

PROFESSIONAL SERVICES AGREEMENT

This Professional Services Agreement (the “Agreement”) is made and entered into this 15th day of February, 2024, by and between The County of Lake in the State of California (“Client”) and Avero, LLC d/b/a Avero Advisors, a Tennessee limited liability company (“Service Provider”).

WITNESSETH:

WHEREAS, Client desires to engage Service Provider to provide information technology services as more fully described below; and

WHEREAS, Service Provider agrees to perform such information technology services for Client subject to the terms and conditions contained in this Agreement.

NOW, THEREFORE, for good and valuable consideration, the receipt of which is hereby acknowledged, Client and Service Provider agree as follows:

1. Services to be Provided. The Purchasing Department for Client issued a Request for Proposals (a portion of which is attached hereto as Exhibit A) in order to select a professional ERP Consulting services firm to perform IT strategy, business process improvement, program and project management, consulting, system implementation, and other related services for Client. Service Provider shall provide Client with the services set forth in the Scope of Work attached hereto as Exhibit B (collectively, the “Services”) during the term of this Agreement. The timeline for completion of the Services shall be as determined by the parties on a project-by-project basis.
2. Term. Term. The duration of this Agreement shall extend from March 1, 2024, to March 1, 2027, covering a total period of three (3) years. Following the conclusion of this initial term, the Agreement will not automatically renew. Any extension beyond the original term requires a new agreement, mutually agreed upon by both parties, and must be executed in writing. The terms and conditions of any such renewal or extension shall be consistent with those outlined in this original Agreement unless otherwise modified through mutual consent.
3. Cost of Services. Cost of Services and Agreement Term. The services provided under this Agreement shall be for a term of three (3) years, without automatic renewal. Any extension or renewal of this Agreement beyond the initial term shall require a mutual written agreement between the parties. Amendments to this Agreement, including adjustments to the scope of services, are permissible provided they are agreed upon in writing by both parties.
4. Fees for Services. Service Provider will provide an invoice to Client for the Services no less than monthly. Client agrees to pay all invoices in full within thirty (30) days of the date of the invoice. In the event Client fails to pay any invoice in full within thirty (30) days of the date of the invoice, Service Provider shall charge Client a late fee equal to ten percent (10%) of the outstanding balance of the invoice.
5. Expenses. Client agrees to reimburse Service Provider for all expenses incurred by Service Provider in connection with providing the Services (collectively, the “Expenses”) so long as Client

has approved such Expenses prior to Service Provider incurring them. Client will include the Expenses on its monthly invoices as the Expenses are incurred and said invoices shall be payable upon the same terms and conditions as set forth in Section 4 of this Agreement.

6. Independent Entity. Service Provider is an independent entity that operates an information technology business. It is understood and agreed between the parties hereto that Client shall own no interest in the business of Service Provider and that nothing contained in this Agreement shall be construed as creating a partnership or joint venture of or between Service Provider and Client. Service Provider shall have no authority to create, bind, or assume any obligation on behalf of Client or hold itself out as having such authority without the prior written consent of Client. Client does not retain and shall not have the right to exercise any control over the operation of the business conducted by Service Provider. Notwithstanding the foregoing, during the performance of the Services, Service Provider may identify itself to third parties as a consultant or service provider of Client.

7. Confidentiality. All proprietary information, including, but not limited to, the pricing of the product supplied and services offered, technical and non-technical data, equipment, products and software (in object and source code formats), designs, computer programs, code, lists of actual or potential customers, knowledge of the buying habits and/or needs of particular customers, business plans, marketing plans, business strategy, promotional methods, sale systems, passwords, pricing information, business or financial data, specialized training or education, trade secrets, copyrights and other intellectual property, and any and all other proprietary records, information, and materials (collectively "Confidential Information") belonging either to Client or Service Provider is and will remain the property of the providing party. Neither party shall disclose or disseminate the Confidential Information belonging to the other party to any other person or entity without the express written consent of the non-disclosing party. Notwithstanding the foregoing, Each party shall treat the Confidential Information with the same degree of care as it treats its own proprietary information, but in no event with less than a reasonable degree of care. Service Provider and Client agree to destroy all Confidential Information (whether in hard copy or electronic format) of the other party upon termination of this Agreement, unless given written approval otherwise. If either party is notified by a governmental authority or by order of a court of competent jurisdiction that it is required to disclose any Confidential Information, it shall promptly provide written notice thereof to the other party in order to permit that party an opportunity to seek an injunction against such disclosure or seek any other applicable legal remedy to block disclosure. "Confidential Information" shall not include any information which: (a) at the time of disclosure or thereafter is generally available to and known by the public (other than as a result of a disclosure directly or indirectly by recipient in violation of this Agreement); (b) was available to recipient on a non-confidential basis from a source other than one of the Parties hereto, provided that, to the knowledge of the recipient, such source is not and was not under an obligation to keep the information confidential; (c) information that was in recipient's possession prior to the date of disclosure of the Confidential Information in question; or (d) has been independently acquired or developed by recipient without violating any obligations under this Agreement.

