06/23	10/19/23															
Requirements Traceability Matrix	20d	10/20/23	11/16/23															
Phase Two: Selection	90d	11/17/23	03/21/24															
RFP Development	15d	11/17/23	12/07/23															
RFP Solicitation	35d	12/08/23	01/25/24															
System Demos & Reference Checks	20d	01/26/24	02/22/24															
Vendor Selection & Contract Negotiations	20d	02/23/24	03/21/24															
Phase Three: Implementation	155d	03/22/24	10/24/24															
Pre-Implementation Planning & Project Kick-Off	5d	03/22/24	03/28/24															
System Design	15d	03/29/24	04/18/24															
System Configuration & Integration Oversight	40d	04/19/24	06/13/24															
System Testing Oversight	40d	06/14/24	08/08/24															
End-User Training	20d	08/09/24	09/05/24															
Go-Live Support	20d	09/06/24	10/03/24															
Post Go-Live Support	15d	10/04/24	10/24/24															