8. Authorization. Each of Service Provider and Client hereby represent, warrant, and covenant that it has full power and authority to enter into this Agreement and that the execution and performance of this Agreement will not breach or constitute a default of any of its

organizational documents or any other agreement or contract to which Service Provider or Client is a party or by which Service Provider or Client is bound.

9. Default.

a. Client. Any one or more of the following shall constitute a default by Client under this Agreement:

- i. Failure to pay all or any part of the fees for Services when due pursuant to Section 4;
- ii. Failure to pay all or any part of the Expenses when due pursuant to Section 5; and/or
- iii. Failure to do, observe, keep, and perform any of the terms, covenants, conditions, agreements, and provisions contained in this Agreement on the part of Client to be done, observed, kept, and performed.

b. Service Provider. Failure to do, observe, keep, and perform any of the terms, covenants, conditions, agreements, and provisions contained in this Agreement on the part of Service Provider to be done, observed, kept, and performed shall constitute a default by Service Provider under this Agreement.

10. Termination. Either Client or Service Provider may terminate the services of Service Provider under this Agreement, for any or no reason, upon ninety (90) days written notice to the other; provided, however, that Service Provider shall have the option to terminate this Agreement within ten (10) days of sending written notice to Client in the event of a default by Client (as defined in Section 9 above). Upon any termination of this Agreement, Service Provider shall be entitled to all fees for Services performed or reimbursement for any Expenses incurred each prior to the effective termination date.

11. Notices. All notices, requests, demands, or other communications shall be sent to the address and person or entity set forth below and shall be in writing and shall be deemed to have been delivered (a) on the same day if by personal delivery, (b) three (3) business days after it is mailed via certified mail, return receipt requested, postage prepaid to the address set forth below or the last known address of the recipient, or (c) when sent if sent by electronic mail regardless of whether the message is actually received by the intended recipient.

Service Provider:

Avero, LLC d/b/a Avero Advisors
Attn: Abhijit Verekar
512 W. Broadway Ave.
Maryville, TN 37801
Email: av@averoadvisers.com

Client:

County of Lake, CA
Attn: Jenavive Herrington
255 North Forbes Street
Lakeport, CA 95453
Email:Jenavive.Herrington@lakecountyca.gov

12. Limitation of Liability. Service Provider's liability to Client for any losses or damages, whether direct or indirect, arising out of this Agreement for any cause whatsoever, is limited to actual damages not to exceed the total fees paid to Service Provider hereunder. Under no circumstances shall Service Provider be responsible for special, speculative, remote, punitive, or consequential damages, including, without limitation, loss of profits, idle time, labor, loss of business, or inability to perform.

13. Indemnification. To the extent permitted by law, Client hereby releases, indemnifies, waives, and agrees to defend, save, indemnify, and hold Service Provider harmless in whole or in part from and against any and all liabilities of any nature, including, but not limited to, claims, charges, losses, damages, expenses (including reasonable attorney's fees and costs), actions, or lawsuits of any kind or nature brought by any third party against Service Provider with respect to the Services.

14. Force Majeure. Service Provider shall be absolved from its obligations under the terms of this Agreement in the event Service Provider is unable to perform because of war, invasion, act of foreign enemies, hostilities (regardless of whether war is declared), civil war, civil commotion, rebellion, revolution, insurrection, military or usurped power or confiscation, terrorist activities, nationalization, government sanction, restriction, blockage, embargo, strike, riot, labor dispute, lockout or interruption, failure of electricity or telephone service, lack of any supply, Acts of God (including, without limitation, fire, flood, earthquake, storm, hurricane, or other natural disaster), or any other causes beyond the control of Service Provider.

15. Non-assignability. This Agreement is personal in nature and the parties hereto shall not assign or transfer this Agreement, or any rights or obligations hereunder.

16. Governing Law; Venue and Jurisdiction. Any contract awarded or agreement entered into shall be governed and interpreted pursuant to the laws of the State of California without regard to conflict of law principles. Such contract shall govern the construction, interpretation, and performance of any such contract or agreement. Further, any and all legal proceedings or litigation arising out of or in conjunction with any such contract or agreement reached shall have venue lie in The County of Lake, California, and any such legal proceeding shall be brought in The County of Lake, California. The Parties agree to the jurisdiction of The County of Lake, California, courts.

17. Waiver. The waiver of any party hereto of a breach of any of the provisions of this Agreement shall not operate or be construed as a waiver of any subsequent breach by any party.

18. Entire Agreement; Amendment. This Agreement constitutes the full and entire understanding and agreement among the parties with regard to the subjects hereof and thereof and

supersedes all prior agreements and understandings relating thereto. Neither this Agreement nor any term hereof may be amended, waived, discharged, or terminated other than by a written instrument signed by the party against whom enforcement of any such amendment, waiver, discharge, or termination is sought.

19. Severability. Client and Service Provider intend that every term and provision of this Agreement shall be valid and enforceable to the fullest extent permitted by law. If any term or provision of this Agreement be finally determined by a court of competent jurisdiction to be void, invalid, unenforceable, or contrary to law, public policy, or equity for any reason, the offending term or provision shall be modified and limited (or if strictly necessary, deleted) only to the extent required to conform to the requirements of law, and the remainder of this Agreement shall not be affected thereby but rather shall be enforced to the greatest extent permitted by law.

20. Construction. Each party has cooperated in the drafting and preparation of this Agreement and therefore the Agreement shall not be construed against either party as its drafter.

21. Enforceability. This Agreement constitutes the legal, valid, and binding obligations of the parties enforceable against the parties in accordance with its respective terms.

22. Cooperative Procurement. To the maximum extent permissible by applicable law, we agree that this Agreement may be used as a cooperative procurement vehicle by eligible jurisdictions. We reserve the right to negotiate and customize the terms and conditions set forth herein, including but not limited to pricing, to the scope and circumstances of that cooperative procurement.

23. Counterparts. This Agreement may be executed in any number of counterparts, each of which may be executed by only one party, which shall be enforceable against the parties actually executing such counterparts, and all of which together shall constitute one instrument.

24. Headings. The headings contained in this Agreement are for convenience of reference only and shall not affect the meaning or interpretation of this Agreement.

25. Pronouns. All references to the singular shall include the plural and all references to gender shall include the masculine, feminine, as well as the neuter, and vice versa, as the context requires.

26. Attorney Fees. In connection with any litigation, including appellate proceedings, arising under this Agreement or any related agreement contemplated herein, the prevailing party or parties in such litigation shall be entitled to recover reasonable attorney fees and other legal costs and expenses from the non-prevailing party or parties.

27. Time. Time is of the essence with respect to each and every obligation contained herein.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date first above written.

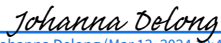
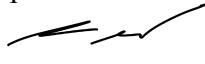
Client: County of Lake in the State of California By:  Bruno Sabatier Its: Board Chair By:  Johanna Delong Susan Parker Its: Clerk of the Board By:  Jenavive Herrington Its: Department By:  Lloyd Guintivano Its: County Counsel	Service Provider: Avero, LLC d/b/a Avero Advisors By:  Abhijit Verekar Its: President
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EXHIBIT A

Request for Qualifications

(See attached)

EXHIBIT B

Scope of Work

(See attached)



Project Approach & Methodology

Avèro Advisors understands that Lake County desires a qualified firm to conduct an ERP needs assessment, develop a Request for Proposal (RFP), and assist with ERP selection, and participate in the implementation phase by offering project management services.

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



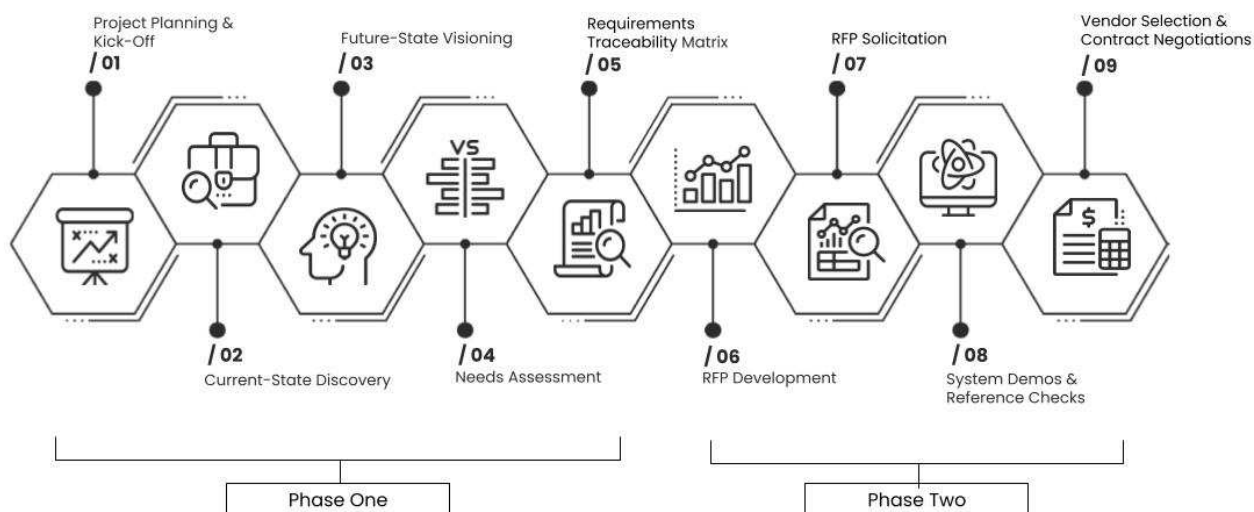


For Lake County's **New ERP Planning – Needs Assessment** project, Avèro Advisors will draw on our extensive industry expertise & experience to fulfill all of the County's project requirements. The **Proposed Project Methodology** below, which was developed exclusively for the County, outlines how the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

Proposed Project Methodology

Methodology

Phase I: ERP Needs Assessment of the County
Phase II: RFP Development Assistance & Selection Assistance



Phase I: ERP Needs Assessment of the County

1. Project Planning & Kick-Off

Our team will plan for the project and hold a kick-off meeting with the County's project sponsors, including the Finance, Treasury, Commissioner of Revenue, Human Resources, IT, Police, Fire, Community Development, Social Services, and Parks and Recreation departments, to assimilate project expectations. This project task will include the following:

- Introduce our Project Team for this engagement
- List County stakeholders who will be involved in this engagement



- Develop a Stakeholder Registry of all the relevant County stakeholders who will have a role in the current-state discovery process & future-state visioning process
- Identify roles, responsibilities, and anticipated resource commitments for County leaders for this engagement
- Present a detailed Project Work Plan, including project tasks, goals, timeframes, deliverables, and milestones, and finalize it with feedback & approval of the County
- Discuss the contents of the weekly Project Status Reports that will be provided to the County's project sponsors
- Determine a meeting time for the weekly Project Update Meetings that will cover the details of the Project Status Reports and be held with the County's project sponsors
- Answer any questions from meeting attendees

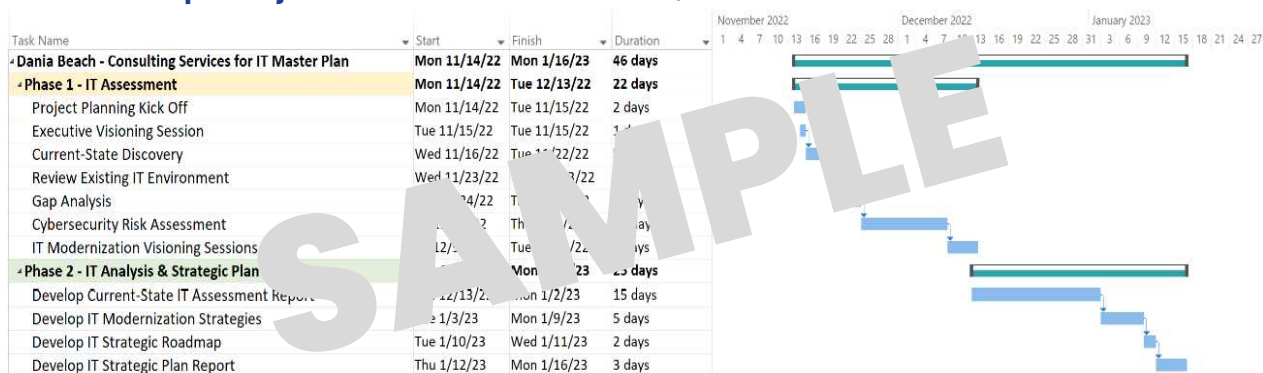
Deliverable 1: Stakeholder Registry

Deliverable 2: Project Work Plan

Deliverable 3: Project Status Reports (Provided Throughout Project)

Deliverable 4: Project Update Meetings (Provided Throughout Project)

Sample Project Work Plan – Dania Beach, FL – IT Assessment & Master Plan





Sample Project Status Report – Monroe County, NY – ERP Analysis Services

PROJECT STATUS REPORT	
Produced by Avero Advisors	
Project Name: ERP Analysis Project	
Reporting Period: 10/10 - 10/21	
Current Reporting Period October 10 - 14	Upcoming Reporting Period October 17 - 21
Completed Activities	Project Activities
Active Items: Requirements Traceability Matrix -- COMPLETE > RFP Development - >> RFP Draft -- IN PROGRESS >>> Avera met with Procurement to discuss RTM Files & Presentation >>> Additional resources for Kim & Registration Link Set Up > Proposed RFP Schedule - >> Oct 17 - RFP Advertisement by Monroe Procurement >> Oct 21 - RFP Release by Monroe Procurement >> Nov 3 - Pre-Bid Meeting with Potential Vendors by Monroe Procurement >> Nov 14 - Questions Due by Potential Vendors >> Nov 30 - Addendum Due by Avera & Monroe Procurement >> Dec 16 - Final Bids Due by Potential Vendors > Vendor Selection Analysis - >> Document Set Up - Drafted > Demo Scripts - >> To begin drafting in near future	Active Items: Requirements Traceability Matrix -- COMPLETE > RFP Development - >> RFP Draft -- IN PROGRESS >>> Additional resources for Kim & Registration Link Set Up >>> Final Drafting > Proposed RFP Schedule - >> Oct 17 - RFP Advertisement by Monroe Procurement >> Oct 21 - RFP Release by Monroe Procurement >> Nov 3 - Pre-Bid Meeting with Potential Vendors by Monroe Procurement >> Nov 14 - Questions Due by Potential Vendors >> Nov 30 - Addendum Due by Avera & Monroe Procurement >> Dec 16 - Final Bids Due by Potential Vendors > Vendor Selection Analysis - >> Document Set Up - Drafted > Demo Scripts - >> To begin drafting in near future
Risks	Budget
Red = Immediate Risk Yellow = Moderate Risk Vendors Reaching Out to Engage with Monroe <i>To push communication to Avera</i> Finalization of RFP Document & Draft Approval	ERP Analysis Project Budget: \$250,000 Actual: \$208,794 Remaining Budget: \$41,206

2. Current-State Discovery

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

- Collect documents that are transferred within the County's current-state ERP environment, including policies & procedures
- Analyze data sources, such as software systems & applications, outside spreadsheets, and information transferred in paper format within the current-state ERP 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 County stakeholders identified on the Stakeholder Registry to evaluate the current-state ERP environment through the perspective of staff
 - Determine how they utilize the existing ERP 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 – Altus, OK – ERP Needs Assessment

Avèro Advisors has developed this **Interview Questionnaire** in preparation for the upcoming Discovery Sessions. These questions will provide Avèro with valuable insight as to how your department/division currently uses the Enterprise Resource Planning system as a tool to support operations.

During the interviews, please feel free to share candidly, based upon your experience, as all responses will be aggregated anonymously during our forthcoming analysis of how **Tyler Incode** supports your department's operations.

1. What are the primary functions of your department?
2. What are the business systems that are currently in use by your department?
3. How are you using these systems to meet the primary objectives of your department? (Reporting, form processing, etc.)
4. Are there any processes that are managed outside of the ERP system then manually entered into the system?
5. What does the system do well?
6. What areas could the system be improved?
7. Are there any critical processes that the system cannot support?
8. Are there any customizations or workflows that are difficult to manage?

3. Future-State Visioning

Our team will conduct future-state visioning across all relevant County departments to gain a comprehensive understanding of the ideal future-state ERP 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 ERP vendors & products to provide the County's project sponsors with exposure to the business process efficiencies created by modern technology
- Hold Future-State Visioning Sessions with County stakeholders identified on the Stakeholder Registry to understand the ideal future-state ERP environment through the perspective of staff
 - Determine how staff would like to utilize the existing ERP system to perform their job tasks
 - Understand what staff believe the system's capabilities could be
 - Identify what the County's ideal, modernized business processes would look like in the future-state ERP environment

4. Needs Assessment

Our team will develop a thorough Needs Assessment that details the ERP-related needs & desires of the County. This project task will include the following:



- Document strengths, weaknesses, opportunities, and threats impacting critical business operations (i.e., a SWOT analysis)
- Document what the current-state ERP environment looks like, what the ideal future-state ERP environment looks like, and what the gaps between them are (i.e., a Gap Analysis)
- Include any "wish list" functionalities desired in the future system
- Make recommendations regarding modernization opportunities that will address the challenges present in the County's current-state ERP environment, including compiling a list of potentially suitable ERP solutions
- Finalize the Needs Assessment with the feedback & approval of the County's project sponsors

Deliverable 6: Needs Assessment

Sample ERP Needs Assessment – Valley Regional Transit, ID – ERP System Consulting Services

Finance

Current State

- Many financial processes, such as creating a requisition, involve duplicate data entry where users are asked to enter the same information in multiple fields. When referencing information inside the existing system, users typically need to know which submenu to look for or figure out a hotkey to access the data they need. There is no dashboard view of relevant information for quick reference. To edit information that has already been saved to an item, staff have developed a time-consuming workaround to modify that information. Users are unable to export information in a meaningful format. Currently, there are limited reporting capabilities inside of the system. Lastly, new users do not receive adequate training and are expected to learn the existing system independently, with a lack of documentation.

Future Vision

- The new Financial Management system should have the ability to allow users to enter data into its respective field and carry through the application. Ideally, users should be able to edit certain fields to keep the most current information on specific items. Relevant information should be shown on a summary page for that item. Two features to consider are robust reporting capabilities that will allow a standard reports and a custom report. Training materials should be available after initial training. Once implemented, users should also be able to reference a knowledge base or help center including Frequently Asked Questions.

Gap Analysis

- Duplicate data entry results in the inefficient use of staff time and exposes functional areas to risk of error through manual data entry. The gap in training availability has resulted in staff not utilizing the existing software to its full potential. Lack of data usability has led to staff managing customized spreadsheets outside of the system to reference information. The limitation on reporting capabilities has also resulted in staff exporting the data into a spreadsheet to create reports to meet business and compliance needs.

Wish List Functionality

- Electronic Content Management that will enable staff to attach PDF documents directly to an invoice. Additionally, a vendor portal which will enable vendors to digitally upload invoices directly into the system. Credit card processing that integrates with Wells Fargo, Stripe, and Square Point of Sale.

5. Requirements Traceability Matrix

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



- Hold Requirements Development Workshops with the County'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"
- Develop an estimate for costs associated with a fitting ERP system
- Finalize the Requirements Traceability Matrix with the feedback & approval of the County'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 spending based on Authority-defined criteria.	Critical		
5	The system has the ability to provide real-time updates (e.g., does not require batch processing to update) of budget generation.	Critical		
6	The system has the ability to "roll" the budget through at least five process levels (e.g., County, Board review, Finance Manager, Executive Director, Budget Manager, etc.).	Critical		
7	The system has the ability to set up and modify a mailing list of Budget receivers.	Critical		
8	The system has the ability to support the submission of a detailed budget that includes detailed expenditures, multi-funding sources, and annual budget, and historical data.	Critical		
9	The system has the ability to move a department to a new division with the historical and current data.	Critical		
10	The system has the ability to deactivate a group (such as a group of objects) 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 to all 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 II: Request for Proposal (RFP) Development Assistance and Selection Assistance

6. RFP Development

Our team will develop an RFP for a new ERP system for the County. This project task will include the following:

- Identify critical staff across the County's departments to be on the County'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 the County's procurement agent to release the RFP

Deliverable 8: RFP

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

 valleyregionaltransit 700 NE 2 nd Street, Suite 100 • Meridian, Idaho 83642	
RFP Number	RFP 2023-04-10
RFP Title ("Project")	ERP Software Procurement and Implementation Services
Item Description	Valley Regional Transit (VRT) is seeking proposals from qualified and experienced consultants to provide the procurement and implementation of a new ERP system. The system will include Financial Management, Human Resource Management, and Enterprise Asset Management. The Statement of Work is more fully described in Exhibit A of RFP 2023-04-10.
Term	The successful offeror shall provide the one-time professional implementation services as described herein for a term of no longer than two (2) years in 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 the County's Selection Committee to solicit proposals from ERP 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 the County'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 – Monroe County, NY – ERP Analysis & Implementation Services

	Vendor Technical Demo Scores													SUM	AVG Score
	1	2	3	4	5	6	7	8	9	10	11	12	13		
Job Requisitions & Hiring	85	87	86	88	84	85	86	85	86	88	89	86	86	1116	85.85
Personnel Actions	92	93	93	94	95	95	95	95	95	90	91	92	93	1203	92.54
Benefits	77	77	73	77	77	76	76	76	70	71	71	74	75	977	75.15
ESS	66	71	71	71	63	69	66	68	65	66	66	63	64	856	65.85
Time & Attendance	81	84	84	84	87	83	82	90	80	85	86	84	85	1095	84.23
Time Processing & Payroll	92	90	89	95	93	94	92	91	91	90	93	92	91	1193	91.77
Risk Management	80	77	76	81	75	77	79	78	75	76	80	82	79	1015	78.08
Totals:														7455	81.92

8. System Demos & Reference Checks

Our team will oversee the interview & demonstration process, as well as the reference checking process, to assist the County'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
 - Facilitate and attend 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' ERP system clients
 - Follow up with references (as needed) to help the Selection Committee gain further insight into the ERP system implementation process

Deliverable 11: Demo Scripts & Scorecards

9. Vendor Selection & Contract Negotiations

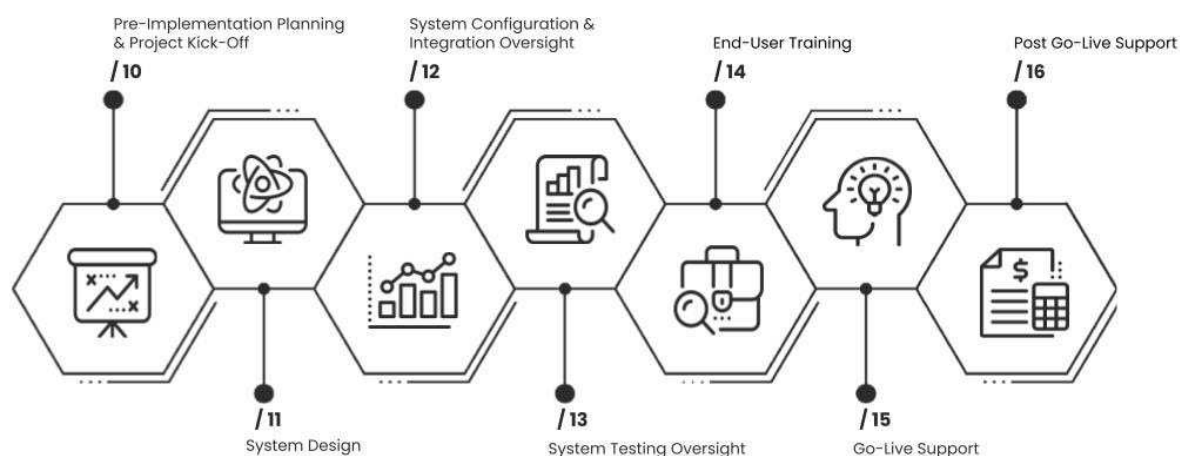
Our team will facilitate the vendor selection & contract negotiations process with the County. This project task will include the following:

- Meet with the County's Selection Committee once all system demos & reference checks are finished
- Provide our professional recommendation for the vendor that we believe will fulfill the County's requirements and ultimately be the best fit for the County
- 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 the County
 - Ensure the County & vendor review and validate the final agreement document

Methodology

Phase III: Implementation Project Management Services



Phase III: Implementation Project Management Services

Throughout the **New ERP Planning – Needs Assessment** 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 Lake County'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 Lake County 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 ERP 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 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 County 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 the County's project sponsors including the Finance, Treasury, Commissioner of Revenue, Human Resources, IT, Police, Fire, Community Development, Social Services, and Parks and Recreation departments, & 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 an ERP (Enterprise Resource Planning) 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 ERP software and the County'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 ERP system will operate post-implementation, ensuring that it aligns with the County'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 the County & 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 ERP system
- Ensure that all required software systems are properly integrated with the new ERP system
- Support the County's project team throughout the system configuration & integration process

13. System Testing Oversight

Our team will work with the County & 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 County staff begins
- Oversee User Acceptance Testing
 - Choose a group of stakeholders for User Acceptance Testing across the County's departments to test all system requirements across all modules, in accordance with the County's contract with the vendor
 - Provide System Test Scripts to the County'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 the County's testing team and report them to the vendor for required system maintenance before End-User Training with County staff begins

Deliverable 15: System Test Scripts



14. End-User Training

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

- Provide Quick Reference Guides to the County's end-user community that include clear, brief instructions for how to use various aspects of the new ERP system – with the goal of introducing tasks to the end-users who will execute them
- Provide Standard Operating Procedures to the County's end-user community that include detailed step-by-step instructions for how to use various aspects of the new ERP system – with the goal of enabling end-users to execute their tasks uniformly & efficiently
- Assist with providing interactive End-User Training to the County'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 the County & the selected vendor to provide onsite support during the Go-Live event for each module of the new ERP system. By project managing Go-Live, we will serve as the support liaison between the County & the vendor. We will document any issues that County 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 the County & 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 the County & the vendor. For a period of time following the Go-Live event, we will continue to document any issues that County 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 the County.



Project Timeline

Based on our past experience executing projects similar in scope & complexity to Lake County's **New ERP Planning – Needs Assessment** project, Avèro Advisors estimates a timeline of ~24 months for the project's duration. The project timeline for Phase III will depend on the selected software vendor. The **Estimated Project Timeline** below (subject to input from the County's project sponsors) includes each project phase & activity. We are committed to working closely with the County to ensure that the project does not exceed the proposed timeline.

Estimated Project Timeline

Lake County	Duration	Start	Finish	Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4									
				Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		Jun	Jul	Aug	Sep	Oct	Nov	Dec
New ERP Planning - Needs Assessment	521d	02/05/24	02/02/26																								
Phase I: ERP Needs Assessment of the County	56d	02/05/24	04/22/24																								
Project Planning and Kick Off	1d	02/05/24	02/05/24																								
Current-State Discovery Sessions	15d	02/06/24	02/26/24																								
Future-State Visioning Sessions	10d	02/27/24	03/11/24																								
Needs Assessment	15d	03/12/24	04/01/24																								
Requirements Traceability Matrix	15d	04/02/24	04/22/24																								
Phase II: RFP Development Assistance & Selection Assistance	70d	04/23/24	07/29/24																								
RFP Development	15d	04/23/24	05/13/24																								
RFP Solicitation	35d	05/14/24	07/01/24																								
System Demos & Reference Checks	10d	07/02/24	07/15/24																								
Vendor Selection & Contract Negotiations	10d	07/16/24	07/29/24																								
Phase III: Implementation Project Management Services	395d	07/30/24	02/02/26																								
Pre-Implementation Planning & Project Kick-Off	15d	07/30/24	08/19/24																								
System Design	65d	08/20/24	11/18/24																								
System Configuration & Integration Oversight	75d	11/19/24	03/03/25																								
System Testing Oversight	65d	03/04/25	06/02/25																								
End-User Training	60d	06/03/25	08/25/25																								
Go-Live Support	40d	08/26/25	10/20/25																								
Post Go-Live Support	75d	10/21/25	02/02/26																								



Megan Seaton <mseaton@averoadvisors.com>

ERP Planning - Needs Assessment Detailed Scheduling of Fees

Megan Seaton <mseaton@averoadvisors.com>

Wed, Jan 17, 2024 at 1:33 PM

To: Jenavive Herrington <Jenavive.Herrington@lakecountyca.gov>

Cc: Abhijit Verekar <av@averoadvisors.com>, Lexi Webster <lwebster@averoadvisors.com>

Bcc: 24211389@bcc.hubspot.com

Hi Jenavive,

Happy New Year, I hope all is well. Thank you for reaching out about our cost proposal on the ERP Planning and Needs Assessment project. We understand the importance of ensuring a fair and transparent comparison between vendors, and we appreciate the opportunity to provide more detailed information.

First, I'd like to talk about the details behind our pricing structure. The original estimated costs submitted to you as part of our response were developed using the following assumptions and metrics. The pricing was arrived at based on our deep experience with very similar projects for similarly sized counties across the United States that currently use similar (or the same) systems that Lake County operates (including CentralSquare Naviline). This approach and methodology has proven successful in delivering the desired results for our clients every time:

- A comprehensive and dedicated team that supports your project from start to finish (Phase III pricing will be determined once a suitable vendor is selected)
- Comprehensive interviews and meetings with ALL County departments and related agencies that might have a role to play in the future ERP system (for example, other elected offices, State agencies that provide services to County residents, etc.). Of course, more focus will be on Finance and the other nine departments mentioned in the RFQ (Finance, Treasury, Commissioner of Revenue, Human Resources, IT, Police, Fire, Community Development, Social Services, and Parks and Recreation) - we expect each meeting to take an hour to two hours, depending on the department/agency.
- As requested in the RFQ, a full review of current business processes for fund accounting, budgeting, human resources, grant management, payroll, treasury, capital assets, and purchasing - a more detailed study and documentation of business processes within these functional areas. We anticipate each business process review session (Current State Discovery) to take two hours each.
- Complete management of the solicitation process, working closely with your Purchasing department to develop the RFP and coordinating the release, promotion, and management of the pre-proposal process (answer Q&A from vendors, manage any pre-proposal conference, etc.).
- RFP review and vendor selection - we assume that the County will receive five proposals from ERP vendors, and the pricing reflects a review of proposals, documentation, score tabulations, etc.
- Lead contract negotiations with the selected vendor - this typically involves us communicating with the selected vendor, with guidance from your office and the purchasing department.

To answer your second question about the management of fees if the scope exceeds our estimate, I can confidently say that we are very certain of our projections and have to seek a change order exceptionally rarely. With that said, we manage scope and budgets by:

- Frequent communication about project status (weekly), including milestones and budget status.
- Keeping a strong adherence to our policy of "No Surprises" - to the County, vendor, or our internal team.
- Utilizing the Project Management Institute (PMI) methodology for project management from day one.

However, to underscore our deep interest in working with Lake County, we have adjusted our cost estimates to reflect a total discount of 11%. Avero remains flexible in our approach and welcomes any feedback for modifications you deem necessary. Note that the travel fees are an estimate, and will not be charged to the County if not incurred by our team. We anticipate that most of the work can be performed remotely.

Please see the updated cost proposal below:

Lake County

New ERP Planning - Needs Assessment

	Director of Advisory Services	Senior Manager	Project Manager	Associate / Senior Consultant	Hourly Rate
	\$250	\$225	\$200	\$175	
	41	122	262	426	
	Hours	Hours	Hours	Hours	Total Hours
Phase I: ERP Needs Assessment of the County	17	58	134	242	\$86,450
Project Planning & Kick-Off	1	2	6	8	\$3,300
Current-State Discovery	4	16	32	64	\$22,200
Future-State Visioning	4	16	24	50	\$18,150
Needs Assessment	4	8	32	40	\$16,200
Requirements Traceability Matrix	4	16	40	80	\$26,600
Phase II: RFP Development Assistance & Selection Assistance	24	64	128	184	\$78,200
RFP Development	4	16	32	64	\$22,200
RFP Solicitation	4	8	24	32	\$13,200
System Demos & Reference Checks	8	16	40	80	\$27,600
Vendor Selection & Contract Negotiations	8	24	32	8	\$15,200
Total Fees					\$164,650
Travel Fees (7%)					\$11,526
New Client Discount (10%)					(\$16,465)
TOTAL ESTIMATED PROJECT COST					\$ 159,711

We are excited about this opportunity to serve Lake County and appreciate the invitation to demonstrate our capabilities and qualifications in support of this critical initiative. Please feel free to call me if you have further questions.

Thank you!



Megan Seaton
Business Development Manager

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averoadvisors.com
512 W Broadway Ave. Maryville, TN 37801

The County of Lake California FINAL

Final Audit Report

2024-02-29

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County of Lake and Avero

Final Audit Report

2024-02-29

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